

Program and Budget Committee

Thirtieth-first Session
Geneva, September 7 to 11, 2020

WIPO PERFORMANCE REPORT (WPR) 2018/19

presented by the Director General

1. The WIPO Performance Report (WPR) 2018/19 has been prepared in accordance with Regulations 2.14 and 2.14*bis* of the Financial Regulations and Rules approved by the Assemblies in October 2017. The WPR provides an assessment of the financial performance and achievement of expected results against criteria established in the Program and Budget for the 2018/19 biennium. The performance data in the WPR 2018/19 have been validated by the Internal Oversight Division (IOD) (document WO/PBC/31/7).
2. The WPR 2018/19 has been enhanced with redesigned Strategic Goal Dashboards, and, for the first time, an overview of performance by expected result. In addition, the Funds-in-Trust (FIT) Progress Report 2019 has been strengthened to provide an overview of key results achieved under the FITs in 2019. Other enhancements include a new Development Agenda (DA) Highlights section, as well as budget utilization explanations, which have been consolidated at the organizational level.
3. The following decision paragraph is proposed.
 4. *The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) 2018/19 (document WO/PBC/31/6) and the Internal Oversight Division (IOD) Validation Report of the WIPO Performance Report 2018/19 (document WO/PBC/31/7), and recognizing its nature as a self assessment of the Secretariat, recommended that the Assemblies of WIPO note the positive financial performance and programmatic performance of the Organization towards achieving the expected results in the biennium 2018/19.*

[WIPO Performance Report (WPR) 2018/19
follows]

World Intellectual Property Organization
WIPO Performance Report 2018/19

CONTENTS

I. FINANCIAL AND RESULTS OVERVIEW	5
II. PERFORMANCE DASHBOARDS BY STRATEGIC GOAL	22
Strategic Goal I: BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP	23
PROGRAM 1 Patent Law	27
PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications.....	28
PROGRAM 3 Copyright and Related Rights.....	29
PROGRAM 4 Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources	31
Strategic Goal II: PROVISION OF PREMIER GLOBAL IP SERVICES.....	33
PROGRAM 5 The PCT System	39
PROGRAM 6 Madrid System.....	40
PROGRAM 31 The Hague System.....	42
PROGRAM 32 Lisbon System	43
PROGRAM 7 WIPO Arbitration and Mediation Center	44
Strategic Goal III: FACILITATING THE USE OF IP FOR DEVELOPMENT	46
PROGRAM 8 Development Agenda Coordination.....	51
PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	52
PROGRAM 10 Transition and Developed Countries	54
PROGRAM 11 The WIPO Academy.....	55
PROGRAM 30 SMEs and Entrepreneurship Support.....	57
Strategic Goal IV: COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE.....	59
PROGRAM 12 International Classifications and Standards.....	64
PROGRAM 13 Global Databases	65
PROGRAM 14 Services for Access to Information and Knowledge.....	66
PROGRAM 15 Business Solutions for IP Offices.....	68
Strategic Goal V: WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS	70
PROGRAM 16 Economics and Statistics.....	72
Strategic Goal VI: INTERNATIONAL COOPERATION AND BUILDING RESPECT FOR IP	74
PROGRAM 17 Building Respect for IP.....	76
Strategic Goal VII: ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES	78
PROGRAM 18 IP and Global Challenges.....	80
Strategic Goal VIII: A RESPONSIVE COMMUNICATION INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS	82
PROGRAM 19 Communications.....	86
PROGRAM 20 External Relations, Partnerships and External Offices	87
Strategic Goal IX: EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT.....	89
PROGRAM 21 Executive Management	96

PROGRAM 22	Program and Resource Management.....	97
PROGRAM 23	Human Resources Management and Development.....	99
PROGRAM 24	General Support Services	100
PROGRAM 25	Information and Communication Technology	101
PROGRAM 26	Internal Oversight	103
PROGRAM 27	Conference and Language Services	104
PROGRAM 28	Information Assurance, Safety, and Security.....	105
<hr/>		
III. ANNEXES.....		107
ANNEX I	Expenditure by Expected Result and Program in 2018/19	108
ANNEX II	Budget after Transfers by Program in 2018/19.....	110
ANNEX III	Budget after Transfers and Resource Utilization by Expected Result in 2018/19.....	111
ANNEX IV	2018 and 2019 Approved Budget and Budget after Transfers by Program	113
ANNEX V	Estimated Income for 2018 and 2019.....	114
ANNEX VI	Summary of Results by Union	115
ANNEX VII	Implementation of Cost Efficiency Measures in 2018/19	116
ANNEX VIII	Posts by Program in 2018/19	118
ANNEX IX	Indicators of the PCT System.....	119
ANNEX X	Indicators of the Madrid System	129
ANNEX XI	Indicators of the Hague System	144
ANNEX XII	Funds-in-Trust Progress Report 2019	153
ANNEX XIII	Capital Master Plan Progress Report 2019	169
<hr/>		
IV. APPENDIX.....		224
APPENDIX A	Methodology.....	224

I. FINANCIAL AND RESULTS OVERVIEW

The Organization's Operating Result for the biennium 2018/19 amounted to 123.3 million Swiss francs, with total income of 870.4 million Swiss francs and total expenditure of 747.1 million Swiss francs (IPSAS basis). The operating result represented an increase of 58.3 million Swiss francs, as compared to the Program and Budget 2018/19, which was mainly due to higher than estimated fee income of 34.6 million Swiss francs and a lower than estimated expenditure of 17.5 million Swiss francs. The surplus for the biennium amounted to 140.2 million Swiss francs, including 26.8 million Swiss francs in investment gains.

In 2018/19, WIPO generated 94.3 per cent of its income from fees paid by users of its international intellectual property (IP) systems for patents, trademarks and industrial designs, namely the PCT, Madrid and the Hague Systems. The main contributors to income were the PCT System, representing 75.8 per cent of the total income, followed by the Madrid System, representing 17.4 per cent of the total income.

WIPO's net assets, consisting of its Reserves and Working Capital Funds, totaled 364.2 million Swiss francs at the end of 2019. Following the implementation of IPSAS 39, WIPO's net assets include actuarial losses recorded through Net Assets totaling 118.5 million Swiss francs.

Table 1. Key Financials 2018/19
(in millions of Swiss francs)

Key Financials	2018/19 Program & Budget	2018/19 Actuals	2018/19 Actuals compared to Program & Budget
Income	829.3	870.2	105%
IPSAS adjustment to Income	0.3	0.2	67%
Total Income after IPSAS adjustments	829.6	870.4	105%
Expenditure			
<i>Personnel expenditure</i>	460.0	434.6	94%
<i>Non-personnel expenditure</i>	265.9	271.8	102%
Total Expenditure before IPSAS adjustments	725.9	706.4	97%
IPSAS adjustment to expenditure	38.8	40.8	105%
Total Expenditure after IPSAS adjustments	764.6	747.1	98%
Operating Result	65.0	123.3	190%
Reserve-funded projects	35.8 ¹	18.8	53%
IPSAS adjustments on Reserve-funded projects	(27.3)	(8.9)	n/a
Reserve-funded projects after IPSAS adjustments	8.5	9.9	116%
Surplus/(Deficit) (excl. special accounts and investment gains/(losses))	56.4	113.3	201%
Special accounts contributions	16.5	19.9	121%
IPSAS adjustment to Special accounts revenue	-	0.3	n/a
Special accounts expenditures	16.5	22.5	136%
IPSAS adjustment to Special accounts expenditures	-	(2.2)	n/a
Surplus/(Deficit) (excl. investment gains/(losses))	56.4	113.3	201%
Investment gains/(losses)			
<i>Investment gains/(losses)</i>	0.0	33.0	
<i>IPSAS adjustments to Investment gains/(losses)</i>	-	(6.2)	
Investment gains/(losses) ²⁻³, after IPSAS adjustments	0.0	26.8	
Surplus/(Deficit)	56.5	140.2	248%
Net Assets			
Net Assets as at December 31, 2017 - Actuarial gains/(losses) excluded		341.4	
Surplus/(Deficit)		140.2	
Revaluation Reserve Surplus		1.3	
Net Assets as at December 31, 2019 - Actuarial gains/(losses) excluded		482.8	
Actuarial gains/(losses) through Net Assets as at December 31, 2019		(118.5)	
Net Assets as at December 31, 2019		364.2	

¹ Budget for 2018/19.² The investment gains/(losses) estimate in the 2018/19 Program & Budget of 46,000 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.³ Investment gains in the biennium 2018/19 amounted to 26.8 million Swiss francs. The new policy on investments was implemented at the beginning of 2018.

Note: Figures in tables throughout the document may not add up due to rounding.

Table 2. Income in 2018/19
(in millions of Swiss francs)

Income	2018/19 Estimates	2018/19 Actuals	2018/19 Actuals compared to Estimates
Income on accrual basis			
Fees			
PCT	634.1	659.5	104%
Madrid	140.8	151.1	107%
Hague	11.3	10.2	90%
Lisbon ¹	0.0	0.0	113%
<i>Sub-total</i>	786.3	820.8	104%
Income on a modified accrual basis			
Contributions (unitary)	34.8	34.7	100%
Arbitration	3.1	3.8	122%
Publications	0.4	0.9	218%
Miscellaneous Income	4.8	10.0	207%
<i>Sub-total</i>	43.1	49.4	115%
IPSAS adj. to Income on a modified accrual basis	0.3	0.2	67%
Total Income after IPSAS adjustments	829.6	870.4	105%
¹ <i>Lisbon fee income (in thousands of Swiss francs)</i>	40.0	45.1	113%
Investment gains/(losses) *	0.0	26.8	
<i>* Investment gains/(losses) estimate in the 2018/19 Program & Budget of 46,000 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.</i>			

PCT fee income amounted to 659.5 million Swiss francs in 2018/19, an increase of 25.4 million Swiss francs, or 4 per cent, as compared to the biennial estimate. The number of international applications (IAs) filed under the PCT in 2018/19 was 518,575¹, i.e. a 1.5 per cent increase, as compared to the estimate for the biennium. China, the Republic of Korea and Japan led this increase.

Madrid fee income amounted to 151.1 million Swiss francs in 2018/19, an increase of 10.3 million Swiss francs, or 7.3 per cent, as compared to the biennial estimate. The number of applications under the Madrid System for the biennium was 125,347¹, i.e. 9.4 per cent above the 2018/19 estimate, resulting from strong growth in the United States of America, Japan, China and Switzerland. The number of registrations surpassed the 2018/19 estimate by 12.5 per cent. Renewals reached 90 per cent of the 2018/19 estimates, reflecting the impact of the 2008/09 global financial crisis.

The Hague fee income amounted to 10.2 million Swiss francs in 2018/19, a decrease of 1.1 million Swiss francs, or 10 per cent, as compared to the biennial estimate. The number of applications under the Hague System for the biennium was 11,334¹, i.e. 18.5 per cent below the 2018/19 estimate, mainly due to the delayed accession of China. However, higher than estimated growth was observed in the Republic of Korea, Italy and the United States of America. The number of registrations and renewals reached 83 per cent and 98 per cent of the 2018/19 estimates, respectively.

¹ Please refer to Table 3 for the evolution of demand under the PCT, Madrid and the Hague Systems.

Table 3. Estimates vs. Actuals Demand for Services under the PCT, Madrid and the Hague Systems in 2018/19

Registration Systems	2018/19 Program & Budget	2018/19 Actuals ¹	2018/19 Actuals compared to Estimates
PCT System			
IAs Filed	510,800	518,575	102%
Madrid System			
Applications	114,600	125,347	109%
Registrations	110,400	124,189	112%
Renewals	68,190	61,394	90%
<i>Sub-total Registrations & Renewals</i>	<i>178,590</i>	<i>185,583</i>	<i>104%</i>
Hague System			
Applications	13,910	11,334	81%
Registrations	11,767	9,809	83%
Renewals	6,950	6,813	98%
<i>Sub-total Registrations & Renewals</i>	<i>18,717</i>	<i>16,622</i>	<i>89%</i>

¹ 2018/19 Actuals as per the Chief Economist.

Assessed contributions amounted to 34.7 million Swiss francs in 2018/19, in line with the biennial estimate.

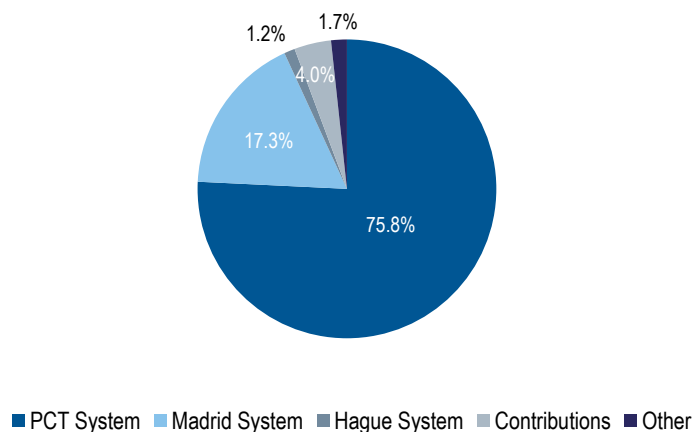
Income from the WIPO Arbitration and Mediation Center amounted to 3.8 million Swiss francs in 2018/19, an increase of 0.7 million Swiss francs, or 21.7 per cent, as compared to the estimate. The prime reason was a higher number of domain name cases filed in the biennium, i.e. 7,140 cases, representing an increase of 59.6 per cent, as compared to the biennial target.

Publications income amounted to 0.9 million Swiss francs, an increase of 0.5 million Swiss francs, as compared to the biennial estimate.

Miscellaneous income amounted to 10 million Swiss francs in 2018/19, an increase of 5.2 million Swiss francs, as compared to the biennial estimate. This was primarily due to a downward adjustment of a litigation provision amounting to 4.5 million Swiss francs.

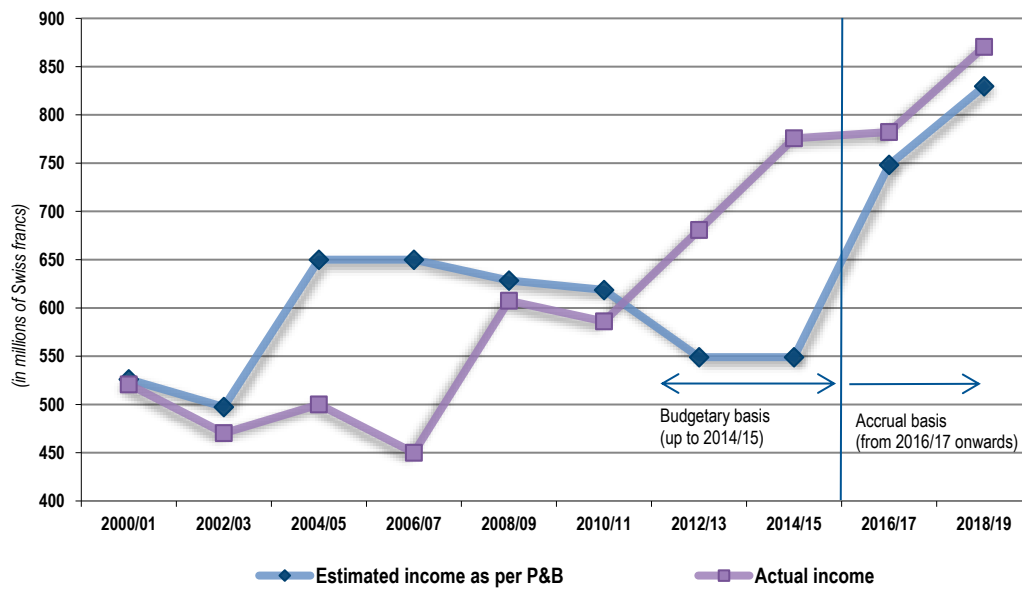
Investment gains amounted to 26.8 million Swiss francs in 2018/19. This was mainly due to gains in investments of 26 million Swiss francs, following the completion of the implementation of the new investment policy at the beginning of 2018. In addition, investment gains include the sale of the Meyrin building, amounting to 7 million Swiss francs and the related IPSAS adjustment amounting to -6.2 million Swiss francs.

The share of income by source is illustrated in Chart I below. Fee income from the PCT, Madrid and the Hague Systems represented 94.3 per cent of total income. PCT fee income alone represented 75.8 per cent of total income.

Chart I. Income Share by Source in 2018/19














The overall evolution of income from 2000/01 to 2018/19 is presented in Chart II below.

Chart II. Evolution of Income from 2000/01 to 2018/19



ACTUAL EXPENDITURE INCLUDING DEVELOPMENT EXPENDITURE BY RESULT IN 2018/19

(in thousands of Swiss francs)

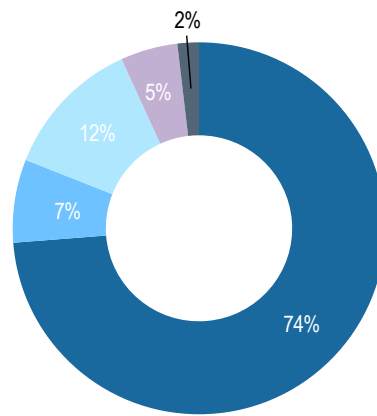
Strategic Goal VIII: A responsive communications interface between WIPO, its member states and all stakeholders						
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	VIII.2 Improved service orientation and responsiveness to inquiries	VIII.3 Effective engagement with Member States	VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations		
11,907 (-)	6,401 (-)	8,524 (-)	1,314 (-)	6,452 (-)		Total SG VIII: 34,599 (-)
Strategic Goal I: Balanced Evolution of the International Normative Framework for IP	Strategic Goal II: Provision of Premier Global IP Services	Strategic Goal III: Facilitating the Use of IP for Development	Strategic Goal IV: Coordination and Development of Global IP Infrastructure	Strategic Goal V: World Reference Source for IP Information and Analysis	Strategic Goal VI: International Cooperation on Building Respect for IP	Strategic Goal VII: Addressing IP in Relation to Global Policy Issues
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs	III.1 National innovation and IP strategies and plans consistent with national development objectives	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	V.1 Wider and better use of WIPO IP statistical information	VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges
13,640 (4,752)	26,789 (7,202)	8,830 (8,830)	7,396 (411)	2,970 (-)	1,818 (884)	6,211 (6,211)
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	II.2 Improved productivity and service quality of PCT operations	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	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	V.2 Wider and better use of WIPO economic analysis in policy formulation	VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	
10,325 (9,128)	176,192 (-)	33,463 (33,463)	22,003 (9,718)	4,223 (1,024)		
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs	III.3 Mainstreaming of the DA recommendations in the work of WIPO	IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases			
427 (-)	6,328 (2,328)	3,295 (3,295)	2,274 (1,003)			
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	II.4 Improved productivity and service quality of the Hague operations	III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	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			
250 (-)	10,957 (-)	9,571 (9,187)	16,708 (15,073)			
	II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation				
	14,027 (6,890)	6,339 (6,339)				
	II.6 Improved productivity and service quality of Madrid operations					
	44,109 (-)					
	II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods					
	4,684 (651)					
	II.8 Effective intellectual property protection in the gTLDs and the ccTLDs					
	7,030 (121)					
	II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs					
	803 (493)					
	II.10 Improved productivity and service quality of Lisbon operations					
	582 (-)					
Total SG I: 24,642 (13,880)	Total SG II: 291,500 (17,685)	Total SG III: 61,498 (61,114)	Total SG IV: 48,380 (26,206)	Total SG V: 7,193 (1,024)	Total SG VI: 2,849 (884)	Total SG VII: 6,211 (6,211)
Contributing to:						
  					 	
 					   	
Strategic Goal IX: Efficient administrative and financial support structure to enable WIPO to deliver its programs						
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results	IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight		
159,504 (-)	39,367 (-)	2,688 (-)	21,378 (-)	6,563 (-)		Total SG IX: 229,501 (-)

- Development expenditure: Expenditure is qualified as "development expenditure" in line with the revised definition of development expenditure detailed in Annex B of document WO/GA/43/21.
- Development expenditure figures include expenditure incurred on Development Agenda projects.
- Totals might not add up due to rounding.

2018/19 Expenditure: 706,374
(Total development expenditure: 127,004)

Results and Resources

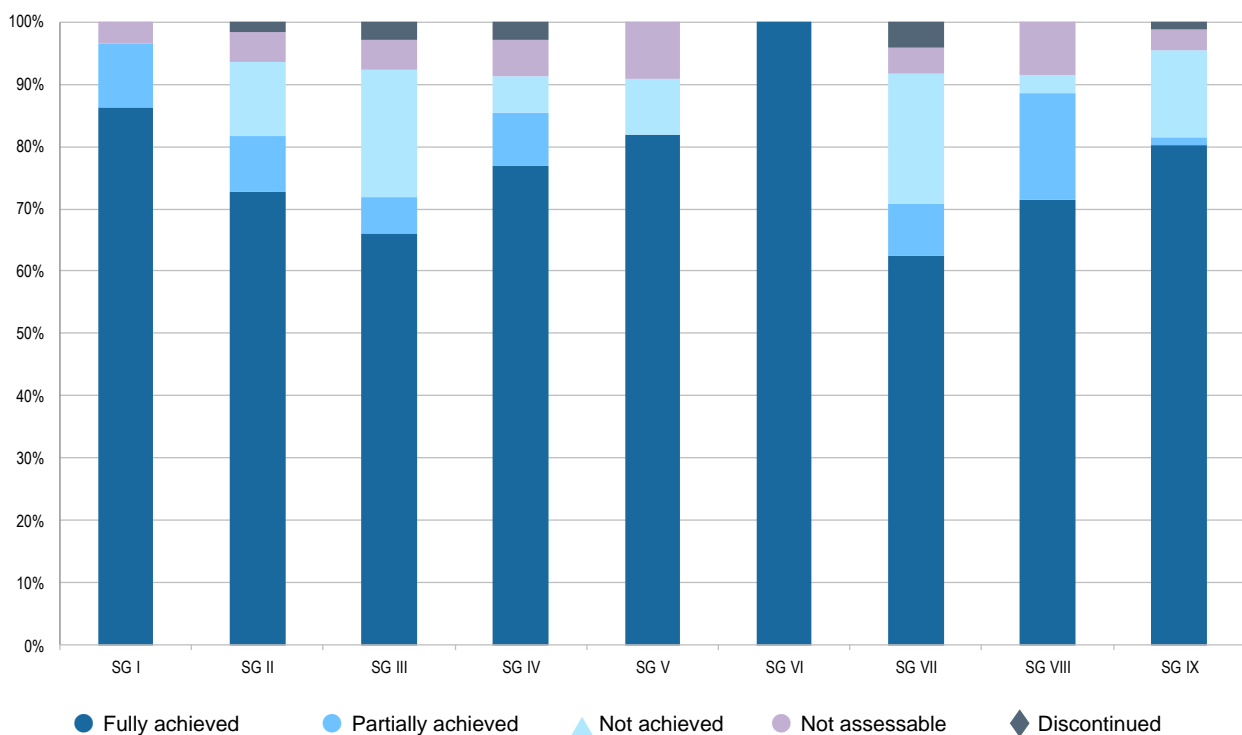
Overall View of Achievements of the Expected Results in 2018/19



● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ◆ Discontinued

In the WPR 2018/19, out of a total of 484 Performance Indicator Evaluations (PIEs)², 357 were assessed as Fully achieved ●; 35 were assessed as Partially achieved ●; 59 were assessed as Not achieved ▲; 24 were assessed as Not assessable ●; and 9 were assessed as Discontinued ◆. The detailed performance evaluations are reported under each Program.

Consolidated View of Achievements of the Expected Results in 2018/19 by Strategic Goal



² The number of performance indicators in 2018/19 amounts to 279.

Budget vs. Expenditure by Program and Cost Category

Table 4. Budget vs. Expenditure by Program in 2018/19
(in thousands of Swiss francs)

	Programs	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure ¹	Budget Utilization ²
1	Patent Law	4,965	5,481	5,332	97%
2	Trademarks, Industrial Designs and Geographical Indications	4,925	4,986	4,785	96%
3	Copyright and Related Rights	16,680	17,743	16,684	94%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	6,927	6,556	95%
5	The PCT System	213,107	207,985	200,931	97%
6	Madrid System	58,839	58,339	56,443	97%
7	WIPO Arbitration and Mediation Center	11,322	11,535	10,941	95%
8	Development Agenda Coordination	3,455	3,687	3,161	86%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,785	28,786	28,475	99%
10	Transition and Developed Countries	8,679	8,417	7,859	93%
11	The WIPO Academy	13,614	13,250	13,216	100%
12	International Classifications and Standards	7,215	7,544	7,396	98%
13	Global Databases	8,840	11,133	10,752	97%
14	Services for Access to Information and Knowledge	7,850	8,901	8,948	101%
15	Business Solutions for IP Offices	14,574	13,914	13,945	100%
16	Economics and Statistics	6,918	7,081	7,193	102%
17	Building Respect for IP	4,102	4,565	4,551	100%
18	IP and Global Challenges	5,648	4,997	4,600	92%
19	Communications	16,412	15,913	15,446	97%
20	External Relations, Partnerships and External Offices	13,255	14,343	13,306	93%
21	Executive Management	20,047	24,361	24,128	99%
22	Program and Resource Management	38,203	38,012	36,554	96%
23	Human Resources Management and Development	24,630	26,531	29,835	112%
24	General Support Services	38,634	39,703	39,223	99%
25	Information and Communication Technology	52,088	51,214	49,784	97%
26	Internal Oversight	5,550	5,056	5,067	100%
27	Conference and Language Services	39,136	35,740	35,387	99%
28	Information Assurance, Safety and Security	23,104	23,253	22,808	98%
30	SMEs and Entrepreneurship Support	6,326	6,119	5,723	94%
31	The Hague System	11,193	15,813	15,960	101%
32	Lisbon System	1,347	1,359	1,384	102%
	Unallocated	7,357	3,170	-	-
	TOTAL	725,857	725,857	706,374	97%

¹ 2018/19 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2018/19 expenditure as compared to the 2018/19 Final Budget after Transfers.

Note: The 2018/19 Final Budget after Transfers, throughout the document, reflects transfers during the biennium in line with Financial Regulation 5.5.

Overall personnel and non-personnel expenditure amounted to 706.4 million Swiss francs in 2018/19 on a budgetary basis, i.e. 19.5 million Swiss francs, or 2.7 per cent, below the Approved Budget for the biennium 2018/19. This was mainly due to: (i) personnel costs savings (25.4 million Swiss francs) resulting primarily from a vacancy rate of 4.8 per cent and part-time working arrangements; and (ii) lower travel expenses (4.8 million Swiss francs). These savings were partially offset by higher expenditure on the finalization of the Hague IT platform and the creation of the WIPO Judicial Institute.

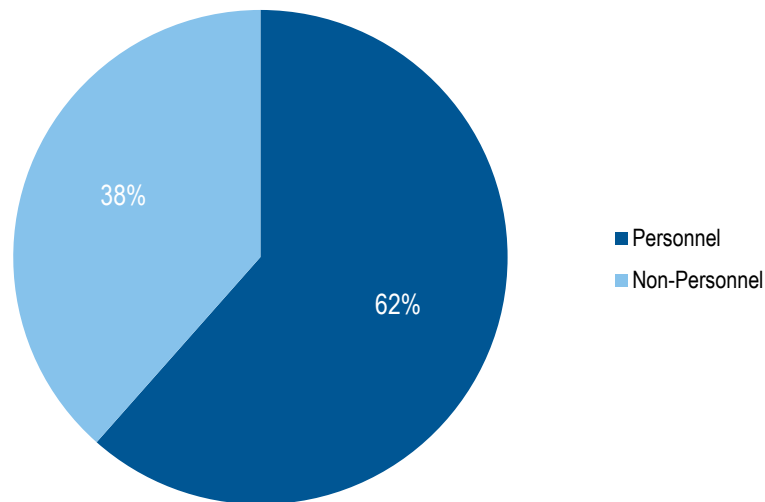
The following Programs saw increases in their Budget after Transfer:

- Patent Law (Program 1) due to additional temporary resources for legislative advice and patent drafting related capacity building activities.
- Global Databases (Program 13) due to implementation of Markush Search (chemical structure search functionality) and the strengthening of the fellowship program supporting AI initiatives.
- Services for Access to Information and Knowledge (Program 14) due to additional resources for the WIPO Technology Trends (WITT) publications and development of the Intellogist Platform.
- Building Respect for IP (Program 17) due to additional resources for capacity building, technical assistance and legislative advice related to building respect for IP.
- Executive Management (Program 21) due to: (i) the transfer of messenger driver services from Program 27 (Conference and Language Services); (ii) transfer of the responsibility for events from Program 24 (General Support Services); and (iii) creation of the WIPO Judicial Institute.
- Human Resources Management and Development (Program 23) due to a higher than estimated litigation provision (4.3 million Swiss francs).
- The Hague System (Program 31) due to additional resources of 5.3 million Swiss francs for the completion of the Hague IT Platform.

Overall budget utilization was lower than expected in the following areas:

- Lower than estimated expenditure on WIPO Connect in Copyright and Related Rights (Program 3) following the transfer of responsibilities from Program 15 (Business Solutions for IP Offices).
- Lower than estimated travel expenditure related to: (i) the IGC (Program 4); (ii) the CDIP and the International Conference on IP and Development (Program 8); and (iii) shift to self-purchase of tickets for Internal Oversight Committee (IAOC) members (Program 22).
- Personnel savings of approximately 7.3 million Swiss francs and lower than estimated travel expenditure related to the PCT Working Group and the PCT Union Assembly in Program 5 (The PCT System).
- Personnel savings in Programs 10 (Transition and Developed Countries), 18 (IP and Global Challenges), 19 (Communications) and 30 (SMEs and Entrepreneurship Support), part-time working arrangements in Programs 7 (WIPO Arbitration and Mediation Center), 10 and 30, and lower than estimated travel expenditure in Programs 10 and 30.
- Lower than estimated expenditure on travel and external experts in Program 9.
- Delayed opening of the External Offices in Algeria and Nigeria and lower than estimated travel expenditure related to the participation in UN-related meetings in Program 20 (External Relations).
- Lower than anticipated expenditure in Program 27 (Conference and Languages Services) resulting from: (i) the transfer of the responsibility for messenger driver services to Program 21; (ii) enhanced productivity in the delivery of printing services; (iii) adjustment of mailroom personnel due to lower mailing volumes; and (iv) transfer of responsibility for translation technology support to Program 5.

Chart III. Share of Personnel and Non-Personnel Expenditure 2018/19



Personnel Resources

Overall personnel expenditure amounted to 434.6 million Swiss francs on a budgetary basis, i.e. 25.4 million Swiss francs, or 5.5 per cent, below the Approved Budget for the biennium 2018/19.

The main drivers for lower personnel expenditure included: (i) a vacancy rate of 4.8 per cent; and (ii) part-time working arrangements (on average 11 per cent of staff), resulting in savings of approximately 21.2 and 9.4 million Swiss francs, respectively.

These savings were partially offset by: (i) the additional 2 per cent ASHI top-up amounting to 7.5 million Swiss francs; and (ii) a litigation provision amounting to 4.3 million Swiss francs reflected under Other Staff Costs and subsequently reversed in 2019.

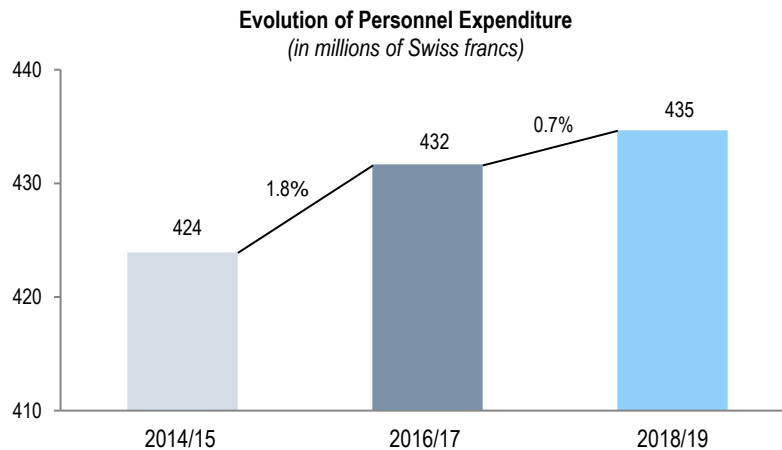
Table 5. Budget vs. Expenditure by Cost Category in 2018/19
(in thousands of Swiss francs)

Cost Categories	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure ¹	Budget Utilization ²
A. Personnel Resources				
Posts	431,546	414,931	410,369	99%
Temporary staff	20,978	20,588	18,593	90%
Other Staff Costs	2,120	2,120	5,662	267%
Sub-total, A. w/out Unallocated	454,643	437,639	434,624	99%
Unallocated (Personnel)	5,357	1,840	-	-
Total, A	460,000	439,480	434,624	99%
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	712	1,411	1,092	77%
WIPO Fellowships	6,802	8,884	8,507	96%
<i>Sub-total</i>	<i>7,514</i>	<i>10,294</i>	<i>9,599</i>	<i>93%</i>
Travel, Training and Grants				
Staff Missions	13,758	12,854	10,353	81%
Third-party Travel	15,310	14,202	14,779	104%
Training & Related Travel Grants	2,643	2,097	1,794	86%
<i>Sub-total</i>	<i>31,710</i>	<i>29,154</i>	<i>26,926</i>	<i>92%</i>
Contractual Services				
Conferences	6,624	6,870	8,044	117%
Publishing	519	280	20	7%
Individual Contractual Services	27,917	27,678	27,712	100%
Other Contractual Services	145,887	157,438	141,165	90%
<i>Sub-total</i>	<i>180,948</i>	<i>192,265</i>	<i>176,940</i>	<i>92%</i>
Finance Costs				
<i>Sub-total</i>	<i>1,702</i>	<i>1,226</i>	<i>1,229</i>	<i>100%</i>
Operating Expenses				
Premises & Maintenance	27,949	38,596	42,009	109%
Communication	5,207	4,894	4,312	88%
Representation & Other Operating Expenses	1,712	1,653	1,162	70%
UN Joint Services	1,202	1,292	1,444	112%
<i>Sub-total</i>	<i>36,070</i>	<i>46,435</i>	<i>48,927</i>	<i>105%</i>
Equipment and Supplies				
Furniture & Equipment	1,872	1,968	2,899	147%
Supplies & Materials	4,040	3,705	5,229	141%
<i>Sub-total</i>	<i>5,913</i>	<i>5,673</i>	<i>8,128</i>	<i>143%</i>
Sub-total, B. w/out Unallocated	263,857	285,048	271,750	95%
Unallocated (Non-Personnel)	2,000	1,329	-	-
Total, B	265,857	286,377	271,750	95%
TOTAL	725,857	725,857	706,374	97%

¹ 2018/19 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2018/19 expenditure as compared to the 2018/19 Final Budget after Transfers.

The evolution of personnel expenditure from 2016/17 to 2018/19 was contained with a marginal increase of 0.7 per cent, less than the statutory salary increases. The containment of personnel cost resulted from continuous ongoing efforts to contain such costs, including a move towards a more flexible and agile workforce.



Interns and WIPO Fellowships

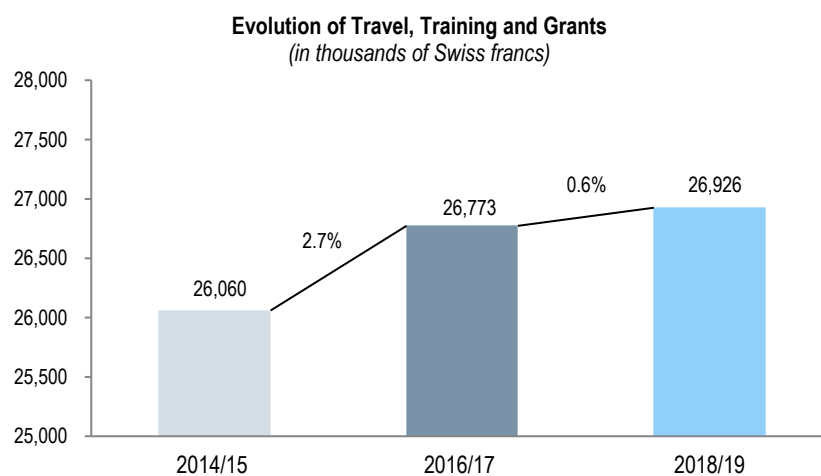
Overall expenditure on Interns and WIPO Fellowships amounted to 9.6 million Swiss francs in the 2018/19 biennium, i.e. 2.1 million Swiss francs, or 27.8 per cent, above the Approved Budget. This increase was primarily due to the strengthening of the fellowship programs in Madrid (Program 6) and the WIPO Arbitration and Mediation Center (Program 7) to support the administration of domain names cases, and Global Databases (Program 13) to support the development of AI-related applications.

Travel, Training and Grants

Overall expenditure on Travel, Training and Grants amounted to 26.9 million Swiss francs in the 2018/19 biennium, i.e. 4.8 million Swiss francs, or 15.1 per cent, below the Approved Budget.

The lower than estimated expenditure was due to several factors, including: (i) increased usage of the Online Booking Tool (OBT) resulting in lower global average ticket fares (-7 per cent) and service fees (-26 per cent); (ii) reduced DSA rate for Geneva impacting downwards the cost of meetings held at WIPO headquarters; and (iii) delayed opening of the External Offices in Algeria and Nigeria.

The evolution of Travel, Training and Grants expenditure from 2016/17 to 2018/19 was contained with a marginal increase of 0.6 per cent despite a higher volume of activities.



Contractual Services

Overall expenditure on Contractual Services amounted to 176.9 million Swiss francs in the 2018/19 biennium, i.e. 4 million Swiss francs, or 2.2 per cent, below the Approved Budget³.

The lower than anticipated expenditure was primarily due to: (i) savings related to the United Nations International Computing Center (UNICC) services (lower server hosting and storage backup costs) and postponed IT projects (Virtual Desktop Infrastructure and upgrade of audio-visual equipment) in Program 25 (ICT); and (ii) less additional works related to the PCT building renovation in Program 24 (General Support Services).

The lower expenditure was partly offset by increased costs related to: (i) the finalization of the new Hague IT Platform in Program 31; (ii) examination and translation of a higher than anticipated number of PCT applications; (iii) an increased demand for distance learning courses in Program 11 (The WIPO Academy); and (iv) the creation of the WIPO Judicial Institute in Program 21 (Executive Management).

Finance Costs

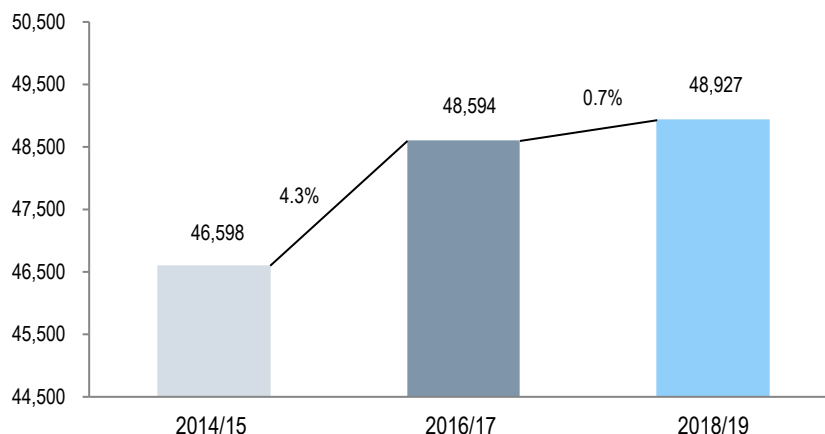
Overall Finance Costs amounted to 1.2 million Swiss francs in the 2018/19 biennium, i.e. 0.5 million Swiss francs below the Approved Budget, primarily due to the avoidance of negative interest rates on Swiss francs deposits.

Operating expenses

Overall Operating Expenses amounted to 48.9 million Swiss francs in the 2018/19 biennium, i.e. 2.5 million Swiss francs or 5.4 per cent above the Final Budget after Transfers⁴. The increase was primarily related to continuous improvements of the WIPO campus, such as the renovation of the AB terrace, in Program 24 (General Support Services) reflected under Premises and Maintenance.

The evolution of Operating Expenses expenditure from 2016/17 to 2018/19 was contained with a marginal increase of 0.7 per cent.

Evolution of Operating Expenses
(in thousands of Swiss francs)



Equipment and Supplies

Overall expenditure on Equipment and Supplies amounted to 8.1 million Swiss francs in the 2018/19 biennium, i.e. 2.2 million Swiss francs, or 37.5 per cent, above the Approved Budget. The increase was mainly observed in Program 25 (ICT) and related to: (i) the migration of databases to virtual platforms including Windows 10/Office 2016; (ii) desktop hardware and software refresh; and (iii) deployment of a new conference room technologies upgrade.

³ or 15.3 million Swiss francs or 8 per cent below the Final Budget After Transfers mainly due to the security guard cost shift to Operating expenses in Program 28.

⁴ or 12.9 million Swiss francs or 35.6 per cent above the Approved Budget mainly due to the security guard cost shift from Contractual Services in Program 28.

Development Expenditure

Overall development expenditure amounted to 127 million Swiss francs, i.e. 5.8 million Swiss francs, or 4.4 per cent, below the Approved Budget. This represented 18 per cent of the total expenditure in the biennium 2018/19. The decrease was mainly due to lower than budgeted expenditure, primarily on personnel and travel, across most Programs for the achievements of the biennial targets.

Table 6. Development Expenditure¹ in 2018/19
(in thousands of Swiss francs)

Programs	2018/19 Approved Budget			2018/19 Final Budget after Transfers			2018/19 Expenditure ²			Budget Utilization
	Total	DA Projects	Total w/ DA Projects	Total	DA Projects	Total w/ DA Projects	Total	DA Projects	Total w/ DA Projects	
1 Patent Law	3,022	-	3,022	3,466	-	3,466	3,407	-	3,407	98%
2 Trademarks, Industrial Designs and Geographical Indications	2,910	-	2,910	2,543	39	2,582	2,469	8	2,477	96%
3 Copyright and Related Rights	11,612	100	11,712	12,464	474	12,939	11,965	390	12,355	95%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,345	-	4,345	4,467	-	4,467	4,184	-	4,184	94%
5 The PCT System	6,755	-	6,755	6,251	-	6,251	5,931	-	5,931	95%
6 Madrid System	5,487	-	5,487	5,747	-	5,747	5,595	-	5,595	97%
7 WIPO Arbitration and Mediation Center	283	-	283	287	-	287	272	-	272	95%
8 Development Agenda Coordination	3,455	-	3,455	3,572	115	3,687	3,058	103	3,161	86%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,723	62	30,785	28,620	166	28,786	28,322	153	28,475	99%
10 Transition and Developed Countries	6,381	-	6,381	6,630	-	6,630	6,209	-	6,209	94%
11 The WIPO Academy	13,285	329	13,614	12,871	379	13,250	12,837	379	13,216	100%
12 International Classifications and Standards	511	-	511	473	-	473	411	-	411	87%
13 Global Databases	3,039	-	3,039	2,258	-	2,258	2,003	-	2,003	89%
14 Services for Access to Information and Knowledge	4,444	859	5,303	4,843	923	5,766	4,962	808	5,771	100%
15 Business Solutions for IP Offices	13,403	-	13,403	12,625	-	12,625	12,575	-	12,575	100%
16 Economics and Statistics	1,402	-	1,402	976	56	1,033	968	56	1,024	99%
17 Building Respect for IP	2,805	-	2,805	3,165	-	3,165	3,175	-	3,175	100%
18 IP and Global Challenges	4,297	-	4,297	3,876	-	3,876	3,560	-	3,560	92%
20 External Relations, Partnerships and External Offices	5,183	-	5,183	5,726	-	5,726	4,765	-	4,765	83%
21 Executive Management	-	-	-	902	-	902	857	-	857	95%
30 SMEs and Entrepreneurship Support	6,326	-	6,326	5,967	152	6,119	5,655	68	5,723	94%
31 The Hague System	1,420	-	1,420	1,456	-	1,456	1,364	-	1,364	94%
32 Lisbon System	392	-	392	492	-	492	493	-	493	100%
TOTAL	131,482	1,350	132,832	129,678	2,305	131,983	125,039	1,965	127,004	96%
Development Expenditure as % of total budget			18.3%			18.2%			18.0%	
Funds-in-Trust	25,589 ³			22,465			22,465			

¹ Development expenditure for 2018/19 is calculated in line with the revised definition of development expenditure approved at the 55th session of the WIPO General Assembly (Annex B document WO/GA/43/21).

² 2018/19 Expenditure refers to actual expenditure pre-IPSAS adjustments.

³ Estimated amount available for programming in 2018/19.

Development Agenda (DA) Highlights

The principles set out in the DA Recommendations continued to guide the Organization in the implementation of a holistic set of activities and projects by 23 Programs⁵ in the biennium 2018/19 and coordinated by Program 8 (Development Agenda Coordination). Recommendations in Cluster A were at the core of all WIPO's technical assistance activities, which were demand driven and tailored to the priorities, special needs and different levels of development of Member States. Similarly, the norm-setting activities of the Organization continued to be guided by the principles of the Recommendations in Cluster B, i.e. the principle of neutrality, inclusiveness and member-driven nature, as well as due consideration of the balance between costs and benefits.

Moreover, the Organization's governance and institutional matters as per Cluster E of the DA, continuously took into consideration the need for inclusiveness and having a participatory approach as set out in the DA. To this end, wider cooperation with, and participation by, representatives of different stakeholder groups was ensured in all WIPO meetings and activities. The DA also made a significant impact on the Organization's Code of Ethics by ensuring that it was based on the principles of independence, impartiality and confidentiality. In addition to providing advice and guidance to WIPO staff on situations raising ethical dilemmas, the Organization organized annual events in both 2018 and 2019, open for WIPO staff and Member States, focusing on ethics in frontier areas such as technology and culture.

Table 7. Development Agenda Projects in 2018/19
(in thousands of Swiss francs)

Projects	Programs	Status	Project Budget	Expenditure ¹			Balance Available	Budget Utilization
				Expenditure up to end 2017	2018/19 Expenditure	Total Expenditure		
Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries - Phase II	Program 3	completed	540	323	214	538	2	100%
New WIPO Activities Related to using Copyright to Promote Access to Information and Creative Content	Program 3	completed	311	100	118	218	93	70%
Capacity-Building in the Use of Appropriate Technology - Specific Technical and Scientific Information as a Solution for Identified Development Challenges – Phase II	Program 9	completed	468	350	47	397	71	85%
IP, Tourism and Culture: Supporting Development Objectives and Promoting Cultural Heritage in Egypt and Other Developing Countries	Program 9	completed	320	201	106	307	13	96%
Cooperation on Development and IP Rights Education and Professional Training with Judicial Training Institutes in Developing and Least Developed Countries	Program 11	completed	500	78	379	457	43	91%
The Use of Information in the Public Domain for Economic Development	Program 14	completed	800	371	423	793	7	99%
Project on IP and Socio-Economic Development - Phase II	Program 16	completed	801	638	56	694	107	87%
IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP	Program 2	in-progress	541	-	8	8	533	1%
Pilot Project on Copyright and the Distribution of Content in the Digital Environment	Program 3	in-progress	556	-	57	57	499	10%
Enhancing the Use of IP in the Software Sector	Program 8	in-progress	361	-	103	103	258	29%
IP Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries, LDCs and Countries with Economies in Transition	Program 14	in-progress	584	-	386	386	198	66%
Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the IP System	Program 30	in-progress	415	-	68	68	347	16%
TOTAL			6,197	2,062	1,965	4,027	2,170	65%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

⁵ Programs 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 20, 21, 22, 30, 31, and 32

Besides the DA Recommendations and principles, activities that emanated from DA projects, such as national IP academies, national IP strategies, TISCs as well as the ARDI and ASPI programs, continued as mainstreamed regular work in the relevant Programs of the Organization.

The development studies developed under the DA Project on IP and Socio-Economic Development also continued to be used as evidence-based tools by Member States for innovation and IP policymaking. After the agreement by Member States to mainstream those studies, the Organization established a framework setting the main directions for development of new studies, with the idea to deliver a small number of studies with the potential to provide useful data-driven insights for policymakers.

By the end of the biennium 2018/19, a total of 22 DA projects had been mainstreamed. The below provides some highlights as regards the DA Projects under implementation in 2018/19:

- Project on Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries – Phase II (DA Recommendations, 1, 2, 4, 10 and 11):
 - a Feasibility Study on Enhancing the Collection of Economic Data on the Audiovisual Sector in a Number of African Countries was presented and made available to Member States. The Study addressed the importance of knowledge of the audiovisual markets for the development of those markets and outlined the many obstacles and challenges that exist in a range of countries for the collection of such data.
- New WIPO Activities related to using copyright to promote access to information and creative content (DA Recommendations 19, 24 and 27):
 - In the context of these activities, an “International Conference for Least-Developed and Developing Countries on Copyright and Management of Public Sector Information” was held on June 14, 2019, in Nairobi, Kenya, and was organized in cooperation with the Kenya Copyright Board (KECOBO).
- Project on Capacity-Building in the Use of Appropriate Technology - Specific Technical and Scientific Information as a Solution for Identified Development Challenges – Phase II (DA Recommendations 19, 30 and 31):
 - After its completion in 2018, the project was successfully mainstreamed into the regular activities of the Division for Least Developed Countries (Program 9), with the expansion of national projects on the transfer of appropriate technology in other developing countries.
- The Project on Intellectual Property, Tourism and Culture: Supporting Development Objectives and Promoting Cultural Heritage in Egypt and Other Developing Countries (Recommendations 1, 10, 12 and 40):
 - The project was completed in 2018 and resulted in a series of studies developed in each of the participating countries (Ecuador, Egypt, Namibia and Sri Lanka), which identified and illustrated best practices concerning the successful use of a national IP system to enhance the competitive advantage of the tourism sector and the promotion of national and/or regional knowledge, traditions and culture. In addition, a 40-hour training of trainers course on IP, Tourism and Local Development was finalized.
- Project on Cooperation on Development and Intellectual Property (IP) Rights Education and Professional Training with Judicial Training Institutions in Developing and Least-Developed Countries (DA Recommendations 3, 10 and 45):
 - The project enhanced the capacity of judicial training institutions to deliver continuing education programs on IP rights and to build the capacity and skills of judges for efficiently adjudicating IP disputes. The project outputs were designed by a panel of judges and focused on the development of customized modules and manuals and the offering of comprehensive face-to-face and distance learning continuing education programs. The project was successfully mainstreamed into the activities of the Organization.
- Project on the Use of Information in the Public Domain for Economic Development (DA Recommendations 16 and 20):
 - WIPO published two guides for inventors and entrepreneurs: (i) Identifying Inventions in the Public Domain; and (ii) Using Inventions in the Public Domain. A new Patent Register Portal was also launched and made available at: www.wipo.int/patent_register_portal.
- Project on IP and Socio-Economic Development – Phase II (DA Recommendations 35 and 37):

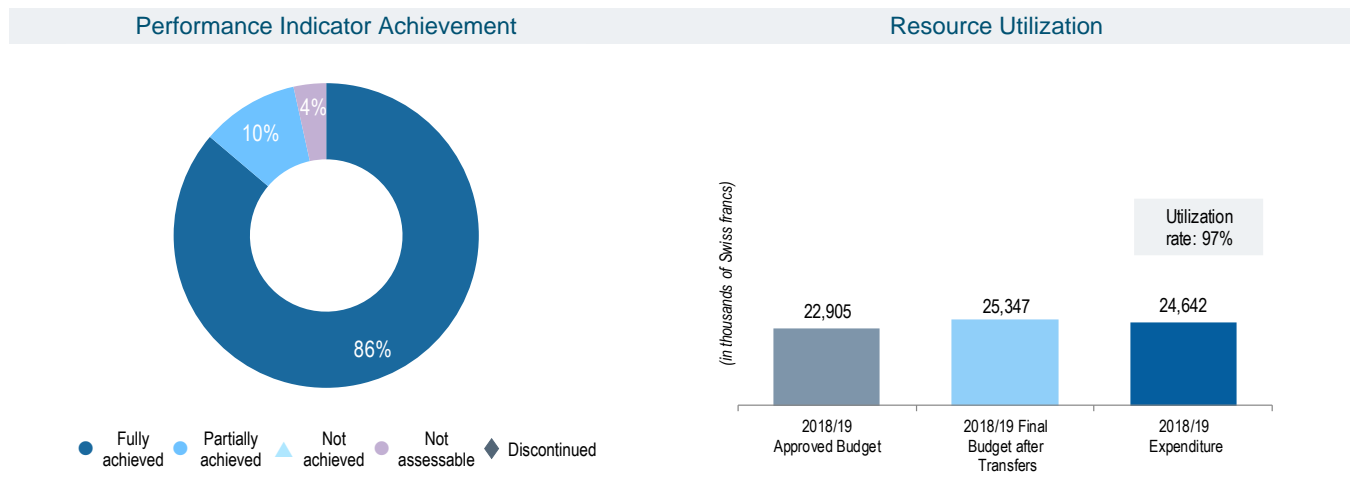
- A series of evidence-based studies⁶ were completed. The project was successfully mainstreamed during the biennium into the regular activities of Program 16.
- Projects on Intellectual Property and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through Intellectual Property (DA Recommendations 1, 10 and 12) and Pilot Project on Copyright and the Distribution of Content in the Digital Environment (DA Recommendations 1, 3, 4, 10, 11, 16, 25 and 35):
 - Although both projects started their implementation in 2019, it was premature to report on completed deliverables at the end of the biennium.
- Project on Enhancing the Use of IP in the Software Sector (DA Recommendations 4, 11 23, 24 and 27):
 - A Scoping Study on Availability and Use of IP Tools to Protect Mobile Applications in Kenya, Trinidad and Tobago, and the Philippines, and a publication on IP and Mobile Applications was presented to Member States and made available online.
- Project on Intellectual Property Management and Transfer of Technology: Promoting the Effective Use of Intellectual Property in Developing Countries, Least Developed Countries and Countries with Economies in Transition (DA Recommendations 1, 10, 12, 23, 25, 31 and 40):
 - A manual and a toolkit for assessing training needs of participating countries was completed. Mappings of innovation value chains, highlighting the relationships between them, was also completed in the participating countries. Based on country assessments, training plans were developed outlining the type and targeted subject matter of each training activity.
- Project on Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the Intellectual Property System (DA Recommendations 1, 10, 12, 19 and 31):
 - The project commenced its implementation in 2019 with a literature review on the situation of women inventors, innovators and entrepreneurs. A guide and training materials on IP issues related to bringing patent-based products to market and creating a startup were developed.

⁶ (i) Understanding the Use of Industrial Design in Southeast Asian countries – the Case of Indonesia, the Philippines and Thailand; (ii) IP Use in Middle Income Countries; (iii) Enhancing Innovation in the Ugandan Agro-Food Sector: Robusta Coffee Planting Material and Tropical Fruit Processing; and (iv) IP in the Health Sector Innovation System in Poland.

II. PERFORMANCE DASHBOARDS BY STRATEGIC GOAL

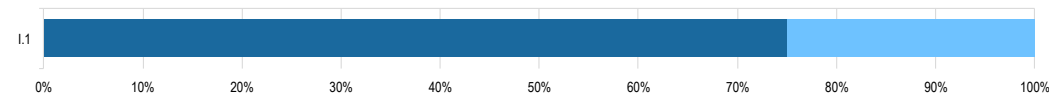
Strategic Goal I: BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

Performance Dashboard



Performance Overview by Result

ER I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP

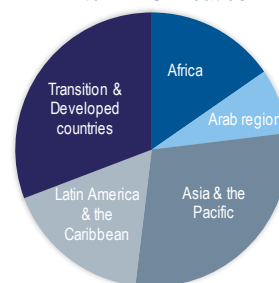


Contributing Programs: Programs 1, 2, 3, 4, 18, 21

Key Accomplishments

The biennium saw a record number of treaty ratifications/accessions to WIPO-administered treaties, for a total of 99⁷, representing a 30 per cent increase over the previous biennium. Of the 51 Member States and one intergovernmental organization depositing instruments of ratification/accession in 2018/19, the majority were from transition and developed countries and countries in the Asia and Pacific region. Eight were least developed countries (LDCs)⁸, and nine were from the countries covered by WIPO's network of External Offices⁹.

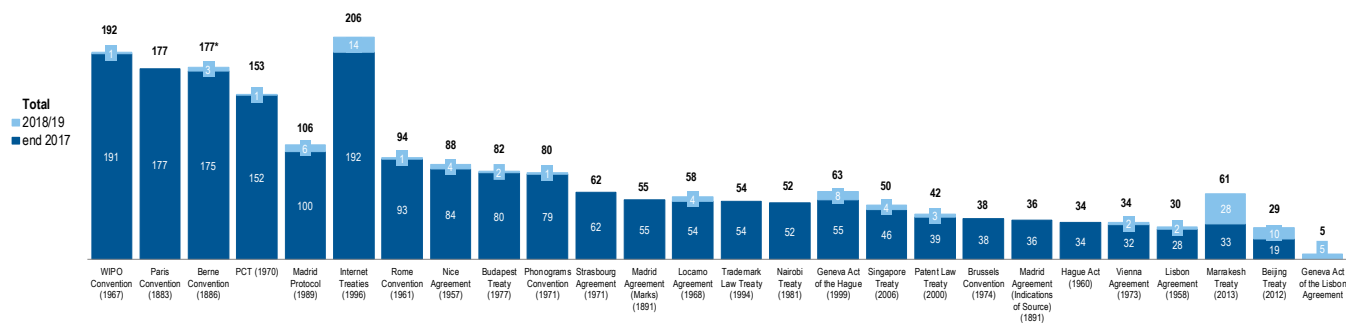
Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties



⁷ Based on the date of deposit of instrument.

⁸ Africa (Lesotho, Malawi, Mali, Uganda); Asia and the Pacific (Afghanistan, Cambodia, Kiribati, Solomon Islands)

⁹ Brazil (WBO); Japan (WJO); Russian Federation (WRO); Cambodia, Malaysia, the Philippines, Singapore, Thailand, Viet Nam (WSO)



* The total includes the accession of New Zealand to the Paris Act (1971) of the Berne Convention.

Note: The total number of ratifications/accessions to the Internet treaties amounted to 206 at the end of the biennium, of which 103 to the WCT and 103 to the WPPT.

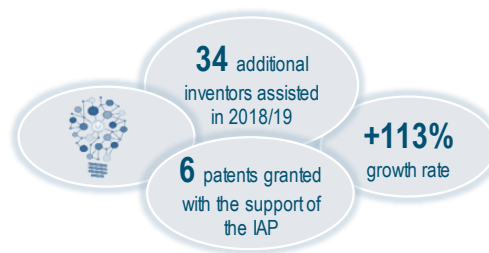
The Standing Committee on the Law of Patents (SCP) reviewed the current international patent system in a holistic manner that took into account different needs and interests of Member States and stakeholders. A step-by-step approach broadened the common base from which the Committee could develop its discussions. Further, various methodologies employed by the Committee, including preparation of background studies and information sharing sessions on experiences and challenges in respect of national implementation of patent laws, contributed to advancing discussions on issues of common interest at the SCP. A number of proposals were put forward by Member States on various topics, showing commitments by Member States to the SCP process.

The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) reached agreement on the following topics: (i) information exchange through an SCT member survey and compilation of survey results as a basis for further deliberations on the issue of Graphical User Interface (GUI) protection; (ii) information exchange through an SCT member survey and compilation of survey results concerning Article 11 of the Paris Convention regarding temporary protection of industrial designs; (iii) holding of three half-day information sessions (two on geographical indications and one on Article 11 of the Paris Convention on protection for industrial designs); (iv) information exchange through an SCT member survey on the protection of nation brands; and (v) cooperation between the World Health Organization (WHO) and WIPO concerning the exchange of data for International Non-Proprietary Names for Pharmaceutical Substances (INNs) and the regular inclusion of updates for such data in the WIPO Global Brands Database.

The Standing Committee on Copyright and Related Rights (SCCR) continued its work on the two main topics on its agenda, (i) the proposed broadcasting treaty, and limitations and exceptions for libraries, archives, museums and (ii) educational and research institutions. The 2018 and 2019 WIPO General Assemblies invited the SCCR to continue its work toward a treaty for the protection of broadcasting organizations, setting forth objectives for progress on the draft treaty text with the possibility of convening a diplomatic conference in 2020/21. Over the course of the biennium the Chair issued several updated versions of the text reflecting the progress made in discussions. Work on limitations and exceptions (L&E) was focused on implementation of the L&E Action Plans adopted by the SCCR. Reports and typologies were prepared and presented to Member States on all the L&E topics. Three regional seminars were held to gather information and analyze the situation in Member States, and an International Conference reflecting all the work on the Action Plans was held in October 2019. Work also continued on the “Other Matters”, including digital music services, the protection of theatre directors’ rights, and the resale royalty right.

The Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC) transmitted three revised texts on genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs), together with a Chair’s Text of a Draft International Legal Instrument Relating to Intellectual Property, Genetic Resources and Traditional Knowledge Associated with Genetic Resources, to the WIPO General Assembly in 2019. The WIPO General Assembly took stock of the progress made by the IGC and renewed its mandate for the biennium 2020/21.

Beneficiaries selected under the Inventor Assistance Program (IAP), a joint initiative with the World Economic Forum, grew by over 113 per cent compared to the last biennium, with participation from inventors in Colombia, Ecuador, Morocco, the Philippines, and South Africa. The network’s pro bono patent attorneys assisted 34 additional inventors in 2018/19, for a cumulative total of 64 inventors having benefitted from the Program. More than 100 volunteers supported the program’s inventors to navigate the patent system within the inventor’s country and in selected jurisdictions. By the end of 2019, six patents had been granted to innovators with support of the IAP.



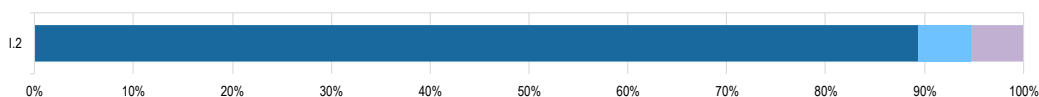
Looking Forward

During the biennium, the WIPO General Assembly deliberated twice over the convening of a diplomatic conference for the adoption of a Design Law Treaty. At the 2019 session of the General Assembly, the matter was the subject of informal consultations and a compromise solution was presented to the plenary for consideration and adoption. Although the proposal appeared to enjoy widespread support by the General Assembly, it fell short of adoption. The WIPO General Assembly decided that, at its next session in September 2020, it would continue considering the convening of a diplomatic conference on the Design Law Treaty, to take place at the end of the first half of 2021.

In order to enhance the response rate to satisfaction surveys for awareness raising and promotional activities on patents and related matters, the Program focused on building awareness of the importance of data collection via surveys and was exploring, *inter alia*, using digital surveys and more extensive follow-up activities.

Given the very high number of treaty ratifications/accessions in the 2018/19 biennium, the concomitant growth in the complexity of those treaty actions and the precise timing of the deposit of many instruments of accession during the meetings of the Assemblies of WIPO, the target of notifying all treaty actions within three days was no longer feasible. A longer time-line will be explored in future biennia.

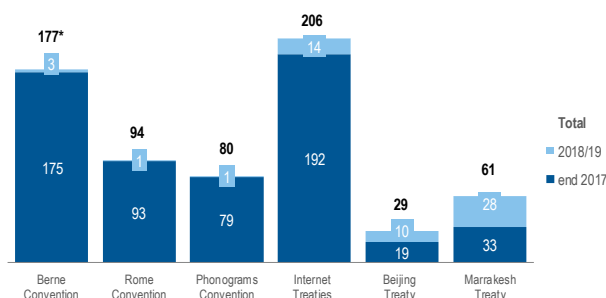
ER I.2 Tailored and balanced IP legislative, regulatory and policy frameworks



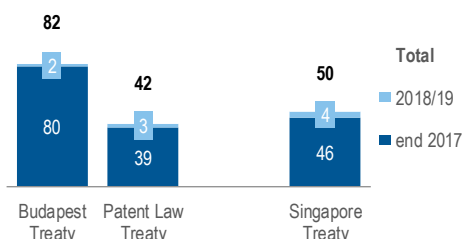
Contributing Programs: Programs 1, 2, 3, 9, 10, 17, 18, 20, 21

Key Accomplishments

WIPO copyright treaties saw 57 ratifications/accessions in 2018/19. The Beijing Treaty arrived at the cusp of entry into force, with 29 contracting parties, and the Marrakesh Treaty continued its rapid progress as the fastest growing WIPO treaty in the modern era, with 61 contracting parties covering 88 countries. The Internet Treaties (WCT and WPPT) each crossed the threshold of 100 contracting parties, with a total of 103 each at the end of 2019.

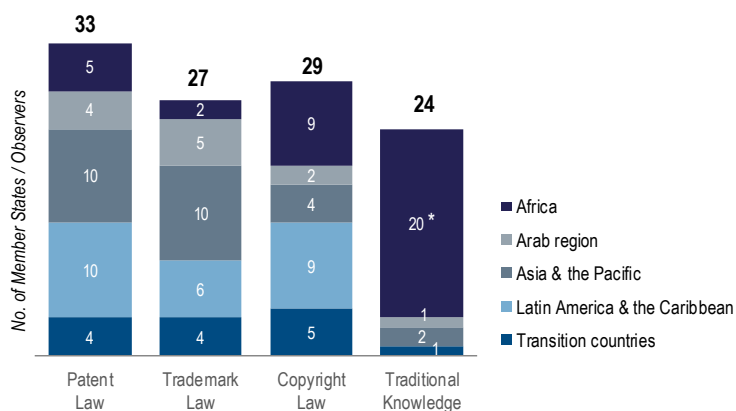


* The total includes the accession of New Zealand to the Paris Act (1971) of the Berne Convention.
Note: The total number of ratifications/accessions to the Internet treaties amounted to 206 at the end of the biennium, of which 103 to the WCT and 103 to the WPPT.



In the area of patents, two States joined the Budapest Treaty, and three States joined the Patent Law Treaty. The Singapore Treaty on the Law of Trademarks saw an additional four accessions, bringing the overall number of Contracting Parties at the end of the biennium to 50.

Legislative and policy assistance in the areas of Patent Law, Trademark Law, Copyright Law and Traditional Knowledge continued to be highly appreciated, with Member States indicating that the advice provided was exhaustive, of good quality, and helpful in understanding the implications of issues at stake.



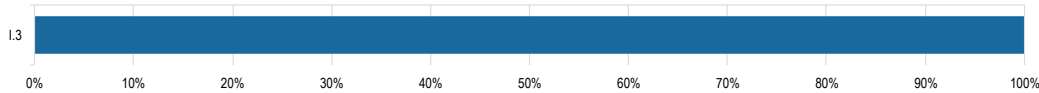
* 3 countries and 1 regional organization, benefitting 17 countries

In 2018/19, WIPO enhanced its engagement with the judiciary through the establishment of the WIPO Judicial Institute. At the *Annual WIPO Intellectual Property Judges Forum*, over 120 judges participated from around the world and the Institute strengthened the human and institutional capacities of national judiciaries, including through Master Classes for experienced judges and the establishment of continuing judicial education programs on IP. The Institute also embarked on building collective knowledge on IP judicial systems and judgments through targeted publications.

Looking Forward

Of the biennial target of 40 contracting parties to the Beijing Treaty, which was highly ambitious, the Beijing Treaty reached 29 contracting parties by the end of 2019, with the thirtieth contracting party expected to deposit its instrument in January 2020, allowing the Treaty to enter into force in April 2020. The momentum from the entry into force and the visibility of the celebration of this event planned for the WIPO Assemblies in September 2020 will facilitate the support to additional Member States that are working toward ratification/accession.

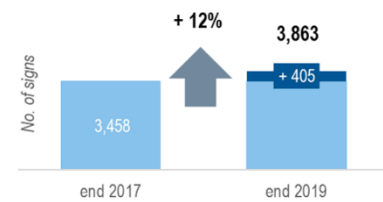
ER I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations



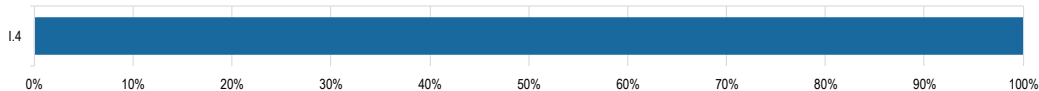
Contributing Program: Program 2

Key Accomplishments

An additional 405 new signs were published under Article 6*ter* of the Paris Convention, more than the double of the biennial target. Overall, the total number of signs contained in the Article 6*ter* database grew by 12 per cent, from 3,458 at the end of 2017 to 3,863 at the end of 2019.



ER I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information



Contributing Program: Program 1

Key Accomplishments

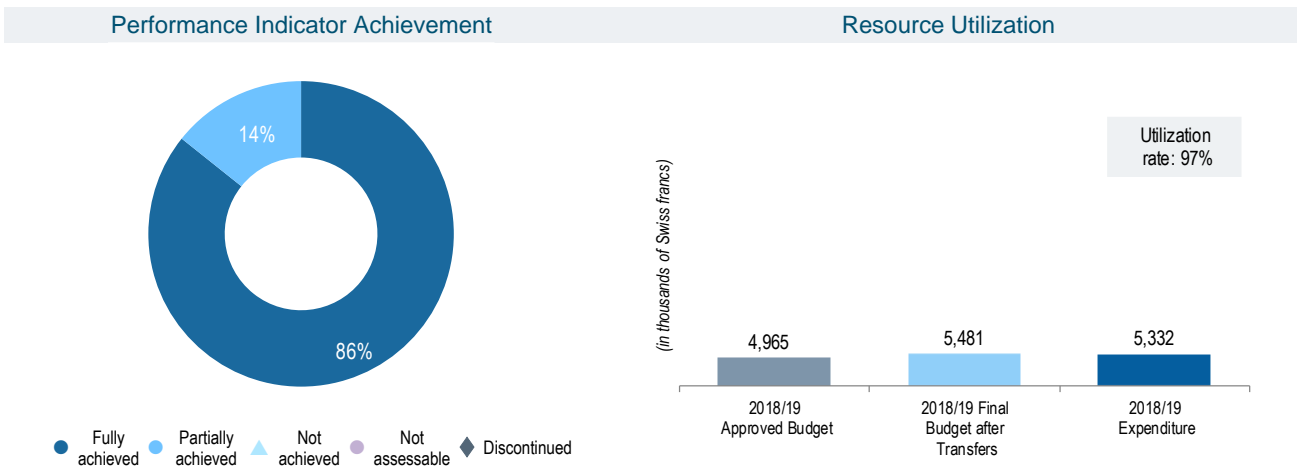
The WIPO Symposium on Trade Secrets and Innovation was held in November 2019. The Symposium addressed a wide range of issues relating to the interface between trade secrets and innovation, from the perspectives of policy, law, economics and business, which contributed to better understanding of the intertwined nature of the patent system, the trade secret system, and other mechanisms in knowledge creation and dissemination, particularly in the age of the digital economy and artificial intelligence.

PROGRAM 1 Patent Law



Program Manager Mr. J. Sandage

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program1.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Reduced relevance of the Standing Committee on the Law of Patents as a multilateral normative forum.	This risk remained stable throughout the biennium.	The risk was effectively mitigated through provision of an inclusive and neutral environment for dialogue between Member States and timely, accurate and substantive information to Member States.	The effective mitigation facilitated the progress made in the SCP.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,999	3,353	3,261
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,653	1,821	1,821
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	312	307	250
Total	4,965	5,481	5,332

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	3,567	3,968	3,950	100%
Non-personnel Resources	1,398	1,513	1,381	91%
Total	4,965	5,481	5,332	97%

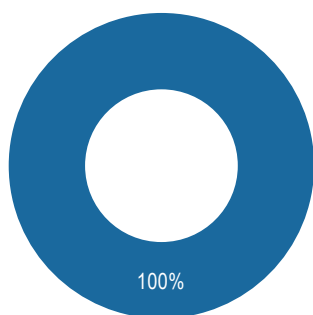
PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications



Program Manager Ms. B. Wang

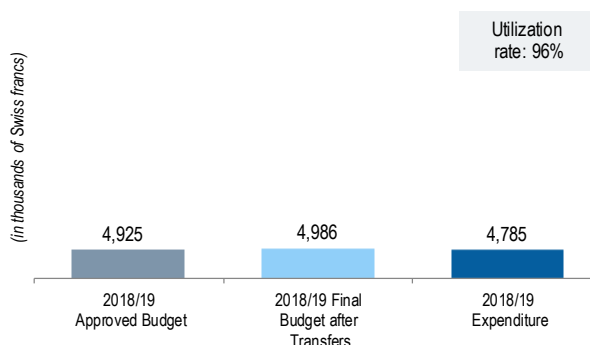
Program Dashboard

Performance Indicator Achievement



- Fully achieved
- Partially achieved
- ▲ Not achieved
- Not assessable
- ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program2.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States' commitment to reach mutually agreed outcomes.	The risk concerned multilateral agreements, which inherently carried with it uncertainty like all norm developing activities. The risk exposure remained stable throughout the biennium, in line with a global risk to the effectiveness of multilateralism.	The Secretariat contributed to the mitigation of this risk by conducting its work in a neutral, balanced and transparent manner and through provision of timely, accurate and substantive information to Member States.	The materialization of the risk in the current reporting period resulted in Member States' ongoing inability to reach consensus on the convening of a diplomatic conference for the adoption of the Design Law Treaty. Progress was made, however, towards agreement on current issues on the SCT Agenda.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,867	2,056	1,974
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,645	1,408	1,369
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	511	451	427
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	901	1,071	1,015
Total	4,925	4,986	4,785

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	4,053	3,680	3,686	100%
Non-personnel Resources	872	1,306	1,099	84%
Total	4,925	4,986	4,785	96%

PROGRAM 3

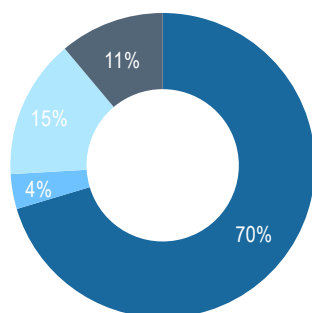
Copyright and Related Rights



Program Manager Ms. S. Forbin

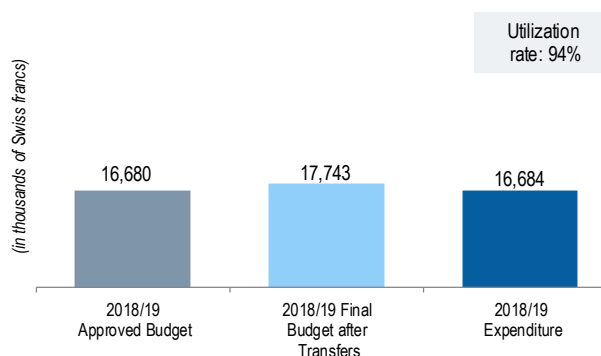
Program Dashboard

Performance Indicator Achievement



● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program3.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The lack of appropriate legal and/or technical frameworks may restrict Member States' ability to benefit from the regional and international exchanges of copyrighted materials in a fast-evolving digital technological environment.	The inherent risk slightly increased over the course of the biennium, owing to external factors.	The steady increase in IP for development capacities and the progress made on the enhanced cooperation among Member States on development of balanced international normative frameworks for IP facilitated by the work of the Sector reflected successful risk mitigation.	Despite the slight increase in inherent risk, the successful mitigation resulted in a decrease to the residual risk and thus enabled the positive results achieved by the program.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,959	3,678	3,696
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,835	3,120	3,095
III.1 National IP strategies and plans consistent with national development objectives	223	284	260
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	2,426	1,863	1,728
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,610	4,165	3,851
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	1,278	2,013	1,526
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	608	532	536
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	1,505	1,969	1,875
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	236	119	118
Total	16,680	17,743	16,684

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

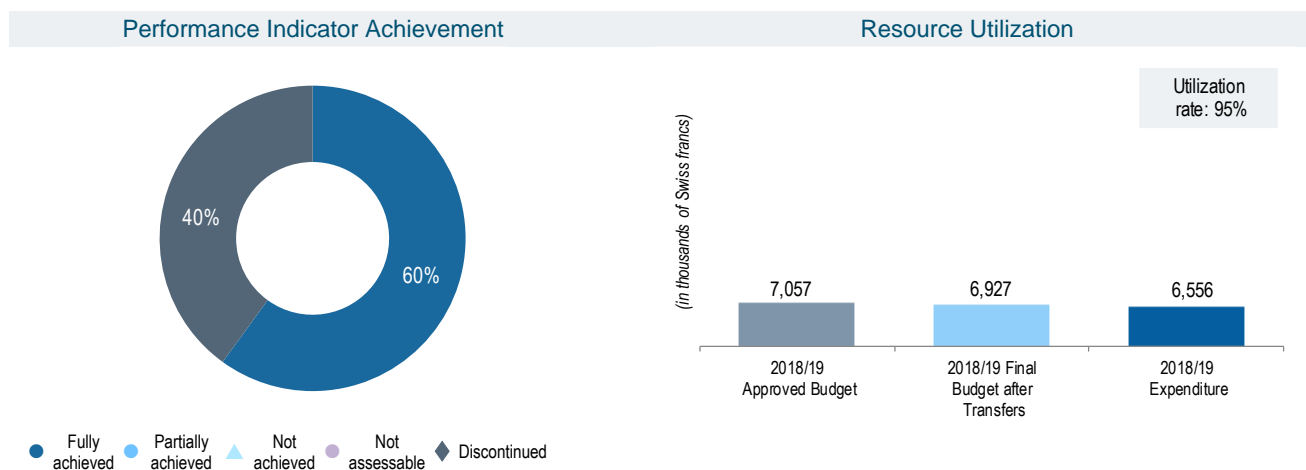
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	10,135	10,099	9,983	99%
Non-personnel Resources	6,545	7,643	6,702	88%
Total	16,680	17,743	16,684	94%

PROGRAM 4 Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources



Program Manager Mr. M. A. Getahun

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program4.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Member States are expected to agree on the IGC mandate and schedule for the 2018/19 biennium at the GA in October 2017. The risk refers to their being unable to agree on the substance of the IGC's work pursuant to that mandate and work schedule.	This risk remained stable throughout the biennium.	Mitigation actions - facilitating and creating a conducive environment for Member State discussions about the nature and direction of normative activities, for example through providing clear and objective information about the issues being discussed and providing an efficient and neutral Secretariat service – were effective.	The effective mitigation of the risk contributed to Member States agreeing on the IGC mandate in September 2019.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,348	4,029	3,830
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	1,713	1,855	1,757
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	559	594	564
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	437	449	405
Total	7,057	6,927	6,556

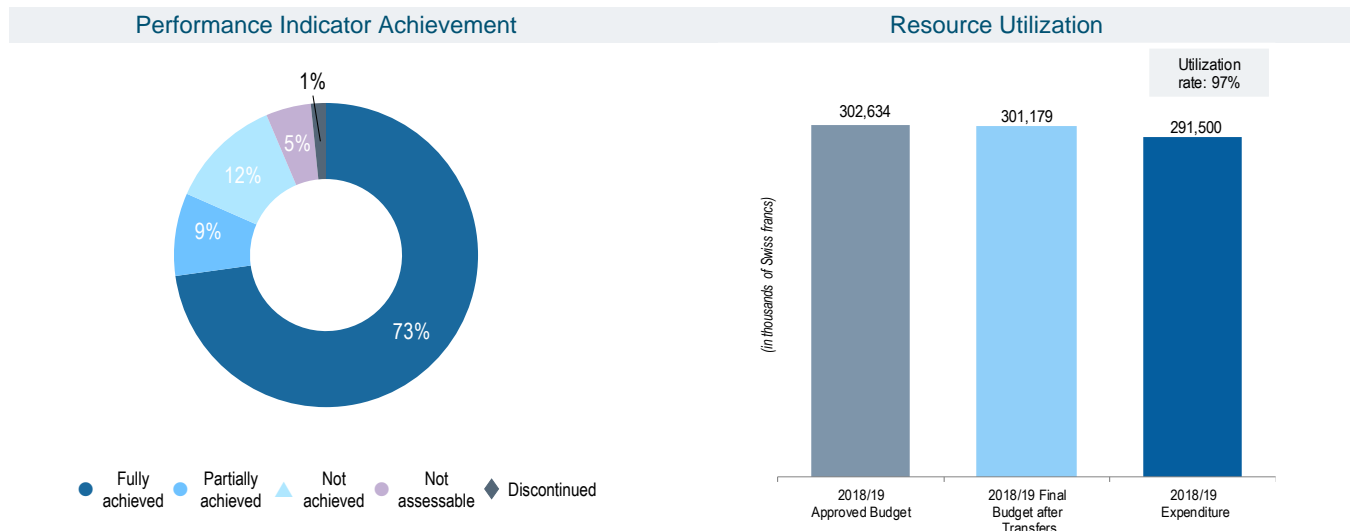
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	4,524	4,449	4,275	96%
Non-personnel Resources	2,534	2,478	2,282	92%
Total	7,057	6,927	6,556	95%

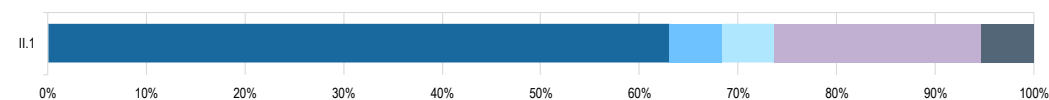
Strategic Goal II: PROVISION OF PREMIER GLOBAL IP SERVICES⁴⁵

Performance Dashboard



Performance Overview by Result

ER II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs

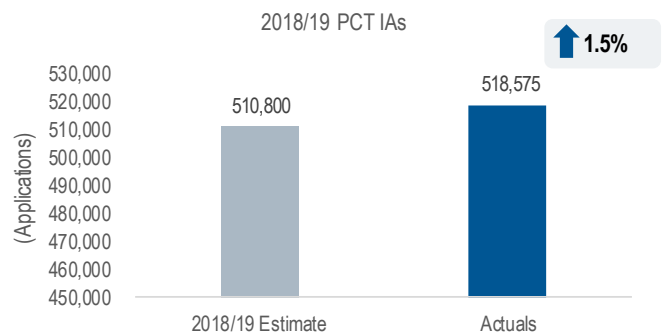


Contributing Programs: Programs 5, 9, 10, 20

Key Accomplishments

International patent filings under the Patent Cooperation Treaty (PCT) continued to increase steadily both in 2018 and 2019. In 2018, a total of 252,775 applications were filed, representing an increase of 3.8 per cent over 2017. In 2019, an estimated total of 265,800 applications were filed, representing an increase of 5.2 per cent over 2018, marking a new annual record in patent application filings under the PCT. The number of international applications filed under the PCT for the biennium was 1.5 per cent above the 2018/19 estimate.

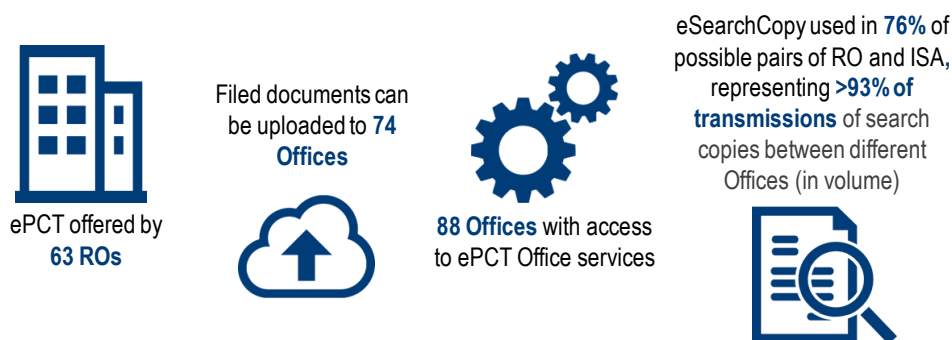
In 2019, for the first time since the PCT System began operating in 1978, applicants originating from a single region accounted for the majority of filings. Countries located in Asia accounted for 52.4 per cent of all PCT applications, followed by Europe (23.2 per cent) and North America (22.8 per cent). In 2019, the top five origin countries of PCT applications were China, the United States of America, Japan, Germany and the Republic of Korea.



⁴⁵ Please see Annexes IX, X and XI Indicators of the PCT, Madrid and The Hague Systems for more detailed information.

One country deposited its instrument of accession to the PCT during the biennium, bringing the total number of PCT Contracting States to 153.

Use of the ePCT⁴⁶ system increased significantly during the biennium. By the end of 2019, ePCT-Filing was being offered by 63 receiving Offices (ROs) and subsequently filed documents could be uploaded through ePCT to 74 Offices in their role as either RO or International Searching and Preliminary Examining Authority (ISA and IPEA). By the end of 2019, 88 Offices had access to ePCT Office services in their role as RO, ISA or designated or elected Office, with 69 of the Offices using the browser based ePCT Office services as their main tool for processing international applications as RO. The eSearchCopy service was being used in 258 out of the 339 total possible pairs of RO and ISA where those roles were not played by the same Office. These routes represent over 93 per cent of the total volume of transmissions of search copies between different Offices.

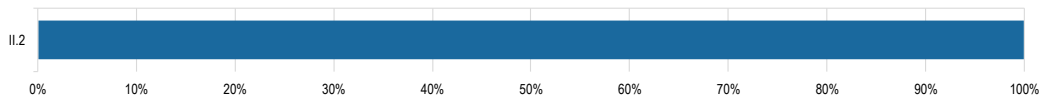


At its eleventh and twelfth sessions, held in 2018 and 2019, the PCT Working Group continued its discussions aimed at furthering the aims of the Treaty, for the benefit of all stakeholders, in line with the PCT roadmap recommendations endorsed by Member States. In both 2018 and 2019, the Working Group considered, *inter alia*, issues such as IT-based services further facilitating collaboration between Offices; improved safeguards for applicants in case of procedural mistakes and IT outages; more efficient ways of working together, better sharing of information and transferring fees; a proposal for PCT fee reductions for universities and public research institutions; how to implement new WIPO Standard ST.26 for sequence listings; the coordination of technical assistance provided under the PCT; and improved coordination of patent examiner training between Offices.

Technical cooperation and assistance to developing countries and LDCs, covering a wide range of PCT aspects, including ePCT and examination after entry into the national phase, continued to be a priority. The activities contributed to strengthening the capacities of PCT Member States and States considering accession to the PCT by enhancing local knowledge of and skills in utilizing the PCT System.

In 2018/19, the IB organized or participated in 139 events for the benefit of developing and least developed countries, such as PCT seminars and workshops mainly for Office staff, potential users of the system and other stakeholders. The events were held in 78 countries and at WIPO headquarters, and were attended by more than 9,700 participants from 110 countries.

ER II.2 Improved productivity and service quality of PCT operations



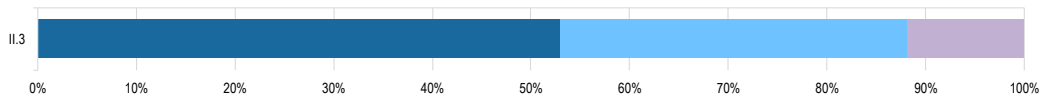
Contributing Program: Program 5

Key Accomplishments

The IB continued to streamline the structure of PCT Operations and to enhance the functionalities of its IT tools and processes. This improved the productivity and the quality of the formalities examination of PCT international applications in the biennium, enabling the IB to continue to absorb the increase in workload with fewer staff, while maintaining a high quality of service. Productivity increased by 13.6 per cent in 2018/19 as compared to 2016/17. The overall quality, as measured by the aggregate index, also improved by an average 1.1 percentage points in 2018/19 as compared to 2016/17.

⁴⁶ For filing and managing PCT applications

ER II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs



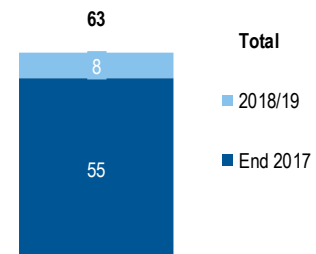
Contributing Programs: Programs 9, 10, 20, 31

Key Accomplishments

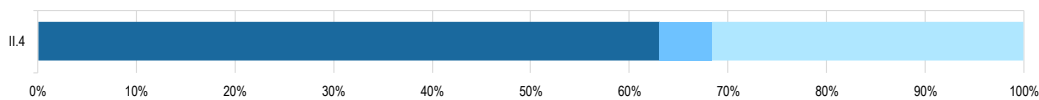
Membership of the Geneva (1999) Act saw a 14.5 per cent increase in 2018/19, with eight additional Members for a total of 63 members at the end of the biennium.

The number of designs contained in applications filed grew by 11.2 per cent in 2019 as compared to 2017, reaching a record 21,963 designs.

1No. of Contracting Parties to the 1999 Act of the Hague System



ER II.4 Improved productivity and service quality of the Hague operations



Contributing Program: Program 31

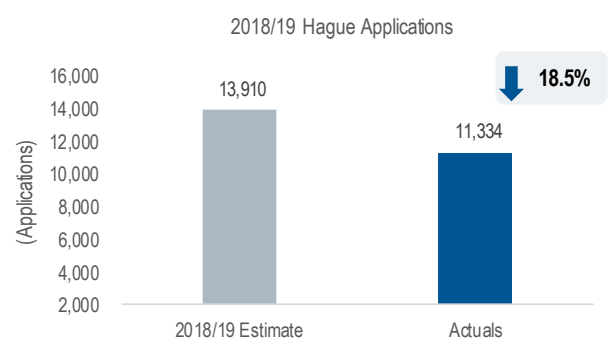
Key Accomplishments

With a view to enhancing the user-friendliness of the System, changes to the legal framework were introduced or validated by the Working Group for future adoption, and a new user interface for communicating electronically with the International Bureau was launched to enhance customer experience.

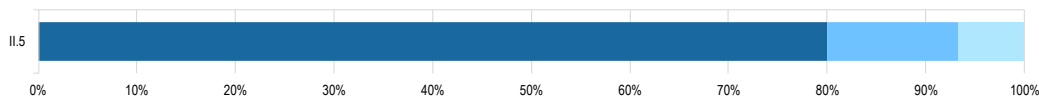
Looking Forward

The number of applications under the Hague System for the biennium was 18.5 per cent below the 2018/19 estimate, mainly due to the delayed accession of China. However, a higher than estimated number of applications was received from the Republic of Korea, Italy and the United States of America. The number of registrations and renewals reached 83 per cent and 98 per cent of the 2018/19 estimates, respectively. Given that the 2018/19 targets were based on anticipated accessions, work with national administrations to spur accessions and ultimately use of the System will continue in 2020/21.

The target of having two of the three countries outside the EU and OAPI bound solely by the 1960 Act join the 1999 Act was almost fully met, as one did join and another initiated the legislative process towards that goal. Assistance will continue to be provided to that process. Work will also continue towards the objective of simplification of the System by having no countries outside the EU and OAPI bound solely by the 1960 Act by the end of the 2020/21 biennium.



ER II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs



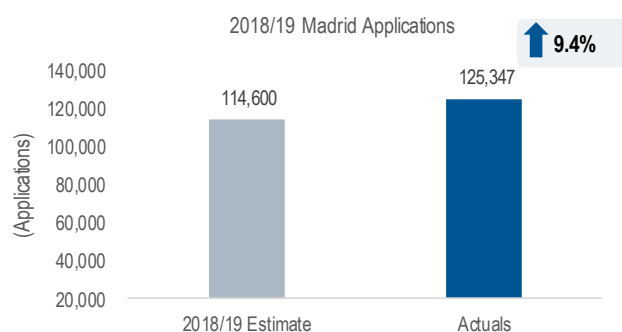
Contributing Programs: Programs 6, 9, 10, 20

Key Accomplishments

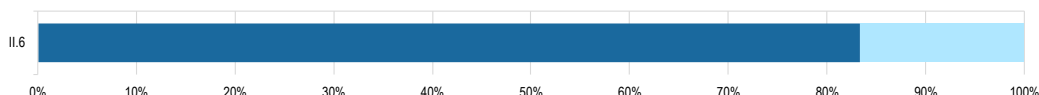
After several years of preparation, including strong support from the WIPO Brazil Office, Brazil deposited its instrument of accession to join the Madrid System in July 2019. With Brazil’s membership, the Madrid System counted each of the world’s ten largest economies and the biggest economy in Latin America and the Caribbean as contracting parties. Brazil is the fifth Madrid System member from that region. Overall, membership of the Madrid Union grew to 106 Contracting Parties covering 122 countries by the end of 2019.

The number of applications under the Madrid System for the biennium was 9.4 per cent above the 2018/19 estimate, showing strong growth in the United States of America, Japan, China and Switzerland. The number of registrations surpassed the 2018/19 estimate by 12 per cent. Renewals reached 90 per cent of the 2018/19 estimates, reflecting the impact of the 2008/09 global financial crisis.

The biennium also saw the overall number of active international registrations grow to 738,700 (a 4.2 per cent increase over 2018 and a 10.6 per cent increase over 2017), covering a total of 6.11 million designations (2.9 and 5.3 per cent increases over 2018 and 2017 respectively).



ER II.6 Improved productivity and service quality of Madrid operations



Contributing Program: Programs 6

Key Accomplishments

The Madrid Working Group and Madrid Union Assembly made good progress in the biennium with a number of changes to the Common Regulations, including the simplification of “the Regulations under the Protocol” reflecting the fact that the Agreement is no longer in operation and that the Protocol is the sole governing treaty. The Madrid Working Group also continued discussing topics set out in the Road Map⁴⁷, such as replacement, new types of marks, limitations, provisional refusal and dependency period, as well as other topics, including new languages.

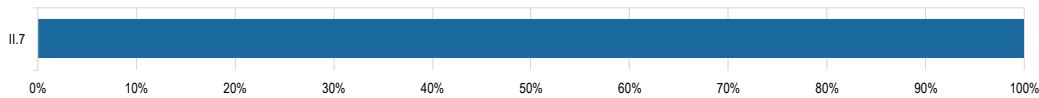
Pendency for the processing of all Madrid transactions dropped during the biennium, with the most important improvements being seen in response times to customer queries and correction requests.

Looking Forward

The target for membership of the Madrid System was set based on anticipated accessions. Although good progress was made with regard to several States, the political situation and lengthy legislative processes in certain countries delayed their accessions. Efforts will be sustained to continue increasing the geographical coverage of the Madrid System with a view to reaching truly worldwide membership. Particular focus will be placed in this regard on Latin America and the Gulf countries in light of the important potential of the System in those regions.

⁴⁷ [MM/LD/WG/14/4](#)

ER II.7 International and domestic IP disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods



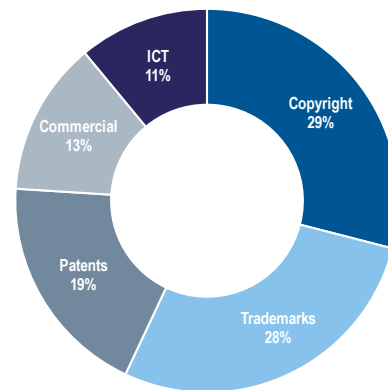
Contributing Programs: Programs 7, 9, 10, 20

Key Accomplishments

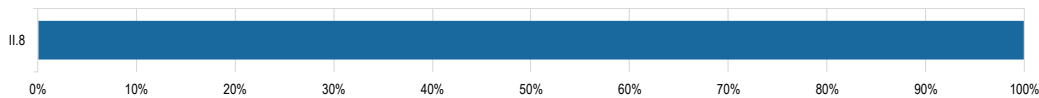
Some 122 mediation and arbitration cases were received by the WIPO Center. Copyright disputes were the most common, followed by trademark, patent-related, commercial and ICT disputes.

In 2018/19, the WIPO Center entered into collaboration with 21 IP authorities and courts in Member States concerning the promotion or development of alternative dispute resolution (ADR) options for parties to IP disputes in the concerned jurisdictions, for a cumulative total of 43 such collaborations.

WIPO Center ADR Disputes Subject Matter in 2018/19



ER II.8 Effective intellectual property protection in the gTLDs and the ccTLDs

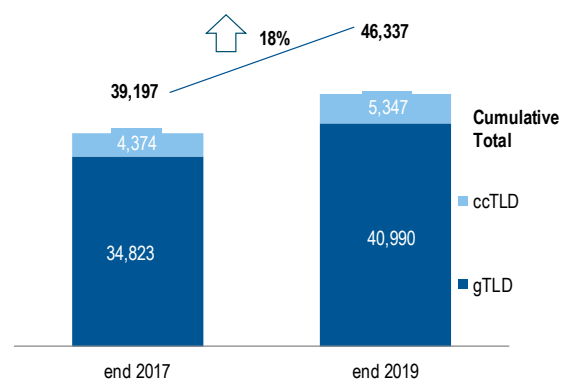


Contributing Program: Program 7

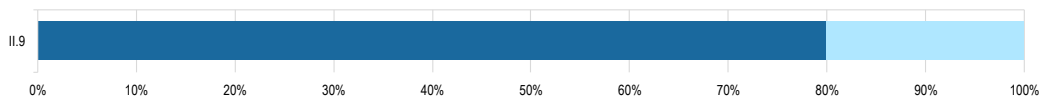
Key Accomplishments

In 2018/19, trademark owners filed a total of 7,140 cases under the Uniform Domain Name Dispute Resolution Policy (UDRP) with the WIPO Center. This reflects record filing in both 2018 and 2019 (3,447 and 3,693, respectively). WIPO UDRP-based cases involved parties from 131 countries and were administered in 20 different languages. In 2019, which marked the UDRP's 20th anniversary, total WIPO case filings passed the 46,000 mark, encompassing over 85,000 domain names. With the addition in 2019, *inter alia*, of the .CN and .中国 (China) domains, the total number of country code Top-Level Domains (ccTLDs) for which the WIPO Center provided dispute resolution services rose to 78.

No. of WIPO UDRP Cases



ER II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs



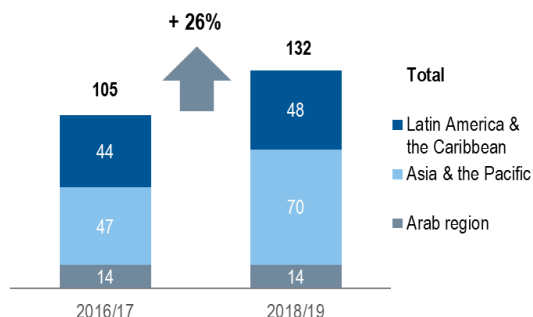
Contributing Program: Program 32

Key Accomplishments

Surpassing the biennial target, six instruments of accession to the Geneva Act of the Lisbon Agreement were deposited⁴⁸. Having reached the required number of five accessions, the new Act will enter into force in February 2020. Two new Contracting Parties acceded to the Lisbon Agreement. The accessions brought the total number of countries covered by the Geneva Act to 32 and the number of countries covered by the Lisbon Agreement to 30.

The total number of registrations in force from developing countries or LDCs saw a 26 per cent increase as compared to 2016/17, amounting to 132 out of 1,011 registrations, surpassing the biennial target by 32 per cent. Since 2010, the share of international registrations from developing countries increased by six percentage points to 13 per cent by the end of 2019.

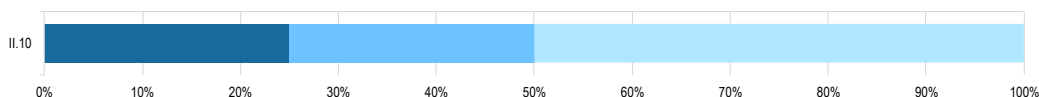
No. of Registrations in force from developing countries and LDCs



Looking Forward

Despite the lower-than-anticipated number of new applications in the biennium, the total number of transactions exceeded the target. The target set for the number of new applications in 2018/19 was ambitious, underestimating the impact of the transition phase for countries and intergovernmental organizations preparing to accede to the Geneva Act, ultimately resulting in delays in filing new applications. Following the accessions of the new Contracting Parties in 2018/19, no further delays are expected in 2020/21.

ER II.10 Improved productivity and service quality of Lisbon operations



Contributing Program: Programs 32

Key Accomplishments

Following up on a recommendation of the Working Group aiming to implement Article 7(3) of the Geneva Act, the Lisbon Union Assembly amended in 2018 the Schedule of Fees of the Common Regulations under the Lisbon Agreement and the Geneva Act of the Lisbon Agreement, to introduce a reduction of 50 per cent of the prescribed amount of the fees to be paid by least developed countries (LDCs) in respect of their international registrations or modifications thereof; the fee reductions will be applicable three years after the entry into force of the Geneva Act. The Working Group and the Lisbon Union Assembly continued their discussions on the different options concerning the financial sustainability of the Lisbon Union.

Looking Forward

Progress on the enhancements to the IT tools was limited or postponed in 2018/19 primarily due to the prioritization of bringing the Geneva Act into force. With the deposit of the fifth instrument of accession to the Geneva Act in November 2019, works on IT enhancements were launched to meet the new requirements under the Geneva Act and to improve productivity and service levels with the expansion of the geographical coverage of the Lisbon System. In 2020/21, the Program will undertake the development and implementation of a comprehensive Lisbon IT system.

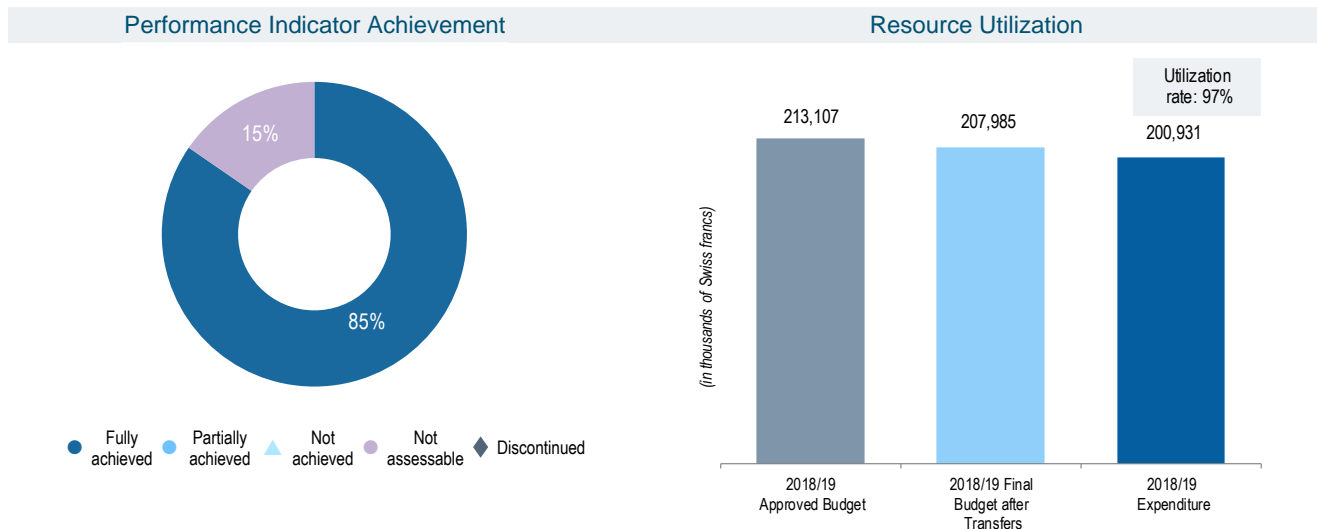
⁴⁸ In accordance with Article 28(3)(b), the accession by Côte d'Ivoire shall enter into force three months after the deposit by OAPI of its instrument of accession.

PROGRAM 5 The PCT System



Program Manager Mr. J. Sandage

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program5.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Decrease in PCT filings, in absolute terms or relative to Paris route filings	This risk remained stable throughout the biennium but did not materialize.	The mitigation plan to continuously improve and promote PCT services to current and potential users was considered to have contributed to protecting the PCT system against decreases in filings.	The effective mitigation contributed to protecting the PCT system against decreases in filings.
Prolonged unavailability of PCT services due to malfunction of PCT electronic data processes	While the risk did not materialize, it continued to be a risk throughout the biennium.	One of the main factors associated with the risk would be a malfunction of PCT electronic data processes. Therefore, the mitigation action of strengthening control over PCT data through the preparation and regular testing of the Business Continuity Management plan and application of resilience improvements in system architecture were critical to the effective mitigation of this risk.	The reliability of the IB's electronic systems, as ensured through the mitigation approach, contributed to the overall stability in the use of PCT services over the course of the biennium.
Malicious or unintentional disclosure of confidential information	While the risk did not materialize, it continued to be a risk throughout the biennium.	This risk was effectively mitigated during the biennium through, <i>inter alia</i> , continuous awareness programs for staff and an increase in cutting-edge controls in the physical and electronic environments.	Confidence in the confidentiality of PCT services was maintained.
Regression in quality of international work products	While the risk did not materialize, it continued to be a risk throughout the biennium.	Effective mitigation was achieved through continued strengthening of quality control procedures by the IB and the encouragement of process improvements and quality assurance by national Offices, particularly those acting as International Authorities.	The mitigation plan was effective as evidenced by the Program fully meeting its quality-related performance targets.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,830	26,641	24,739
II.2 Improved productivity and service quality of PCT operations	185,277	181,344	176,192
Total	213,107	207,985	200,931

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	132,025	125,550	120,252	96%
Non-personnel Resources	81,082	82,435	80,679	98%
Total	213,107	207,985	200,931	97%

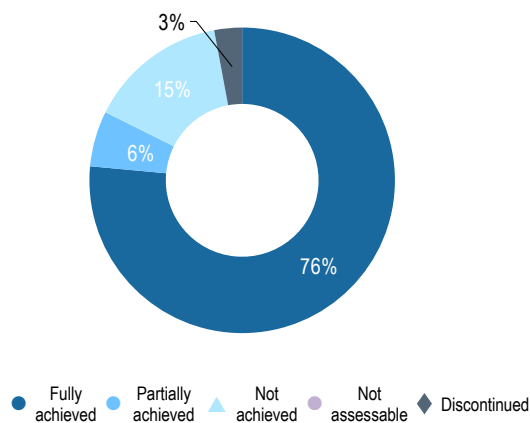
PROGRAM 6 Madrid System



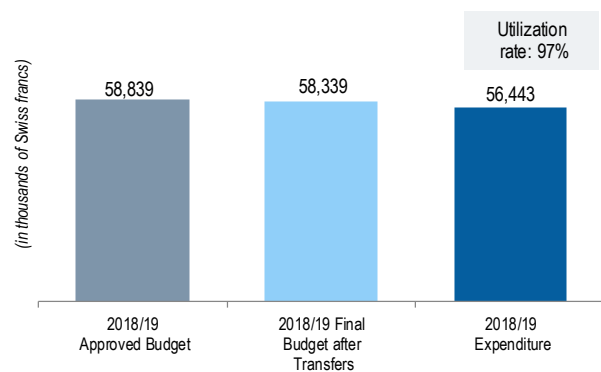
Program Manager Ms. B. Wang

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program6.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Due to the inherent complexity of the System and/or inability to process service requests in a timely manner, applicants may prefer the national route of certain Contracting Parties.	While the risk resulting from the complexity of the System remained stable overall, the risk related to the timeliness of the International Bureau's (IB) performance decreased.	A sustained effort by the IB to reduce pendency rates yielded positive results. More efforts will be required to reduce irregularity rates in the areas of goods and services identification.	Madrid filing rates continued to grow at a brisk pace despite the uncertain worldwide economic outlook.
Because of the inability of Madrid Information Systems to sustain all processes at a satisfactory quality level, growing customer dissatisfaction may adversely affect the attractiveness of the System and thus its use.	This risk has been reduced significantly due to the stabilization of the International Bureau's existing Madrid IT system.	The host of actions taken since 2016 to address the deficiencies of the Madrid IT system that was put into production at that time and the resulting operational challenges were instrumental in significantly reducing the risk at issue.	The IB's performance, in particular with regard to pendency, had improved consistently since 2016.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	12,543	12,675	12,334
II.6 Improved productivity and service quality of Madrid operations	46,296	45,664	44,109
Total	58,839	58,339	56,443

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

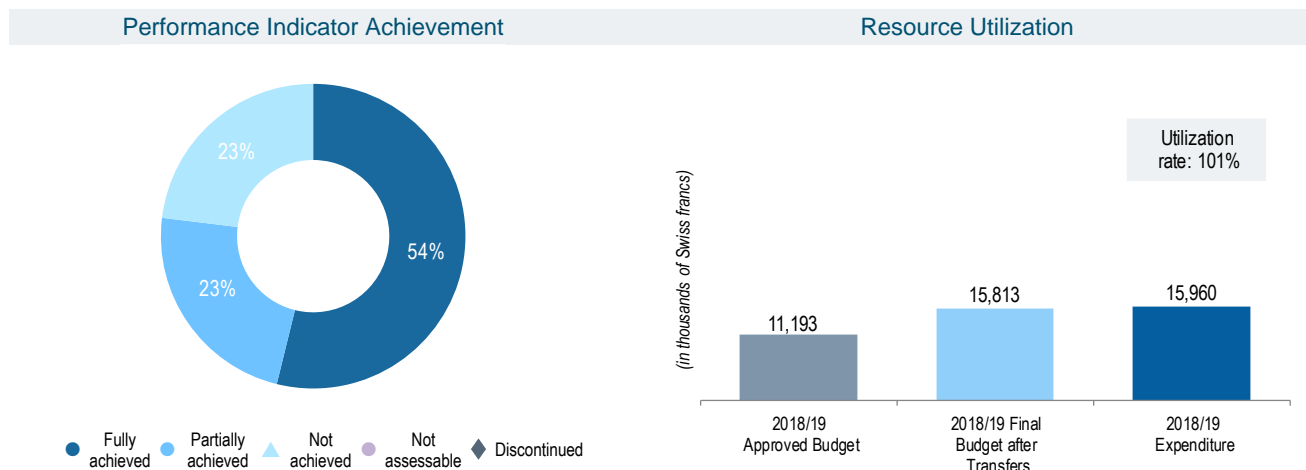
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	42,521	40,606	40,072	99%
Non-personnel Resources	16,319	17,733	16,371	92%
Total	58,839	58,339	56,443	97%

PROGRAM 31 The Hague System



Program Manager Ms. B. Wang

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program31.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
With the growth in filing and the increase in elements to consider in an international design application, there is a risk to receive more customer queries than that with which the IB is able to cope.	While a growth in filings was observed, they remained below the estimated demand in the Program and Budget.	Simplifications introduced in the legal framework and examination processes of the IB, the development of IT solutions and the continued promotion of best practices and convergence among Offices were effective in yielding productivity gains.	The risk did not materialize and therefore had no adverse impact on performance.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	5,449	4,952	5,003
II.4 Improved productivity and service quality of the Hague operations	5,744	10,861	10,957
Total	11,193	15,813	15,960

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	8,767	9,141	9,439	103%
Non-personnel Resources	2,426	6,672	6,521	98%
Total	11,193	15,813	15,960	101%

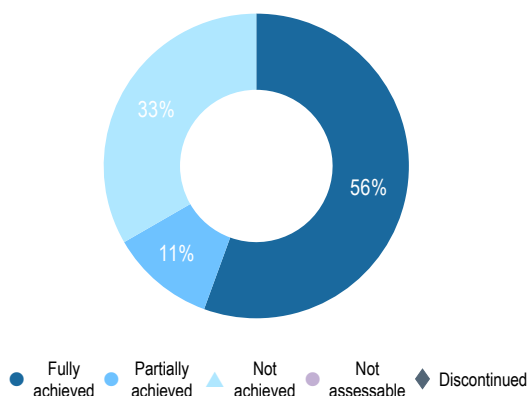
PROGRAM 32 **Lisbon System**



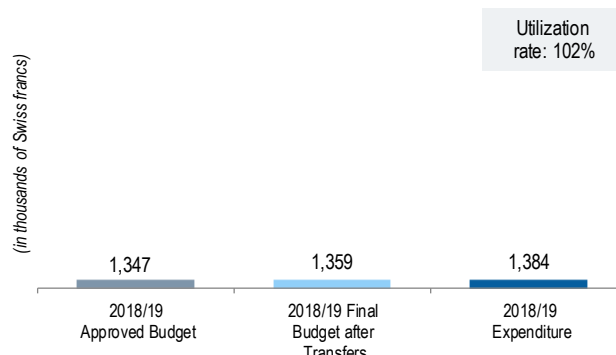
Program Manager Ms. B. Wang

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program32.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The Geneva Act of the Lisbon Agreement was adopted in 2015; the absence of Member State ratification of the Geneva Act could jeopardize its entering into force.	The risk gradually receded over the biennium with the number of accessions to the Geneva Act starting to increase.	The two-pronged approach to mitigate the risk, namely to increase, on one hand, the diffusion of information on the advantages and flexibilities of the Geneva Act, and, on the other hand, to reinforce collaboration with interested Member States, international organizations and IGOs, was effective.	The mitigation actions contributed to the deposit of 6 instruments of accession to the Geneva Act, which will permit its entry into force in February 2020. The shift of resources within the Program to mitigate the risk, however, led to the postponement of other activities, which had an adverse impact on the achievement of certain performance targets related to the enhanced automation of the Lisbon Registry.

Resource Utilization

Budget and Expenditure (by result) *(in thousands of Swiss francs)*

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	703	781	803
II.10 Improved productivity and service quality of Lisbon operations	644	578	582
Total	1,347	1,359	1,384

Budget and Expenditure (personnel and non-personnel) *(in thousands of Swiss francs)*

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	1,136	1,128	1,173	104%
Non-personnel Resources	211	231	212	92%
Total	1,347	1,359	1,384	102%

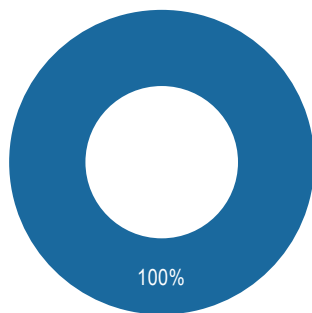
PROGRAM 7 WIPO Arbitration and Mediation Center



Program Manager Mr. J. Sandage

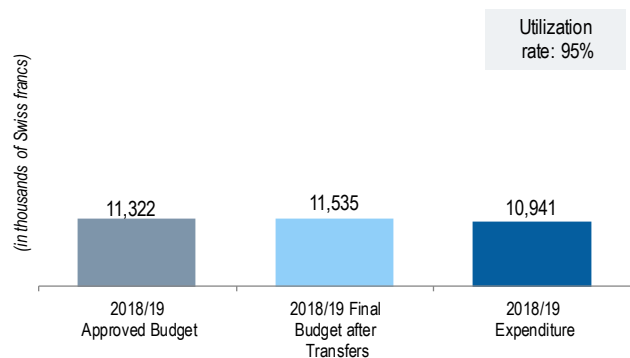
Program Dashboard

Performance Indicator Achievement



● Fully achieved
 ● Partially achieved
 ▲ Not achieved
 ● Not assessable
 ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program7.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Reduced market recognition of WIPO arbitration and mediation services in connection with the establishment of further providers.	The risk continued to increase as new ADR providers in the area of IP emerged internationally and nationally-supported existing providers increased their focus on IP.	A series of mitigation action plans, in particular in legal and promotion initiatives and cooperation with IP Offices and External Offices, contained the residual risk to within the risk appetite.	Although connecting the legal areas of IP and ADR continued to pose challenges, both in terms of stakeholders and of litigation practices, WIPO's initiatives and mitigation actions allowed the ADR performance targets to be met.
Decrease in UDRP filing, affecting WIPO DNS policy influence and Center status in DNS ADR; pressure on ICANN mechanisms (including from UDRP/URS review) and Center primacy in DNS ADR; challenge to Center case administration and policy development roles; URS use and further provider accreditation causing decrease in UDRP filing; fragmentation of and competition within DNS.	The risk increased with ICANN's continued accreditation of UDRP providers, its continued DNS expansion, and its launch of a Rights Protection Mechanisms/UDRP review.	WIPO closely followed ICANN's processes from its DNS ADR position and actively pursued its mitigation strategy, notably through policy engagement in collaboration with IP stakeholders and by ensuring that WIPO's added value remained relevant to the UDRP system.	Despite the continued increase in the inherent risk exposure during the biennium, the mitigation measures had a positive impact and contributed to the UDRP performance targets being met.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,212	4,143	3,911
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	7,110	7,392	7,030
Total	11,322	11,535	10,941

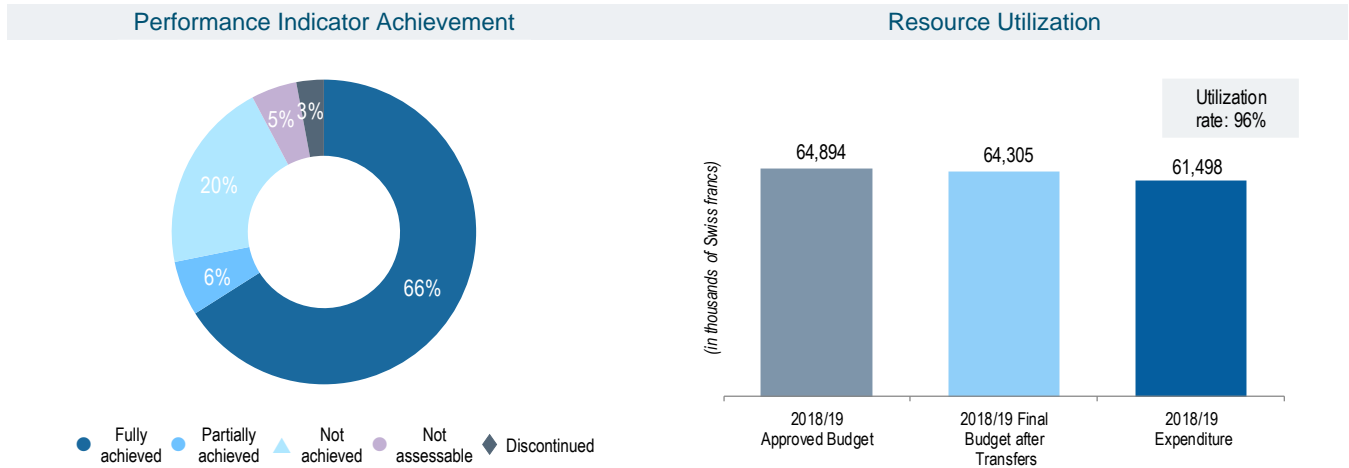
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	8,140	8,292	7,766	94%
Non-personnel Resources	3,182	3,243	3,175	98%
Total	11,322	11,535	10,941	95%

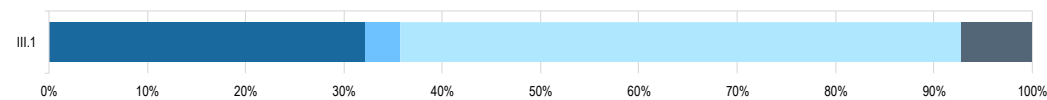
Strategic Goal III: FACILITATING THE USE OF IP FOR DEVELOPMENT

Performance Dashboard



Performance Overview by Result

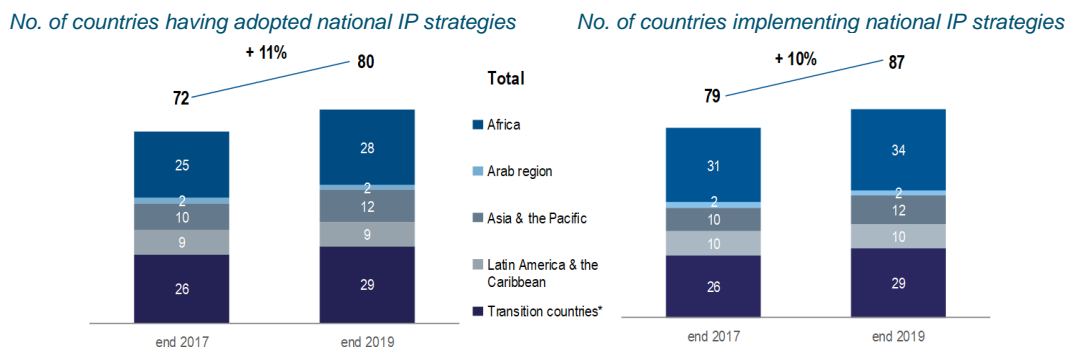
ER III.1 National IP strategies and plans consistent with national development objectives



Contributing Programs: Programs 3, 9, 10, 20

Key Accomplishments

An additional eight national IP strategies/development plans were adopted in 2018/19, for a cumulative total of 80 countries overall, of which 23 in LDCs. This represented an 11 per cent increase as compared to the end of 2017. The number of countries implementing national IP strategies/development plans grew by 10 per cent, from 79 at the end of 2017 to 87 at the end of 2019, including in four additional LDCs. By the end of 2019, an additional 13 countries had begun the process of formulating national IP strategies (five in the Arab region, one in Asia and the Pacific, three in Latin America and the Caribbean, and four in transition countries). The adoption of national IP strategies provides the basis for a comprehensive approach to empowering developing and transition countries and LDCs to harness IP for enhancing national innovation potential.



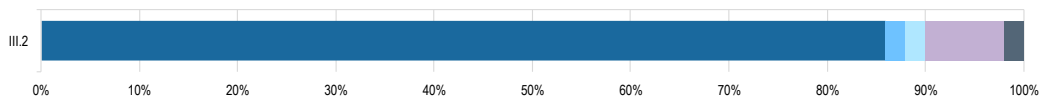
* The data for Transition countries reflects national IP strategies and national strategies for socio-economic and scientific research development.

Looking Forward

The standardized, yet flexible, methodology and set of practical tools for the formulation of national IP strategies and plans, developed as part of a DA project in 2012, will be updated in 2020/21, drawing on the experiences and lessons learned. The new version will provide a broader framework, with close links to national innovation policies, and include a wider range of tools to better tailor an IP strategy.

The majority of African and transition countries have adopted tailored, balanced, long-term and results-oriented national IP strategies and plans. To ensure full coverage of the whole region, the focus in 2020/21 will be on those countries that have not yet developed such strategies.

ER 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



Contributing Programs: Programs 2, 3, 4, 8, 9, 10, 11, 14, 17, 18, 20, 21, 30

Key Accomplishments

A new two-year Training and Mentoring Program on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities (IPLCs) (the WEP) was launched in 2019 in cooperation with, *inter alia*, the International Labour Organization (ILO), the International Trade Centre (ITC), UN Women and the International Trademark Association (INTA) with the aim to empower 24 women from IPLCs to use IP tools in their businesses and projects and derive greater economic benefit from their tradition-based businesses.

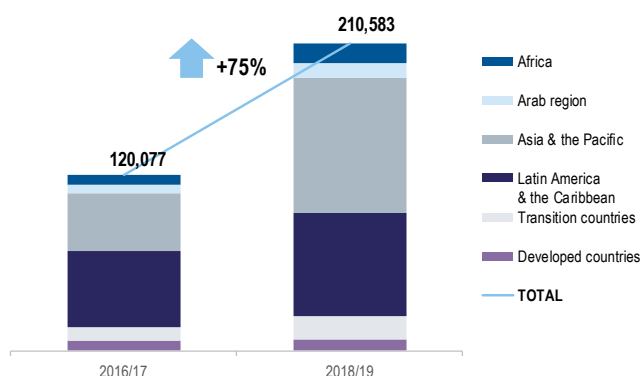
WIPO actively participated in the process of the United Nations Conference on South-South Cooperation (UN SSC) (BAPA+40) in 2019, where world leaders adopted an outcome document urging greater South-South Cooperation to achieve sustainable development by enhancing collaboration to address the changing political landscape and resource constraints. In addition, WIPO collaborated with other UN agencies in the drafting of a United Nations System-wide Strategy document on South-South and Triangular Cooperation. In 2018/19, some 20 additional countries engaged in South-South Cooperation, an 18 per cent increase as compared to 2017.

The 2018/19 biennium emphasized new delivery methods for technical assistance and capacity building programs to developing countries and LDCs in the field of copyright and related rights, including the implementation of a new performance coaching program delivered through the WIPO Publishers Circle, a public-private partnership aimed at developing long-term partnerships, transferring practical knowledge, and raising professional standards.

The follow-up evaluation survey conducted during the biennium to assess the impact of Professional Development Program (PDP) courses showed that 94 per cent of respondent supervisors and 90 per cent of respondent trainees agreed that the PDP courses had a high or moderate positive impact on their performance. Of the 44 training courses offered jointly with 29 partner institutions, 71 per cent were organized in developing countries, for developing countries, and by developing countries in specific areas of IP.

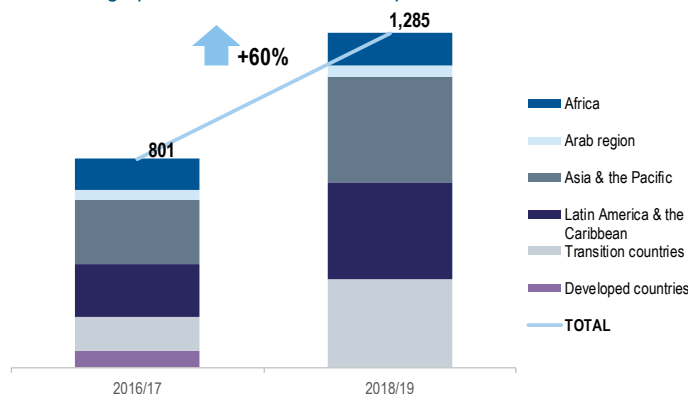
The Distance Learning (DL) Program continued to show strong growth in 2018/19 with the total number of participants in DL courses reaching an all-time high of 210,583, as compared to 120,077 for 2016/17, a 75 per cent increase. IP Office-tailored versions of the general DL courses attracted 56 per cent of the participants in the general courses, attesting to the effective use of customized courses by Member States to respond to their training needs. An agreement was reached to extend the offer of these courses under the Korean Funds-in-Trust. New specialized courses were piloted and launched, adding new language versions in the area of IP and access to medical technologies, the Madrid System, and collective management organizations. As part of the DA Project on Cooperation on Development and Intellectual

Geographical Distribution of Participants in DL Courses



Property (IP) Rights Education and Professional Training with Judicial Training Institutions in Developing and Least-Developed Countries, a general course for judges was launched, and two new blended learning courses (IP Education for Youth and Teachers and, in collaboration with UNESCO, IP and Life Sciences for Women in Science) were developed, intensifying efforts to create greater access to IP knowledge for key communities. Significant investments were also made to the e-learning platform to improve its functionality, especially in terms of delivering audio-visually enhanced content and mobile-accessible content.

Geographical Distribution of Participants in WSS Courses



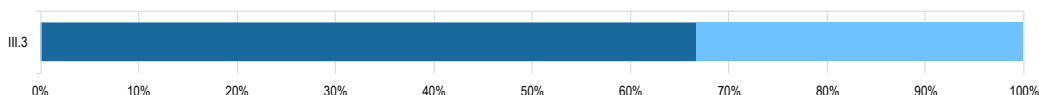
The number of participants in WIPO Summer Schools increased from 801 in 2016/17 to 1,285 in 2018/19, a 60 per cent increase. As compared to 2017, the number of participants almost doubled in 2019 with an 83 per cent increase.

The number of graduates from WIPO Joint Master's Degree Programs increased from 158 in 2017 to 217 graduates in 2019, a 37 per cent increase. New Joint Master's Degree Programs were offered with the University of San Andres (UdeSA) (Buenos Aires, Argentina), Jagiellonian University (Krakow, Poland) and in IP and Development Policy with the Korean Development Institute School of Public Policy and Management (KDI School) (Sejong City, Republic of Korea).

By the end of 2019, nine Intellectual Property Training Institutions (IPTI) (national start-up academies), had been established, five of which were considered sustainable. During the biennium, some 470 trainers were certified, and over 42,000 participants from higher education institutions, schools, and the public and private sector benefitted from trainings offered by IPTIs. To further promote horizontal cooperation among institutions, the [IPTI Virtual Network](#) was launched in 2019, mapping IPTIs worldwide.

The DA project on Appropriate Technology (AT) was mainstreamed in 2018/19. By the end of the biennium, an additional six ATs had been commercialized in LDCs, for a cumulative total of nine ATs commercialized in five LDCs.

ER III.3 Mainstreaming of the DA recommendations in the work of WIPO



Contributing Programs: Program 8, 9

Key Accomplishments

In 2018/19, the Committee on Development and Intellectual Property (CDIP) considered and discussed various documents, projects and studies, including: (i) WIPO's Existing Practices, Methodologies and Tools for Providing Technical Assistance; (ii) studies on IP and Tourism; (iii) Modalities and Implementation Strategies for the Adopted Recommendations of the Independent Review and Options as Regards the Reporting and Reviewing Process; and (iv) WIPO Activities and Contributions Related to the Implementation of Sustainable Development Goals (SDGs).

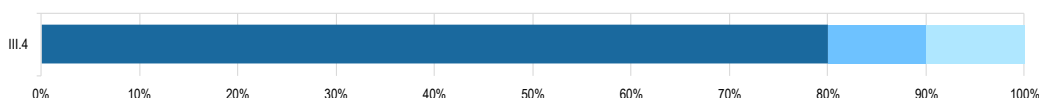
The implementation of the six-point proposal on WIPO Technical Assistance in the Area of Cooperation for Development⁷⁶ was completed. In addition to the documents developed in the context of the proposal, the Secretariat organized an interactive dialogue during the twenty-second session of the CDIP and a series of eight webinars. The Committee decided that the sub-agenda item on "WIPO Technical Assistance in the Area of Cooperation for Development" should be kept on the CDIP agenda for future discussions on any follow-up activities emanating from the proposal, or any other proposals by Member States.

⁷⁶ The six-point proposal on WIPO Technical Assistance in the Area of Cooperation for Development was submitted by the Delegation of Spain and approved at the 18th session of the CDIP. The proposal requested the Secretariat to undertake a series of actions concerning WIPO's technical assistance. The proposal is contained in Appendix I of the Summary by the Chair of the 17th session. (https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=335277)

The International Conference on IP and Development – How to Benefit from the IP System, was held in May 2019. The Conference registered some 260 participants representing governments, non-governmental institutions (NGOs), intergovernmental organizations (IGOs), private sector and the civil society and explored national, regional and international experiences on recent IP and development issues. The Conference also addressed emerging IP trends and their impact on global health, climate change and food security. A report on the Conference was presented to the CDIP at its session in November 2019 (document CDIP/24/5⁷⁷).

Following the establishment of the standing agenda item “IP and Development”, Member States decided to address one topic per session, based on their proposals. Three such topics were discussed in 2018/19, namely: (i) Women and IP; (ii) IP and Development in the Digital Environment; and (iii) MSMEs, Innovation and IP. In addition, a roster of topics⁷⁸ was put in place, containing, and open to, proposals by Member States.

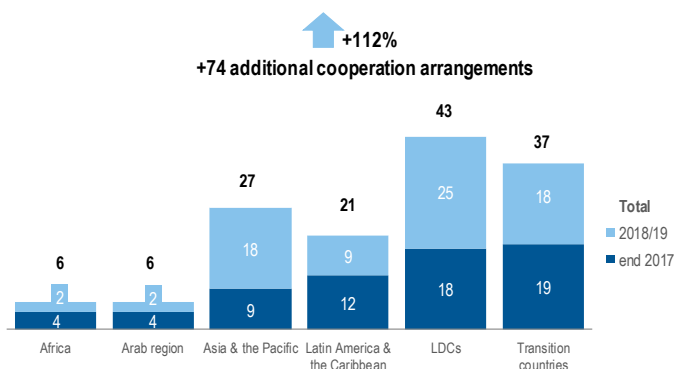
ER III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs



Contributing Programs: Programs 3, 9, 10

Key Accomplishments

A total of 74 additional cooperation arrangements tailored to the needs of the countries were established in 2018/19, a 112 per cent increase as compared to 2017.



Assistance to Member States and Collective Management Organizations (CMOs) in the area of collective management of copyright and related rights continued to be strengthened, following a holistic, tailored, and results-based approach, enabling WIPO to better respond to the growing demand from developing countries for effective solutions for their creators' participation in the global digital content market. Building alliances with key private sector stakeholders to ensure that tools integrate relevant standards and connect to industry databases, indispensable for managing rights and generating income, was a priority. As a result, some 34 countries took measures to improve their technical capacities or to modernize their copyright and/or copyright management structures to facilitate cross-border exchanges. An additional 19 institutions took concrete steps on collection and distribution of remuneration, bringing the cumulative number to 20 institutions.

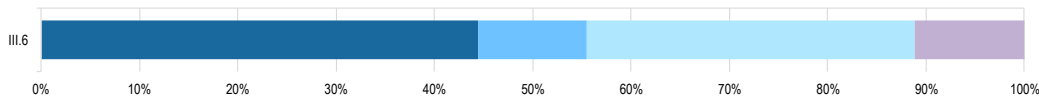
Looking Forward

Although WIPO Match saw four additional deals catalyzed in the biennium, for a cumulative total of six deals, it fell short of the biennial target. Progress was made in the biennium with regard to fostering connections between IP technical assistance seekers from developing countries, countries in transition and LDCs with providers offering assistance. Catalyzing those connections into matches, however, required more time than anticipated. A targeted approach to ensure that more matches will be catalyzed will be a priority.

⁷⁷ Document CDIP/24/5 is available at: https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=452273

⁷⁸ Roster of Topics: https://www.wipo.int/export/sites/www/ip-development/en/agenda/pdf/roster_of_topics.pdf

ER III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation



Contributing Programs: Programs 9, 30

Key Accomplishments

An additional 23 IP policies were adopted and/or improved by universities or research institutions, representing a 5 per cent increase over 2017 and surpassing the biennial target by 15 per cent. Nationally customized versions of the WIPO IP Policy Template were developed for Colombia, India, Kyrgyzstan, and the Russian Federation.



In addition, guidelines for the development of institutional IP policies tailored to the needs of universities and R&D institutions in Africa were developed in cooperation with and adopted by ARIPO member states in 2018, followed by OAPI member states in 2019. At the end of 2019, four pilot institutions were in the process of applying the guidelines. Within the framework of the WIPO-ARIPO-OAPI Tripartite Agreement, the adoption in 2019 of the *Harare Plan of Action*, which identifies five pillars aimed at addressing the IP challenges faced by SMEs, R&D institutions and universities, will serve as a blueprint for future technical assistance programs in the African region.

The *IP Toolkit for Academic Institutions—Connecting Academic Research with Economy and Society*, a “one-stop shop” for academic and research institutions seeking guidance on how to shape and implement their institutional IP policies, was launched in 2018. The number of unique page views in 2019 amounted to 17,584, and a total of 8,344 downloads of the available tools was observed. The Toolkit was partly developed with support from the Australia Funds in Trust.

A beta version of a web-based IP diagnosis tool that will enable SMEs to make a preliminary determination of the IP assets that they possess and how to extract maximum value and competitive advantage from such assets was developed, with an anticipated launch date in 2020.

Two practical guides on patents and designs for small and medium-sized enterprises: *Inventing the Future: An Introduction to Patents for Small and Medium-sized Enterprise*⁷⁹ and *Looking Good: An Introduction to Industrial Designs for Small and Medium-sized Enterprises* - were updated and published.

Looking Forward

To spur increased traffic to the SME website, a refresh and update of the website will be undertaken in 2020/21. Also, an in-depth IP and business analysis will be undertaken to create awareness on the relevance of IP for business competitiveness. The IP Diagnosis tool will also be adapted to the needs of different industrial sectors. The information garnered and the tools developed will be featured on the new SME website.

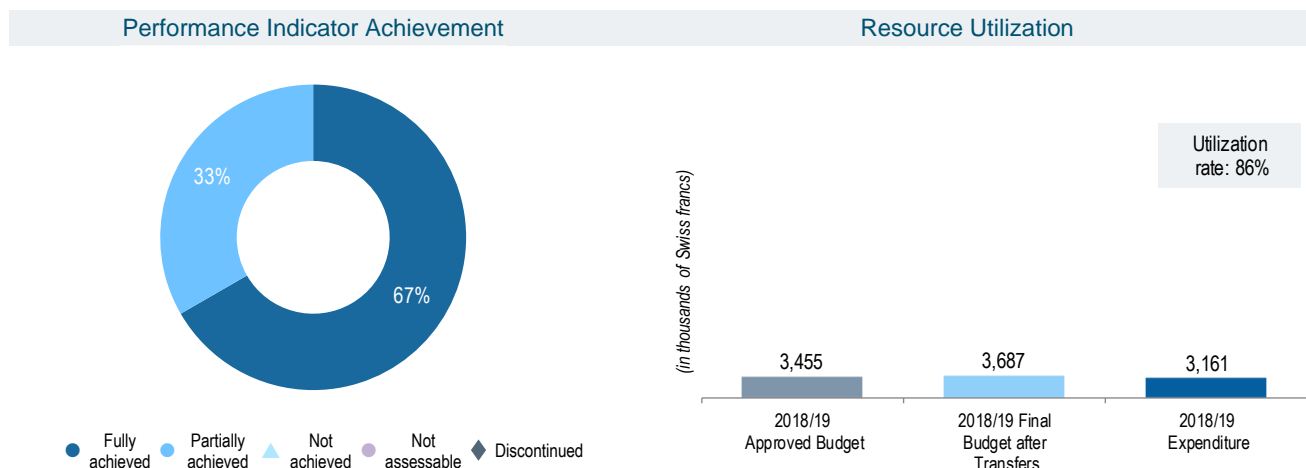
⁷⁹ <https://www.wipo.int/publications/en/details.jsp?id=4350&plang=EN>

PROGRAM 8 Development Agenda Coordination



Program Manager Mr. M. Matus

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program8.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Divergent Member States' views regarding the mainstreaming of DA recommendations in the work of WIPO.	The risk remained stable throughout the biennium.	The mitigation action to engage in regular consultations with Member States contributed to Member States' understanding of the mainstreaming modalities.	Although the mitigation was largely effective, the partial occurrence of this risk contributed to the partial achievement of two mainstreaming related performance targets.

Resource Utilization

Budget and Expenditure (by result) (in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
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	-	115	103
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,455	3,572	3,058
Total	3,455	3,687	3,161

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

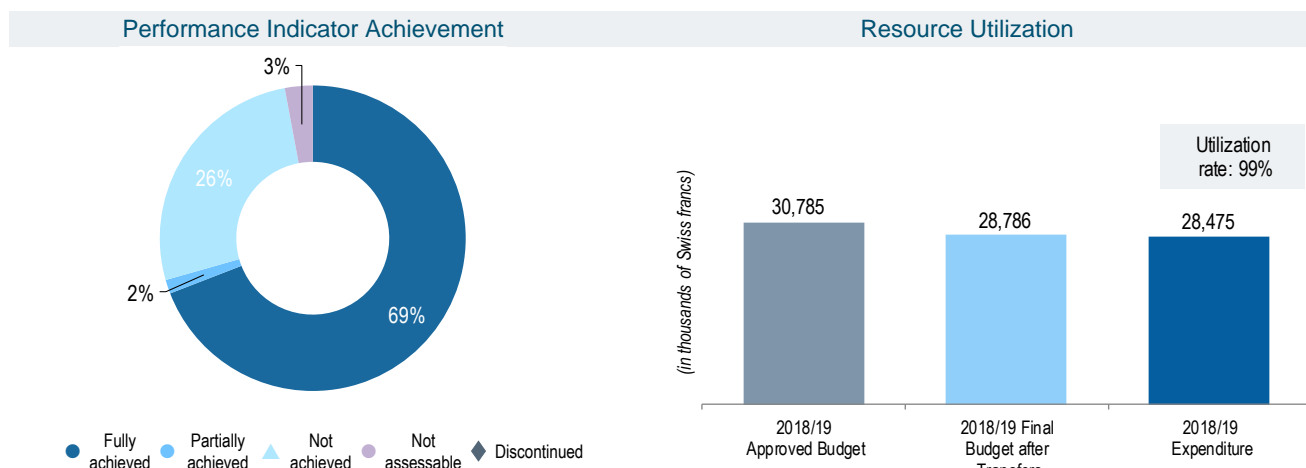
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	2,246	2,408	2,066	86%
Non-personnel Resources	1,209	1,279	1,095	86%
Total	3,455	3,687	3,161	86%

PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries



Program Manager Mr. M. Matus

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program9.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Political change leading to changes to IP policy may cause revision to the work plans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	The risk exposure increased through the biennium owing to a significant number of changes to national governments.	The mitigation plan successfully responded well to the risk by allowing an element of flexibility concerning adjustments in work plans to take due consideration of individual countries' situations.	Temporary slowdowns/delays in the implementation of work plans in a limited number of countries resulted in some targets not being fully achieved and some resources being allocated to other activities as requested by Member States.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Political instability in Member States and the resulting change in UN security assessment may result in delays in technical assistance delivery.	The risk exposure increased during the biennium with UN security assessments changing in a number of countries.	The Program effectively monitored the situation with IP Offices and was able to react to changes in UN security assessments. Nevertheless, some activities were delayed or cancelled, while in other cases alternative plans were developed as mitigation.	The risk was largely mitigated during the biennium, resulting in positive performance relating to enhanced technical and knowledge infrastructure.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	609	583	565
II.1 Wider and more effective use of the PCT system for filing international patent applications	444	458	468
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	395	346	356
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	508	570	543
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	428	218	226
III.1 National IP strategies and plans consistent with national development objectives	8,626	7,583	7,080
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	7,960	8,046	7,885
III.3 Mainstreaming of the DA recommendations in the work of WIPO	224	246	237
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,576	4,209	4,837
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	1,931	1,810	1,768
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	2,944	2,771	2,646
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	2,138	1,946	1,865
Total	30,785	28,786	28,475

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

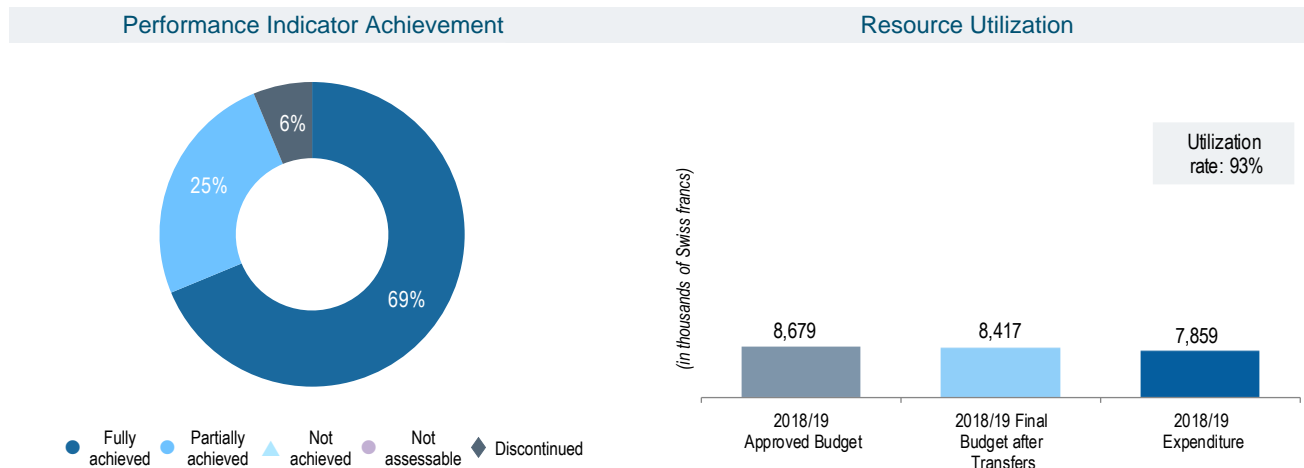
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	22,297	20,241	20,666	102%
Non-personnel Resources	8,488	8,544	7,809	91%
Total	30,785	28,786	28,475	99%

PROGRAM 10 Transition and Developed Countries



Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program10.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Economic and political changes might hamper or slowdown the implementation of national IP strategies.	The risk remained stable during the biennium.	Immediate follow-up and communication with countries when a relevant change occurred to the country status and advanced planning was effective in mitigating the risk and provided flexible solutions in the cooperation plans, while maintaining efficient stakeholder relations.	The risk was mitigated during the biennium, resulting in positive performance relating to formulation of national IP strategies.
Decisions taken at the international or national levels result in the loss of stakeholder commitment to actively engage in the implementation of activities that affect long-term plans for enhancing human resource capacities in countries in transition.	The risk remained stable during the biennium.	Successful mitigation through intensive and close interactions with beneficiaries, donors and Members States helped to adjust or improve planning and coordination of capacity building activities. Good coordination on IP-related matters was achieved with other international and national organizations and partners.	The risk was mitigated during the biennium, resulting in positive performance relating to countries in transition having enhanced human resource capacities.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	822	994	994
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,556	1,315	1,224
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	670	590	550
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	852	750	714
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	597	512	475
III.1 National IP strategies and plans consistent with national development objectives	1,462	1,521	1,462
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	1,726	1,755	1,556
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	993	978	883
Total	8,679	8,417	7,859

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	6,781	6,584	6,184	94%
Non-personnel Resources	1,898	1,833	1,675	91%
Total	8,679	8,417	7,859	93%

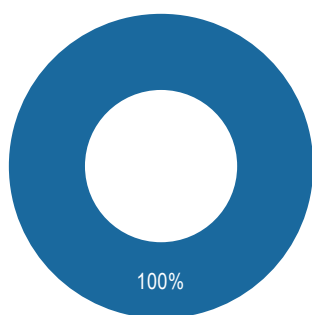
PROGRAM 11 The WIPO Academy



Program Manager Mr. M. Matus

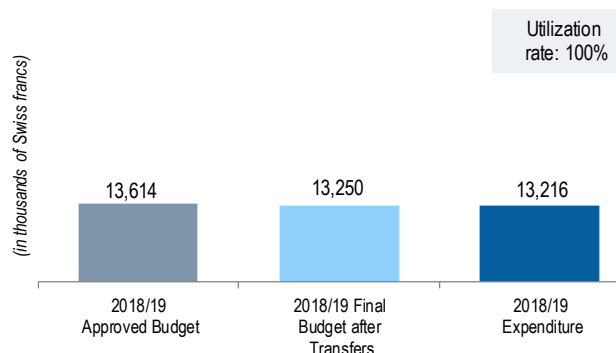
Program Dashboard

Performance Indicator Achievement



● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program11.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The decrease of contributions from partner institutions may affect the delivery of the training programs and the establishment of new training courses.	This risk remained stable throughout the biennium.	Continuous consultations and coordination with partner institutions successfully mitigated against the materialization of the risk.	The risk was mitigated during the biennium, resulting in no negative impact on performance.
In a fast-changing technological and IP landscape, user expectations and preferences are evolving rapidly. The IT platform of distance learning courses and its graphics interface may become outdated.	This risk remained stable throughout the biennium.	The Academy's platform incorporated user feedback to meet expectations. IT updates were performed under an Organization-wide upgrade to eLearning technologies.	The risk was mitigated during the biennium, resulting in no negative impact on performance.
IP content of the training programs of the Academy could become misaligned with emerging global challenges and developments in the IP system.	This risk remained stable throughout the biennium.	Feedback from stakeholders, training partners, participants, tutors and experts was assessed to effectively mitigate against the materialization of the risk.	The risk was mitigated during the biennium, resulting in no negative impact on performance.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
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	13,614	13,250	13,216
Total	13,614	13,250	13,216

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

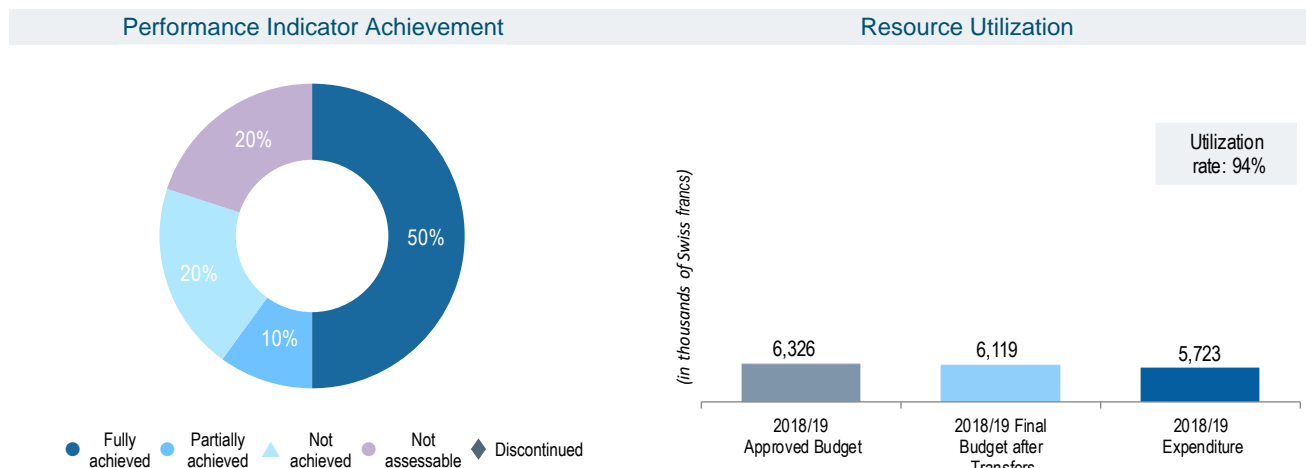
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	8,293	7,083	7,183	101%
Non-personnel Resources	5,322	6,166	6,033	98%
Total	13,614	13,250	13,216	100%

PROGRAM 30 SMEs and Entrepreneurship Support



Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program30.pdf>



Risks

Risk	Risk Evolution
Economic or political changes may lead to reprioritizing of focus on the development of national innovation and IP strategies.	Following the consolidation of work on national IP strategies under the Bureaus, the risk was discontinued.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

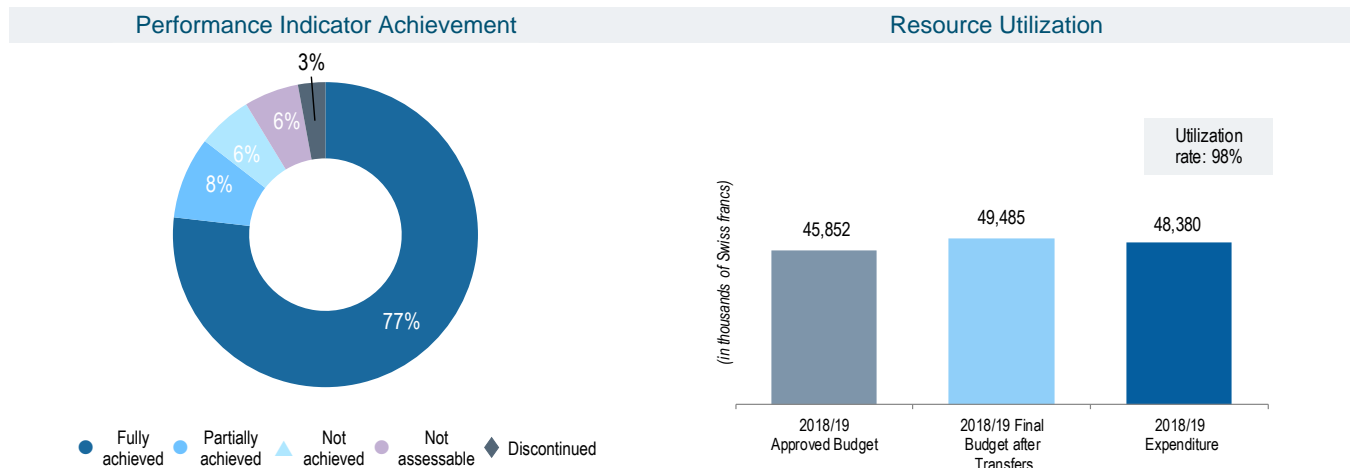
Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,246	1,301	1,152
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	5,080	4,818	4,570
Total	6,326	6,119	5,723

Budget and Expenditure (personnel and non-personnel)*(in thousands of Swiss francs)*

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	4,765	4,572	4,419	97%
Non-personnel Resources	1,561	1,547	1,304	84%
Total	6,326	6,119	5,723	94%

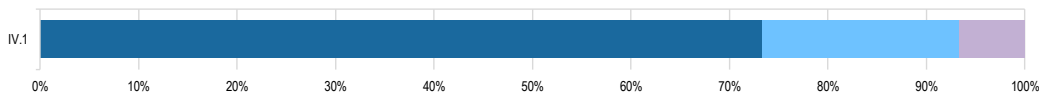
Strategic Goal IV: COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

Performance Dashboard



Performance Overview by Result

ER 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



Contributing Program: Program 12

Key Accomplishments

The Committee on WIPO Standards (CWS) held two sessions during the biennium where an important new WIPO Standard, essential for the exchange of IP data, was adopted: ST.87 (Exchange of industrial design legal status data). Six WIPO Standards, including ST.96 (XML for IP data and information) and ST.27 (Exchange of patent legal status data), were also revised for a total of 13 revisions.

WIPO Sequence, a global software tool that enables patent applicants to prepare amino acid and nucleotide sequence listings compliant with WIPO Standard ST.26, was developed and Ver.1.0 Beta was released. This allowed IP Offices to start planning their transition towards adoption, which will take effect on January 1, 2022 (both at national and international levels). By the end of the 2019, 22 Offices were preparing to use the tool.



The total number of International Patent Classification (IPC) subdivisions increased by 2.2 per cent from 73,915 (IPC-2018.01) to 75,548 (IPC-2020.01) under the IPC Revision Roadmap established by the Committee of Experts. Following the outcomes of the IPC Revision Working Group, the IPC scheme was further updated to reflect the development of new technologies such as Internet of Things (IoT), autonomous vehicles and 3D printing. These updates resulted in an increase in the total number of amendments from 3,308 (IPC-2018.01) to 3,562 (IPC-2020.01). Finally, in line with the decision by the Committee of Experts, the IPC Working List Management Solution (IPCWLMS) was developed, helping Offices to perform reclassifications following revisions.

The twelfth edition of the Locarno Classification was published on the online publication platform LOCPUB (launched end of 2017), to which user visits increased by 563 per cent versus the prior biennium. Furthermore, 351 proposals for modifications were adopted at the fourteenth session of the Committee of Experts, leading to the release of the

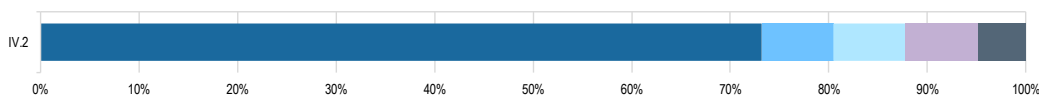
thirteenth edition of the Locarno Classification. The total number of indications in the English language alphabetical list of the Nice Classification (NCL) increased from 9,794 (NCL 11-2018) to 10,180 (NCL 11-2020) as a result of the revision work conducted by the Committee of Experts. In order to provide clearer guidance to users, 37 Class headings and 56 Explanatory notes were modified. The modifications, which reflect the evolution of the business market, were incorporated in the updated versions of the eleventh edition (NCL 11-2019 and NCL 11-2020).

Looking Forward

The decrease of modifications in the Nice Classification was primarily driven by: (i) the fact that 2016/17 included amendments (transfers), which are only reflected in new “editions” (issued every five years); (ii) modifications generated by the “cosmetic” clean-up of the Nice Classification in 2016/17; and (iii) an increase in the portion of proposals requiring extensive discussion in the Committee of Experts resulting in a number of modification proposals being carried over to the next session. In order to enhance the efficiency of the revision procedure, a new IT solution, the Nice Classification Revision Management Solution (NCLRMS), is foreseen to start in the next biennium.

To address the decrease of user visits to IPCPUB, primarily driven by access to IPC information being possible through a greater variety of means, enhancements will be made to the search functionality (improvement of legacy data formats) and focus will be on the promotion of new functionalities such as cross-lingual IPCCAT. Support for national versions of IPC will continue.

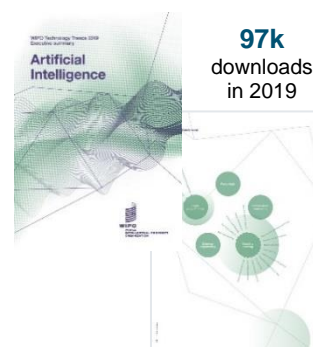
ER IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity



Contributing Programs: Programs 3, 4, 9, 13, 14, 20, 21

Key Accomplishments

A new WIPO Technology Trends (WITT) series analyzing patenting trends and developments in different areas of technologies was launched in 2019. The first WITT report focused on technologies and trends in artificial intelligence (AI) and saw 96,907 downloads in 2019, which made it one of the most referenced WIPO publications in that year.

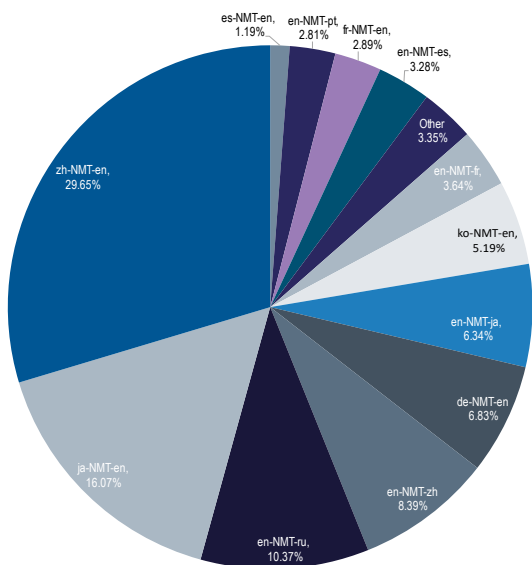


Following the [Conversation on IP and AI](#) in September 2019, a public consultation process on AI and IP policy was launched in December 2019, inviting feedback on an issues paper designed to help define the most pressing questions likely to face IP policy makers as AI increases in importance.

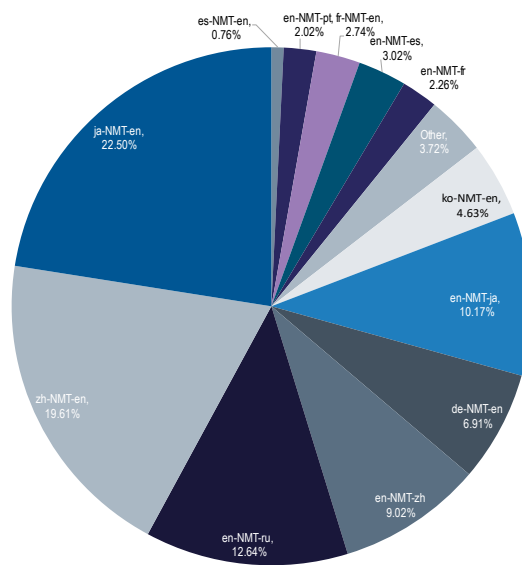
The WIPO Speech-to-Text tool was developed by the Advanced Technology Applications Center (ATAC), enhancing access to information for WIPO Delegates and meeting participants. In a pilot phase, it was used to record the verbatim of two of WIPO’s official meetings in 2019, resulting in significant cost efficiencies with further roll-out of the tool planned for 2020/21.

In the biennium, 19 collaborations were established with international organizations and IP Offices for the free licensing of WIPO developed AI applications (WIPO Translate, WIPO Speech-to-Text). The majority of usage of WIPO Translate in PATENTSCOPE in 2018/19 was from Chinese to English and from Japanese to English.

Usage of WIPO Translate in PATENTSCOPE- 2018



Usage of WIPO Translate in PATENTSCOPE- 2019



The Global Brand Database evolved in 2019 to include a cutting-edge, AI-based image similarity search feature, developed in-house to perform trademark searches. WHO’s International Non-proprietary Names (INNs) were added to the Global Brand Database, offering a new and unique functionality.

The PATENTSCOPE interface underwent a complete redesign in 2019 in order to support the integration with the WIPO IP Portal. New search capabilities were also introduced, considerably improving information availability, namely through the development of search by CPC, search by PCT patent family information, chemical substructure search, and the availability of PCT search reports in XML with machine translation.

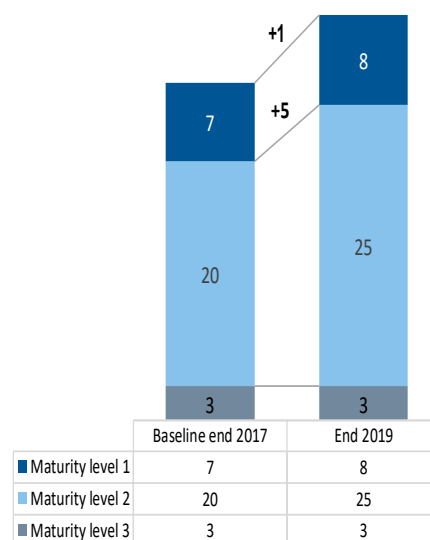
Launched jointly with the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) in September 2018, the new, open-access database Patent Information Initiative for Medicines (Pat-INFORMED)¹²⁰ saw good growth in its first year, with over 4,500 individual searches. By the end of 2019, the database contained information from 20 companies, 224 INNs and over 19,000 patents and 600 patent families. The database serves to facilitate easy access to medicine patent information as a service to the global health community, in particular those involved in procurement of medicines.

The number of Technology and Innovation Support Center (TISC) networks grew by 13 per cent to reach 80 national networks, of which 36 were considered sustainable.

The eTISC knowledge management platform¹²¹ grew to nearly 2,700 members from over 120 countries by the end of 2019, an increase of over 30 per cent compared to the previous biennium. A Chinese language version of the interactive e-Tutorial¹²² on “Using and Exploiting Patent Information” was made available in 2019.

The volume of accessible content of scientific and technical journals in the Access to Research for Development and Innovation (ARDI) program¹²³ continued to increase with over 40,000 journals, e-books and reference works, while the number of ARDI registered institutions increased to over 2,300 institutions from nearly 100 countries registered at the end of 2019, an increase of over 100 per cent compared to the previous biennium.

No. of Sustainable TISC Networks



¹²⁰ <https://www.wipo.int/pat-informed/en/>

¹²¹ <http://etisc.wipo.org>

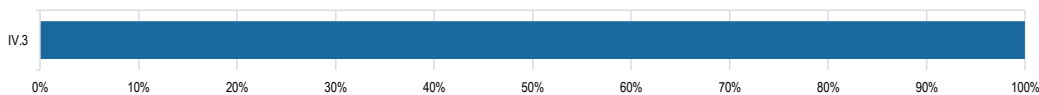
¹²² <http://www.wipo.int/tisc/etutorial>

¹²³ <http://www.wipo.int/ardi>

Looking Forward

The number of active registered user institutions within the Access to Specialized Patent Information (ASPI) Program grew at a slower pace than anticipated, as many institutions took advantage of the 12-month grace period before confirming their registration and profit from the use of free-of-charge patent search systems such as PATENTSCOPE. Coordinated and targeted promotion to highlight the advantages of using the available commercial databases offered in the Program will be prioritized in 2020/21 in order to increase the number of active registered user institutions.

ER IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases

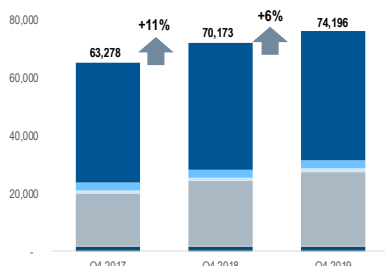


Contributing Program: Program 13

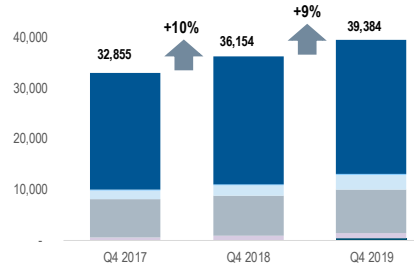
Key Accomplishments

The global IP databases showed an overall strong growth in terms of numbers of records and their coverage. Numbers of users also continued to increase: the number of Global Brand Database (GBD) users grew by 177 per cent as compared to the last biennium, and the number of unique PATENTSCOPE searches recorded a 53 per cent increase in Q4 2018 versus Q4 2017.

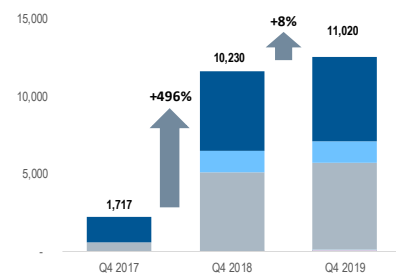
No. of Records in PATENTSCOPE



No. of Records in the GBD



No. of Records in the GDD

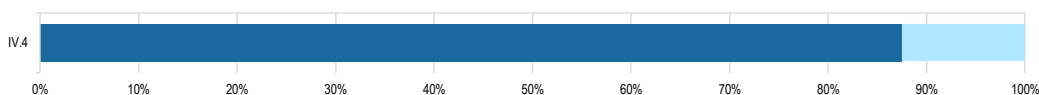


Legend: Africa, Arab region, Asia & the Pacific, Latin America & the Caribbean, Transition countries, Developed countries

Looking Forward

In order to increase awareness of the Global Design Database (GDD) as well as user satisfaction and usage levels, the focus moving forward will be on the progressive addition of new national collections. Furthermore, research will be conducted to develop a prototype AI-based similarity search tool for industrial designs to enhance the Database functionalities. The tool could be deployed in production, if successful, during the 2020/21 biennium.

ER 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



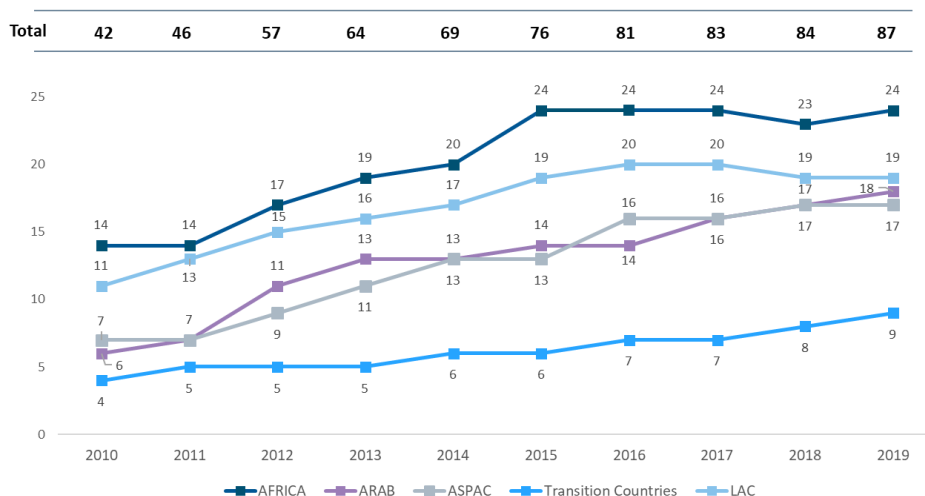
Contributing Programs: Programs 3, 9, 13, 14, 15, 20

Key Accomplishments

The steady increase in the usage of WIPO's IP Office Systems was confirmed in the 2018/19 biennium. At the end of 2019, 87 IP Offices were using WIPO's IP Office Suite of business software solutions, representing an increase of more than 50 per cent over the past 10 years. The Average Service Level (ASL) of IP Offices, a composite index for

assessing an Office’s maturity level (from basic to most advanced) in delivering services, increased for the Asia and the Pacific region, with an overall ASL for the biennium of 3.3, as compared to 3.1 at the end of 2017¹²⁴.

WIPO IPAS Suite of Applications - Usage by Region



To support the increasing use of the Madrid System, the WIPO Industrial Property Administration System (IPAS) was enhanced with a module to enable automated two-way exchange of Madrid notifications between designated contracting parties and the IB. Some 24 Madrid contracting parties were using IPAS for processing notifications at the end of 2019.

The use of WIPO Platforms - WIPO Centralized Access to Search and Examination (WIPO CASE) and Digital Access Service (DAS) - expanded to include seven additional Offices, for a cumulative total of 44, surpassing the biennial target by 10 per cent.

The WIPO File module was enhanced to support fully online submissions of IP applications and subsequent transactions, including an optional online payment gateway. By the end of 2019, a total of seven Offices¹²⁵ were using the module.

Looking Forward

Following the development phase of WIPO Connect, responsibility for the program was transferred to Copyright and Related Rights (Program 3). To increase the rate of adoption of the system in 2020/21, an increased focus on deployment of WIPO Connect to additional CMOs as well as reaching agreements with the owners of the technical information so that WIPO Connect could be effectively integrated with international networks for exchange of information will be prioritized.

¹²⁴ Corrigendum: The overall average service level of IP Offices assisted at the end of 2017 was 3.1 and not 3.2 as reported in the WPR 2016/17.

¹²⁵ Cambodia, Egypt, Ethiopia, Indonesia, Mongolia, Tunisia and African Intellectual Property Organization (OAPI)

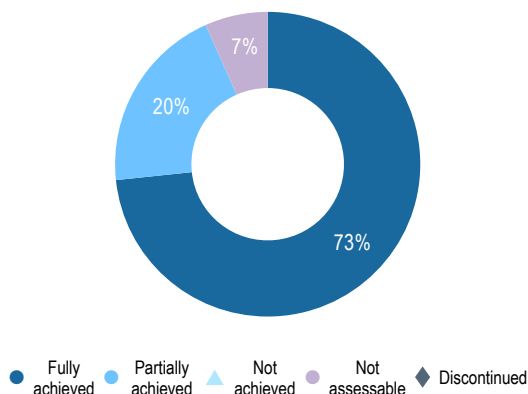
PROGRAM 12 International Classifications and Standards



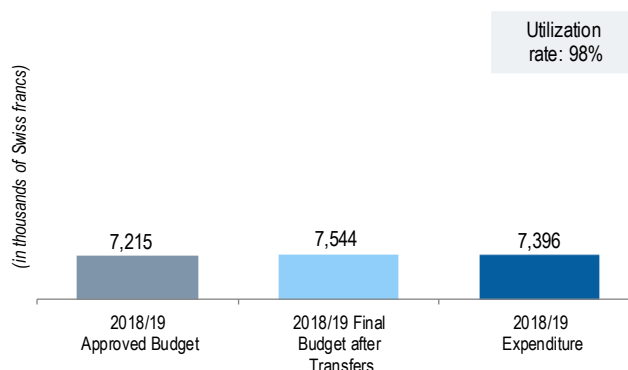
Program Manager Mr. Y. Takagi

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program12.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Divergent opinions between groups of countries result in limitation of technical development of standards and classifications.	The likelihood of the risk materializing reduced during the biennium.	The accumulation of successful meetings focusing on technical substance gradually lowered the risk.	The effective mitigation of the risk resulted in no negative impact on performance.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
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	7,215	7,544	7,396
Total	7,215	7,544	7,396

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

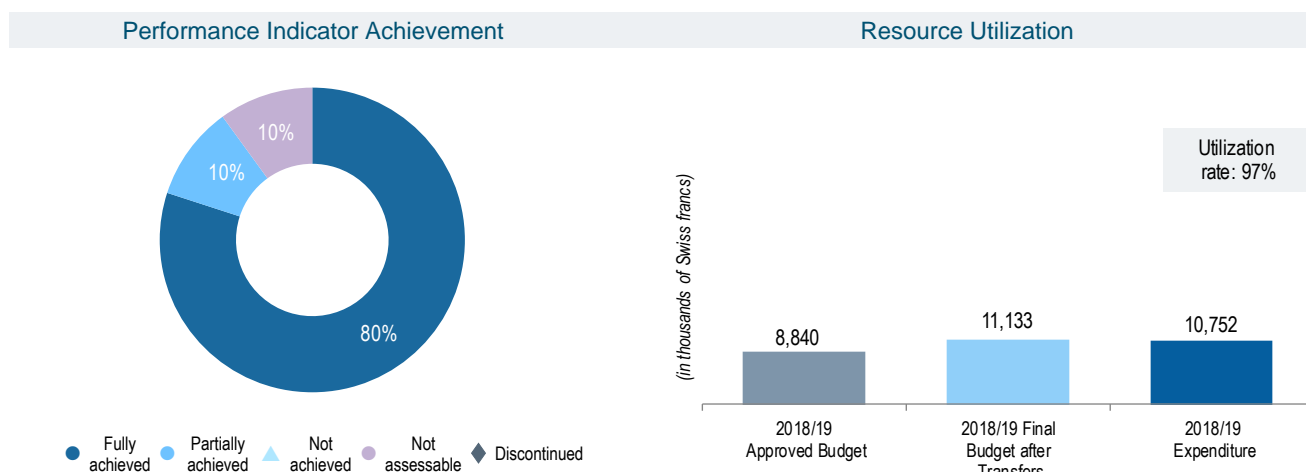
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	5,471	5,296	5,206	98%
Non-personnel Resources	1,745	2,249	2,190	97%
Total	7,215	7,544	7,396	98%

PROGRAM 13 Global Databases



Program Manager Mr. Y. Takagi

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program13.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Loss of access to Global Databases owing to localized internet service disruption or technical failure at Geneva HQ.	The risk decreased through the biennium for PATENTSCOPE and remained stable for the Global Brand Database and the Global Design Database.	The full operating mirror PATENTSCOPE hosted in Asia upgraded hardware to sustain the required load. The WIPO Lex public interface was also migrated to the cloud.	The mitigation action improved performance, i.e. the PATENTSCOPE mirror site in Asia sped up access to PATENTSCOPE from Asian countries and improved the resilience of the whole PATENTSCOPE system in case of internet attacks.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	6,153	8,514	8,361
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,476	2,499	2,274
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	211	120	117
Total	8,840	11,133	10,752

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	6,407	7,365	7,090	96%
Non-personnel Resources	2,434	3,769	3,662	97%
Total	8,840	11,133	10,752	97%

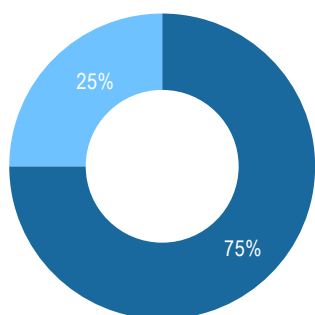
PROGRAM 14 Services for Access to Information and Knowledge



Program Manager Mr. Y. Takagi

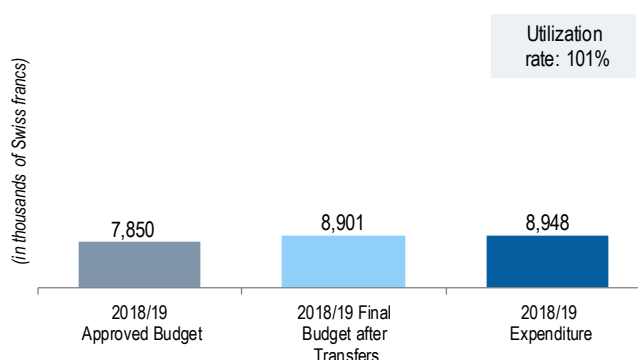
Program Dashboard

Performance Indicator Achievement



● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program14.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Inability of the host country to sustain and continue self-supporting operation of TISC network. This could lead to closure of certain TISC centers.	The risk remained constant throughout the biennium.	The provision of support in the formal planning, monitoring and evaluation of the national project according to the national TISC project document, as well as closer cooperation and support of national TISC focal points, facilitated support for and monitoring of the development of the networks.	The mitigation measures implemented contributed to the Program achieving its performance targets relating to TISCs.

Resource Utilization

Budget and Expenditure (by result) (in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
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	509	500	386
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	7,341	8,198	8,355
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	-	203	208
Total	7,850	8,901	8,948

Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

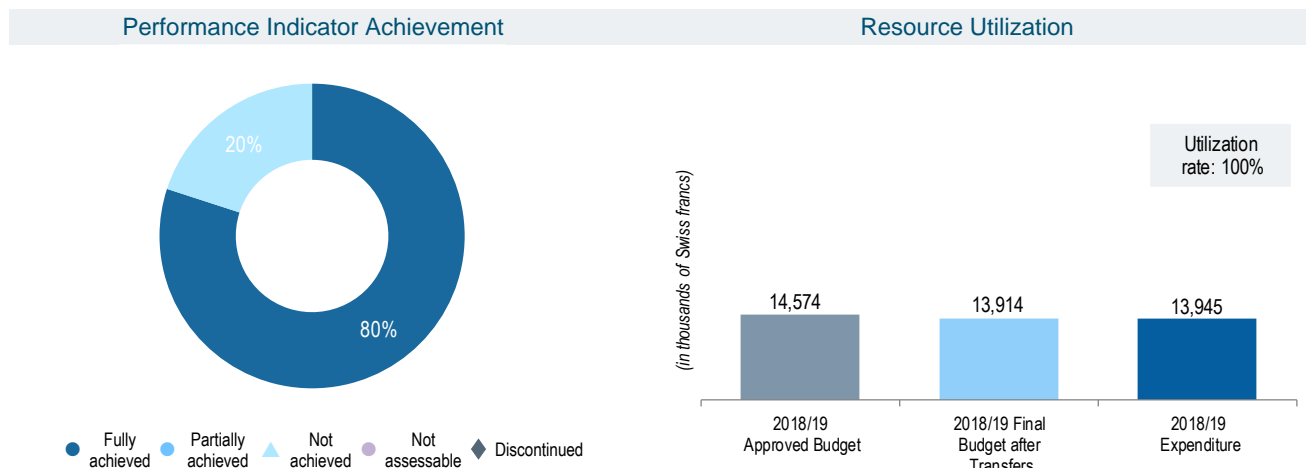
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	6,405	6,740	6,935	103%
Non-personnel Resources	1,444	2,160	2,013	93%
Total	7,850	8,901	8,948	101%

PROGRAM 15 Business Solutions for IP Offices



Program Manager Mr. Y. Takagi

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program15.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Inability of IP Offices to sustain and continue self-supporting operation of WIPO software systems used for their core business.	The residual risk slightly increased over the course of the biennium in spite of increased emphasis on knowledge transfer and training.	Service levels were either constant or increased in IP Offices using WIPO systems, which indicated that the risk mitigation strategy to ensure training for local IP Office staff and to establish formal procedures for software support and maintenance was effective, although support to IP Offices continued to be significant.	The average service level indicator, which measures the impact of WIPO assistance on IP Office service delivery, did not increase significantly during the biennium, due in part to the ability of the IP Offices to absorb and sustain the operation of the WIPO systems.
Lack of access to technical and proprietary information held by relevant stakeholders, which may be required for the implementation of the WCC project, leading to being unable to meet the core objectives.	The risk remained stable throughout the biennium.	The WIPO Connect Project intensified discussions with relevant stakeholders, which paved the way for mitigating the risk of lack of access to technical and knowledge infrastructure.	There were delays compared to the original planning due to CMOs not wishing to commit to using WIPO Connect unless it was integrated with key international networks.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
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	14,422	13,914	13,945
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	152	-	-
Total	14,574	13,914	13,945

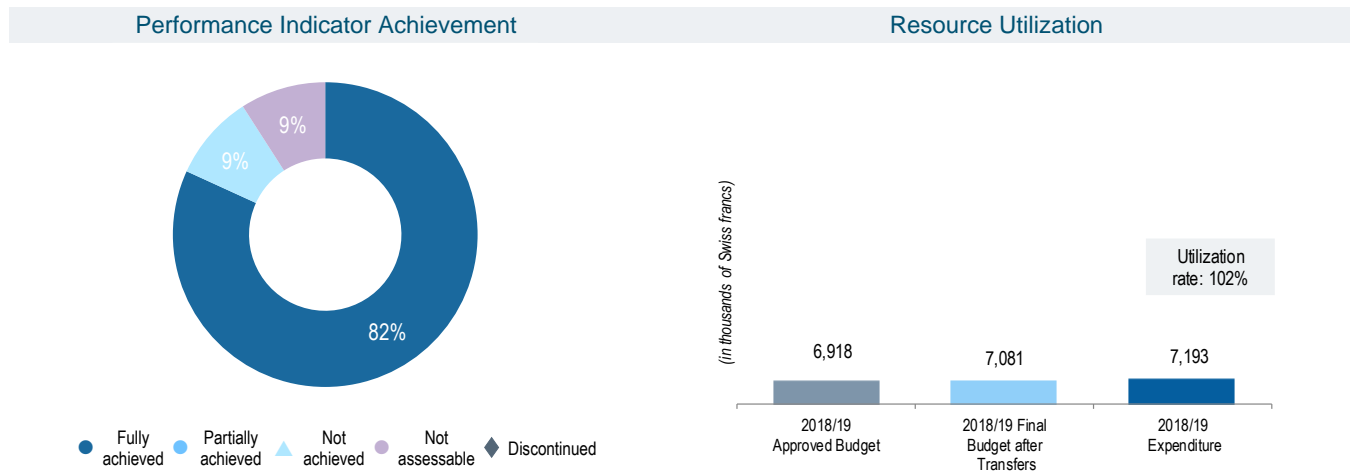
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	8,100	7,439	7,743	104%
Non-personnel Resources	6,473	6,475	6,202	96%
Total	14,574	13,914	13,945	100%

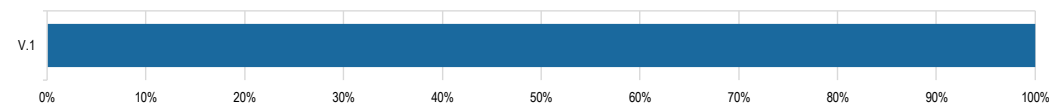
Strategic Goal V: WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

Performance Dashboard



Performance Overview by Result

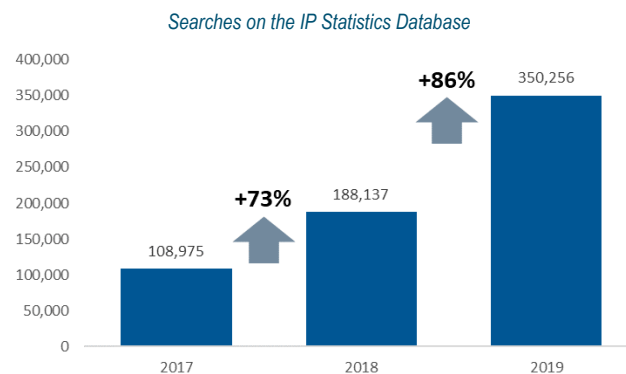
ER V.1 Wider and better use of WIPO IP statistical information



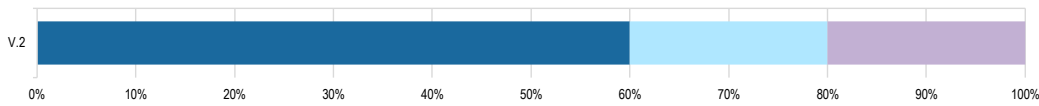
Contributing Program: Program 16

Key Accomplishments

The coverage of the IP Statistics Database increased to 136 offices, up from 132 offices in 2016/17. The portfolio of statistical indicators – freely available through the IP Statistics Data Center and discussed in various statistical reports – covers the use of patents, trademarks, industrial designs, geographical indications, plant varieties, microorganisms as well as certain operational features of IP offices. The number of searches and usage of the Database increased considerably over the course of the biennium.



ER V.2 Wider and better use of WIPO economic analysis in policy formulation



Contributing Programs: Program 16

Key Accomplishments

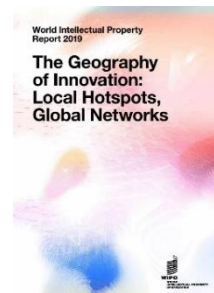
In partnership with the International Publishers Association (IPA), a new survey on global publishing activity was piloted. The survey covered the main publishing market segments and gathered statistical data on the number of titles published and the revenue generated by publishing activity. The first edition of the survey generated responses from 35 national publishers associations and copyright authorities, which increased to 53 for the second edition in 2019.

The biennium saw the publication of two analytical flagship reports, namely the annual Global Innovation Index – WIPO’s ranking of innovation performance covering 129 economies – and the biannual World Intellectual Property Report, of which the latest edition focused on the global geography of innovation. Additional economic studies focused, among other topics, on the income distribution of creative professionals, innovation in the mining industry and the use of industrial designs in Southeast Asia.



17k downloads of the WIPR within 5 months of the report publication
(+21% versus 2017)

231k average annual visits to the dedicated GII website in 2018/19
(+7% versus 2017)

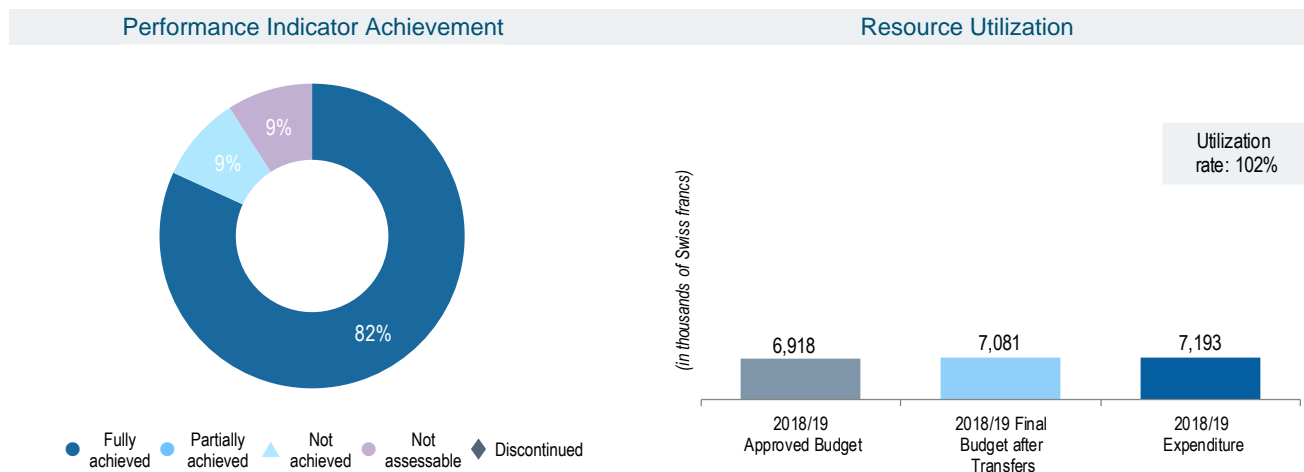


PROGRAM 16 Economics and Statistics



Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program16.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Publication of incomplete statistical information (WIPI).	This risk did not materialize.	Mitigation actions, including devoting sufficient resources to following up on survey responses, proved highly effective, actually resulting in increased statistical coverage.	The effective mitigation of the risk contributed to positive performance.
WIPO publications misreport statistical data or reflect analytical shortcomings.	This risk did not materialize.	Devoting sufficient resources to research work and peer review of draft studies and reports proved effective in containing the risk.	The effective mitigation of the risk contributed to positive performance.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

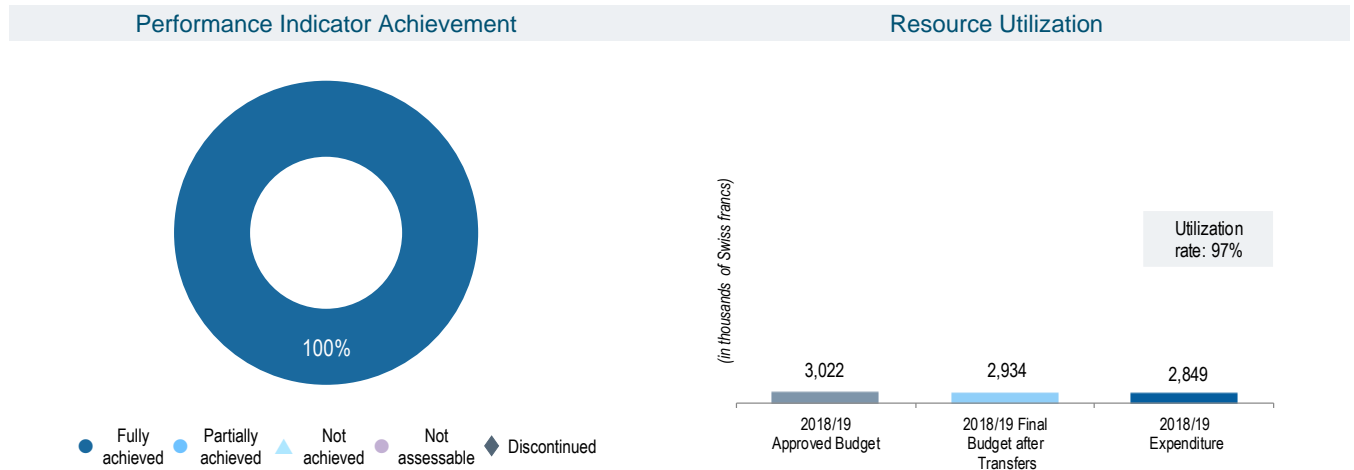
Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
V.1 Wider and better use of WIPO IP statistical information	2,659	2,878	2,970
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,203	4,223
Total	6,918	7,081	7,193

Budget and Expenditure (personnel and non-personnel)*(in thousands of Swiss francs)*

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	5,748	5,794	6,037	104%
Non-personnel Resources	1,170	1,287	1,156	90%
Total	6,918	7,081	7,193	102%

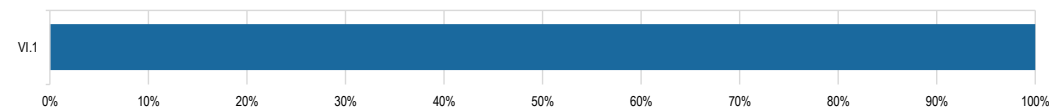
Strategic Goal VI: INTERNATIONAL COOPERATION AND BUILDING RESPECT FOR IP

Performance Dashboard



Performance Overview by Result

ER VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda



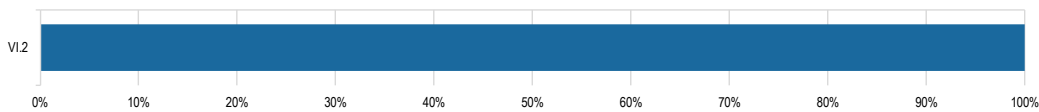
Contributing Program: Program 17, 18

Key Accomplishments

The International Conference *Respect for IP – Growing from the Tip of Africa* took place in October 2018 in South Africa. Jointly organized by WIPO, the Companies and Intellectual Property Commission of South Africa, INTERPOL, the World Customs Organization and the World Trade Organization, the Conference attracted more than 400 participants from around 70 countries, fostered policy dialogue, and served as an incubator of ideas to support an effective and balanced IP enforcement system.

With a view to achieving progress in the international policy dialogue among WIPO Member States on building respect for IP, the thirteenth and fourteenth sessions of the Advisory Committee on Enforcement (ACE) served as a forum for Member States to exchange information on national experiences and practices with regard to awareness-building activities and strategic campaigns; institutional arrangements concerning IP enforcement policies and regimes; legislative assistance; and capacity-building activities. Each session featured some 30 expert presentations and four lively panel discussions, which resulted in rich and productive dialogue.

ER VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP



Contributing Program: Program 17, 18

Key Accomplishments

The WIPO ALERT database was launched to help enforcement agencies in Member States share information with the advertising industry about copyright-infringing websites. At the end of 2019, WIPO Alert had three public-sector contributors of data and two private-sector users and was in advanced discussions with several potential contributors and users of the platform.

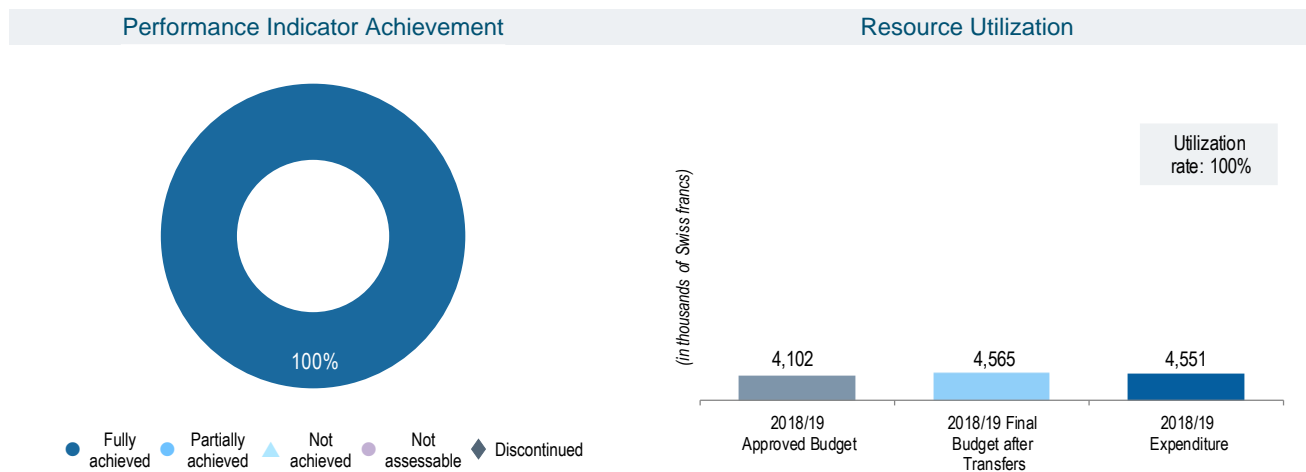


PROGRAM 17 Building Respect for IP



Program Manager Mr. M.A. Getahun

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program17.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Lack of agreement among Member States in the work of WIPO in the field of building respect for IP. WIPO's role in building respect for IP may be compromised.	The risk exposure remained stable throughout the biennium.	Effective mitigation was undertaken through regular consultations with Member States, aimed at facilitating the convergence of Member State views on the relevance, the work and the policy function of the ACE and related capacity-building activities. Rigorous standards were applied in all activities, ensuring high quality, transparency, neutrality and a balanced approach.	Strict adherence to the mitigation plan ensured support from Member States, thereby enabling the Program to achieve its targets.
Countries/stakeholders turning away from WIPO to look towards other international or regional organizations developing activities in the area of building respect for IP.	The risk exposure remained stable throughout the biennium.	As a mitigation measure, stakeholders were encouraged to continue to turn to WIPO for activities in the area of building respect for IP. A focus on policy-oriented activities where WIPO could offer a distinctive role and leverage partnerships, identifying and building synergies with clear, delineated roles between the partners, was also followed.	Strict adherence to the mitigation plan led to successful cooperation, fostering exchanges with partners and underscoring WIPO's relevance as the key global forum for building respect for IP.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	319	446	447
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	1,519	1,820	1,844
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	1,514	1,399	1,376
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	749	901	884
Total	4,102	4,565	4,551

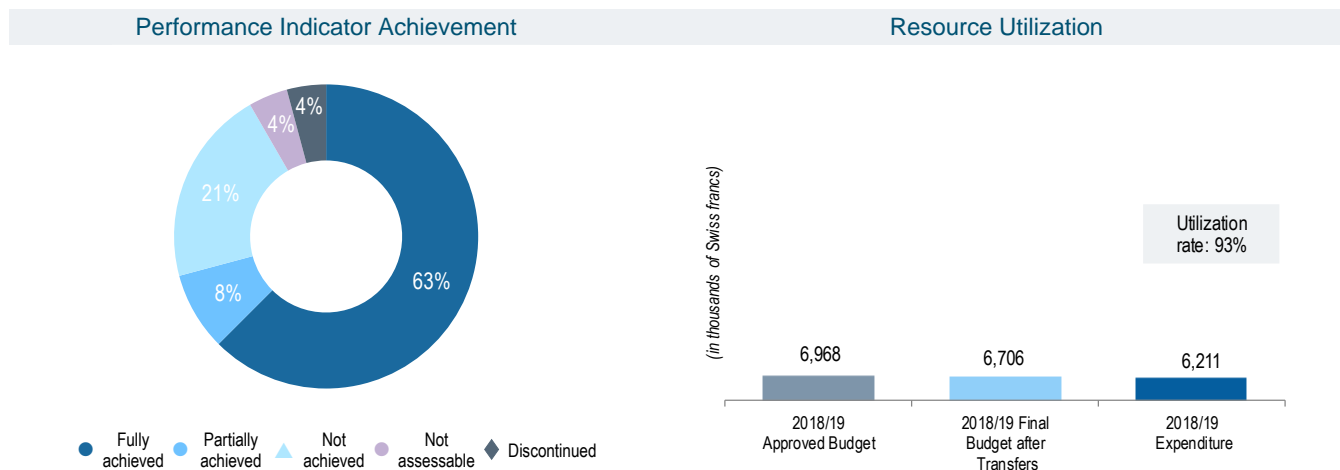
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	3,261	3,697	3,713	100%
Non-personnel Resources	841	868	838	96%
Total	4,102	4,565	4,551	100%

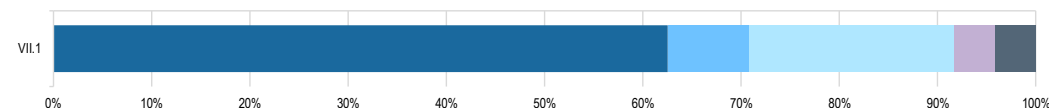
Strategic Goal VII: ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

Performance Dashboard



Performance Overview by Result

ER VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges



Contributing Programs: Programs 3, 4, 18, 20

Key Accomplishments

WIPO GREEN – The Sustainable Technology Marketplace adopted a new [Strategic Plan](#) covering 2019-2023. Twenty new partners joined over the course of the biennium, amongst them multinational companies, which brought the total number of partners to 102 in 2019. Members from countries covered by WIPO’s network of External Offices saw a 78 per cent increase as compared to 2017.

Three additional deals were catalyzed fostering collaboration to make clean drinking water from sunlight and air in Indonesia using solar panel arrays, to improve electricity access in rural Cambodia using solar power systems, and to enhance grey water filtration in Indonesia.

WIPO Re:Search recruited 13 new Members, of which eight were in developing countries, representing 8 per cent and 15 per cent increases, respectively, as compared to end 2017.

Some 34 new research and development (R&D) collaborations were established under WIPO Re:Search, of which 10 were classified as “advancing” through key milestones on the product development pathway, surpassing the biennial target by 70 per cent. By the end of 2019, advancing agreements made up 8 per cent of all agreements, as compared to 2 per cent at the end of 2017.

The Accessible Books Consortium (ABC) showed strong results:



100th Partner joined
WIPO GREEN

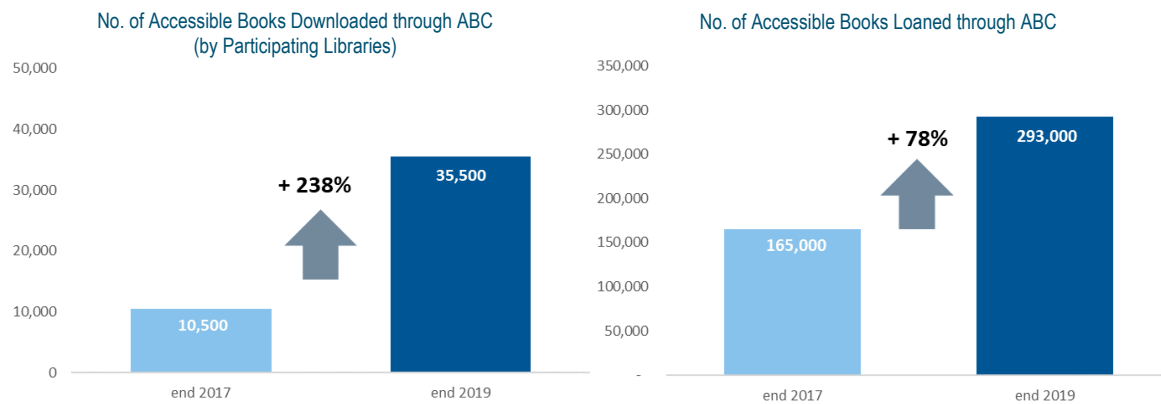


+78% increase in
WIPO GREEN
Members from
countries covered by
WIPO’s network of
External Offices



3 additional deals
catalyzed

- The number of accessible books downloaded through the ABC Global Book Service (25,000 additional titles) by participating libraries for the blind increased by over 230 per cent.
- The number of accessible books loaned via participating libraries to their patrons increased from 165,000 to 293,000 titles in 2018/19, a 78 per cent increase.



The biennium also saw the 100th signatory to the ABC Charter, marking an important milestone. By signing ABC's Charter for Accessible Publishing, one of the world's largest publishers committed to making its products fully accessible to all users.

Trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO) continued with the seventh and eighth Joint Technical Symposia entitled *Sustainable Development Goals: Innovative Technologies to Promote Healthy Lives and Well-Being* and *Cutting-Edge Health Technologies – Opportunities and Challenges*.

Looking Forward

Embedded under Strategic Objective 2¹⁴⁹ of the WIPO GREEN Strategy, acceleration projects are the main drivers for achieving formalized connections and deals. The 2019 acceleration project in Latin America was impacted by developments in some of the participating countries, contributing to the target for formalized agreements not being met; results are expected in 2020/21.

Web traffic on the WIPO GREEN website and database showed an upward trend in 2019 due to a refreshed website, regular content creation, communication through WIPO's diverse channels, and new marketing tools. A complete redesign and rebuild of the WIPO GREEN platform based on business objectives to reinforce that trend and contribute to an increased conversion of website visitors into active database users will be a focus in 2020/21.

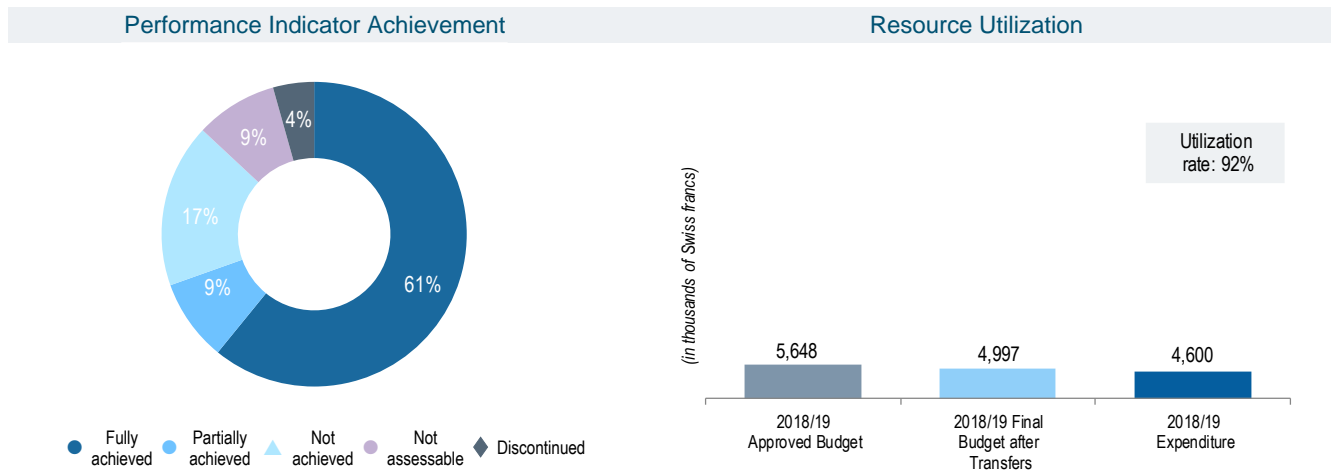
¹⁴⁹ Build a critical mass of partners, market actors, users, and technology uploads through targeted outreach and engagement

PROGRAM 18 IP and Global Challenges



Program Manager Mr. M. A. Getahun

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program18.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Lack of commitment of members or partners for WIPO Re:Search and WIPO GREEN could result in insufficient records and collaboration agreements and thus reduced credibility of the platforms.	The risk remained stable during the biennium.	Strong maintenance of communications with existing and potential partners, combined with media outreach, publications, and website updates, contributed towards effective mitigation of the risk.	This risk factor was mitigated during the biennium, and thus had no substantive impact on performance.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	386	322	298
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10	10	8
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	27	141	142
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	566	476	443
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	192	159	147
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	4,260	3,725	3,410
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	206	163	153
Total	5,648	4,997	4,600

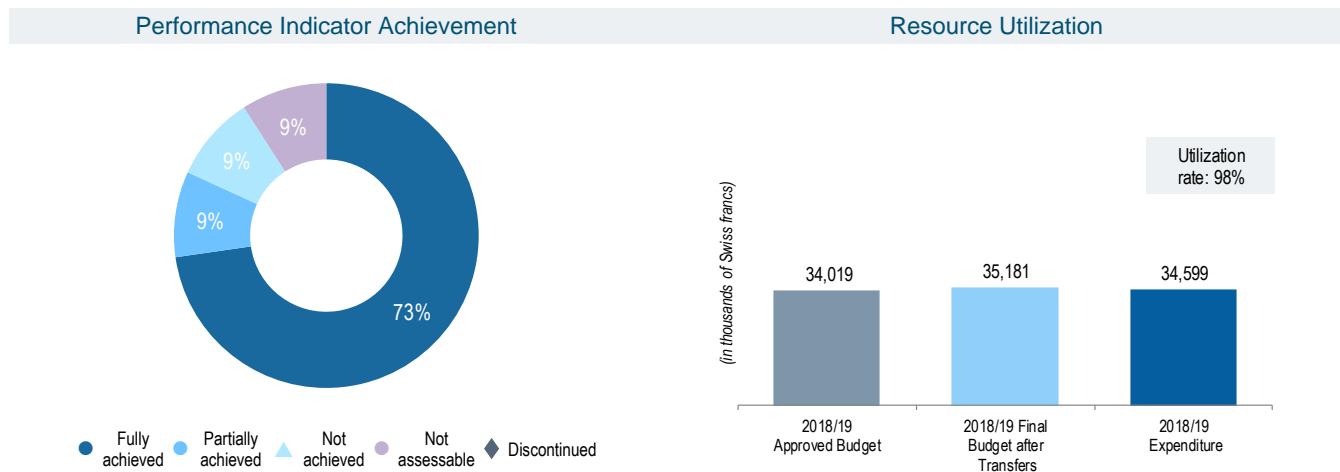
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	4,860	4,107	3,812	93%
Non-personnel Resources	788	890	788	89%
Total	5,648	4,997	4,600	92%

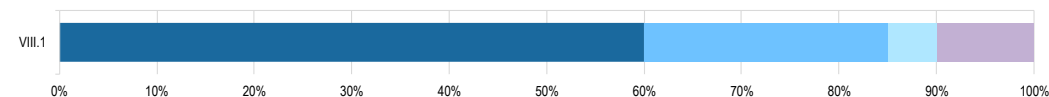
Strategic Goal VIII: A RESPONSIVE COMMUNICATION INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS

Performance Dashboard



Performance Overview by Result

ER VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO’s role



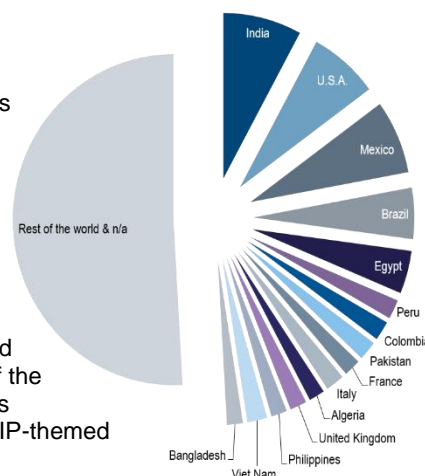
Contributing Programs: Programs 3, 19, 20, 21

WIPO’s Global Facebook Fan Base

Key Accomplishments

Global press coverage increased by nearly a third as compared to the previous biennium, totaling over 100,000 articles. Coverage included mentions by major news agencies, such as the Associated Press, Bloomberg, and Reuters, global outlets, as well as a wide range of premium regional and national-level media. WIPO’s first-ever Tech Trends Report (on AI) and the Global Innovation Index delivered sustained coverage nationally and internationally.

WIPO’s Facebook presence was rebranded in the second half of 2019, from a primarily World IP Day focus into an organization-wide channel which delivered approximately 4 million content impressions over the biennium. As a result of the rebranding, a 40 per cent increase in impressions was observed in Q4 2019 as compared to Q4 2018. New content such as “patent picks” videos and a pilot IP-themed week drew additional visitors.



Annual Twitter impressions exceeded the 10 million mark for the first time in 2019, and followers increased over the biennium from 48,300 to 84,000 – with a marked 33 per cent increase in followership in the second half of 2019.

The World IP Day continued to deliver impact as WIPO’s flagship awareness campaign. The themes for each year (Women in Innovation and Creativity for 2018, and IP and Sports for 2019) capitalized on media trends and had strong general appeal, helping drive engagement with events reported in 136 countries in 2019, a ten per cent increase over 2017.

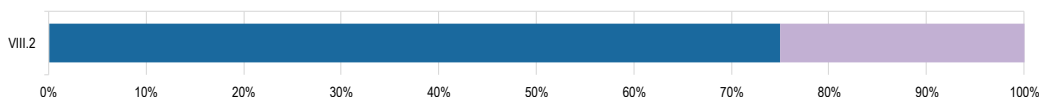
The WIPO Magazine’s reach continued to grow, with total subscribers reaching 24,097 at the end of the biennium. In addition, in a move to expand availability of the Magazine, translation languages was expanded to eight languages by the end of 2019, with Japanese and Portuguese being added to the official languages to support the work of the External Offices.

Looking Forward

Amid privacy, fake news and other challenges affecting social-media networks, the nature of Twitter user engagement with content shifted from sharing (retweeting) to liking – which was reflected in a 100 per cent increase in “likes” of WIPO content over the biennium. The evolution and trends of the social-media landscape will continue to be closely followed with a view to best respond to user expectations and behavior.

The work to revisit the approach in which WIPO monitors and assesses customer satisfaction was the main focus for the 2018/19 biennium and laid a solid foundation for the other assessment initiatives. Building on that foundation, the framework for the perception survey will be strengthened in 2020/21 to ensure that WIPO will have a comprehensive understanding of its stakeholder relations.

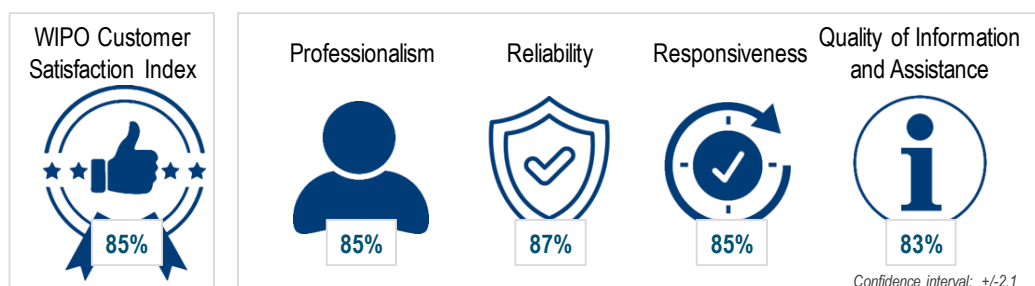
ER VIII.2 Improved service orientation and responsiveness to inquiries



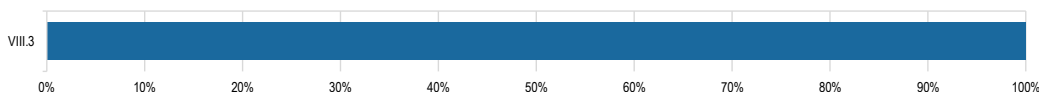
Contributing Programs: Program 19, 20

Key Accomplishments

Monitoring and assessing customer satisfaction achieved a significant milestone by standardizing the way ‘satisfaction’ with WIPO services and activities is measured, enabling, for the first time, the ability to report results as a robust, aggregate customer satisfaction index. All WIPO customer satisfaction surveys, whether of IP Services or capacity building programs and events, will use the same measurement and reporting scales moving forward.



ER VIII.3 Effective engagement with Member States



Contributing Program: Program 21

Key Accomplishments

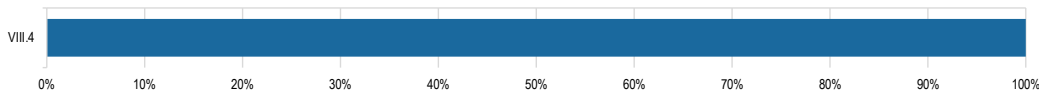
WIPO’s network of External Offices (EOs) continued to function as an integral part of the Organization, bringing WIPO’s services and cooperation closer to Member States, stakeholders and partners thus enhancing efficiency and effectiveness of program delivery, as well as responding to the specific needs and priorities of the countries and/or regions they serve. In 2018/19, the Offices focused efforts on the promotion of WIPO’s international registration systems, platforms and IP Office systems, as well as strengthening relationships with a variety of stakeholders.

In fulfilment of the decision of Member States, a new WIPO External Office opened in Algeria in February 2019, the first presence of the Organization on the African continent. The Office opened in purpose-built premises provided by the

Government of Algeria. The milestone resulted from intense coordination to ensure the Office met UN and Organizational standards with respect to safety, security and operational effectiveness.

The WIPO General Assemblies continued to be recognized as a high-quality event, with over 90 per cent of participants satisfied throughout the 2018/19 biennium. An increased attendance by 30 per cent was observed, with presence from more than 200 Member States and Observer Organizations.

ER VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders

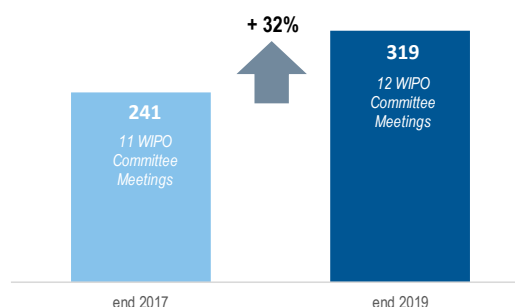


Contributing Program: Program 20

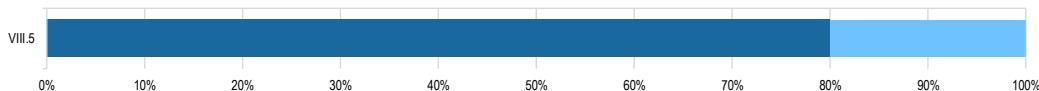
Key Accomplishments

The Director General's annual consultation for NGO's saw a marked increase in the number of recognized NGOs in attendance representing IP interests in all of WIPO's geographic regions.

Representatives of 319 permanently accredited NGOs attended 12 WIPO committee meetings in 2019, as compared to 241 accredited NGOs attending 11 Meetings in 2017.



ER VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations



Contributing Programs: Program 18, 20, 21, 24

Key Accomplishments

Critical IP input and information was provided to a wide range of reports and publications to promote greater awareness of WIPO's products and services, especially for the achievement of the (SDGs), including, *inter alia*: (i) submission to the WTO TRIPS Council on WIPO's technical assistance; (ii) the implementation of the outcomes of the World Summit on the Information Society (WSIS); (iii) the United Nations Group on Information Society (UNGIS) Input to the United Nations High Level Political Forum (HLPF) 2019 - Sustainable Development Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development; and (iv) the report of the High-level Panel on Digital Cooperation.

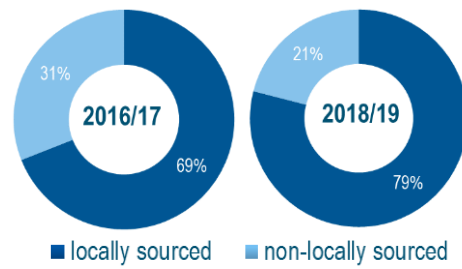
Cooperation with other IGOs and UN agencies was strengthened, *inter alia*, with: (i) WHO and WTO in the framework of the Trilateral Cooperation on public health issues; (ii) the International Renewable Energy Agency (IRENA) in the implementation of the MoU for the promotion of innovation, transfer and diffusion of green technologies; (iii) UNCTAD on e-Commerce under the "eTrade for All Initiative"; and (iv) the International Standards Organization (ISO) Technical Committee (TC) 279 on innovation management.

WIPO continued to support, as an observer, the work of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) and the Statistical Commission.

The percentage of locally sourced goods and services compared to the total amount procured for development activities met the threshold target of 70 per cent each year. Overall for the biennium, an average increase of 10 per cent as compared to 2016/17 was observed.

Looking Forward

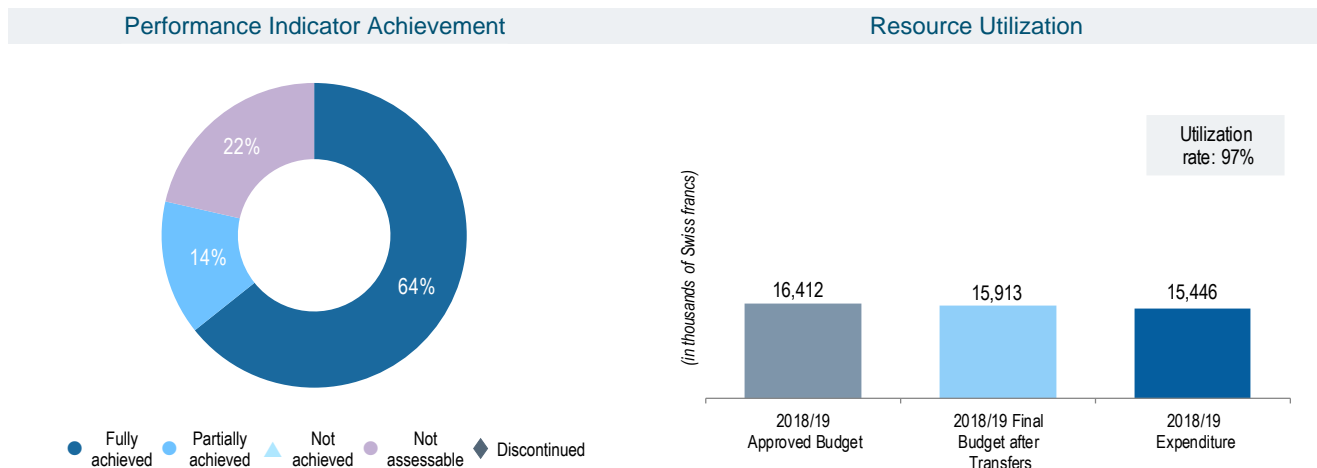
The procurement target through UN cooperation was not achieved due in part to the fact that WIPO's mandate, and consequently procurement of cutting edge technologies and related IT services, differ increasingly from the mandate of other UN organizations. Targeted efforts to increase UN cooperation will be further explored



PROGRAM 19 Communications

Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program19.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Reputational damage through negative publicity, and other negative assessments from key stakeholders, can cause significant harm to the credibility of the Organization and the WIPO brand and could adversely affect business and staff morale.	The risk remained stable during the biennium.	Effective mitigation measures included: (i) transparency in public disclosure of information; (ii) proactive provision of information; (iii) media awareness; and (iv) openness in responding to queries. Continuous monitoring of press and social media coverage, as well as periodic assessment of key stakeholders' perceptions, to enable appropriate reactions and interventions, as required, was also undertaken.	Awareness and mitigation measures contributed to maintaining WIPO's positive reputation and increasing brand awareness.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	10,693	10,516	10,386
VIII.2 Improved service orientation and responsiveness to inquiries	5,719	5,397	5,059
Total	16,412	15,913	15,446

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	13,923	12,822	12,684	99%
Non-personnel Resources	2,489	3,090	2,762	89%
Total	16,412	15,913	15,446	97%

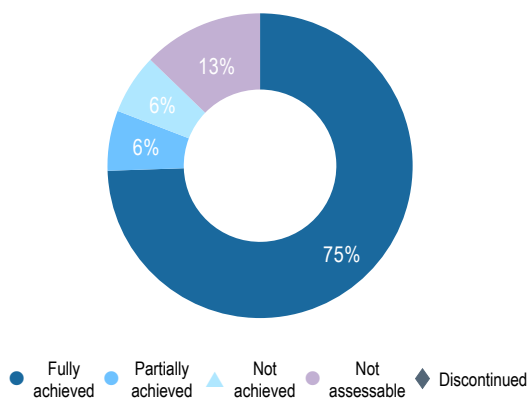
PROGRAM 20 External Relations, Partnerships and External Offices



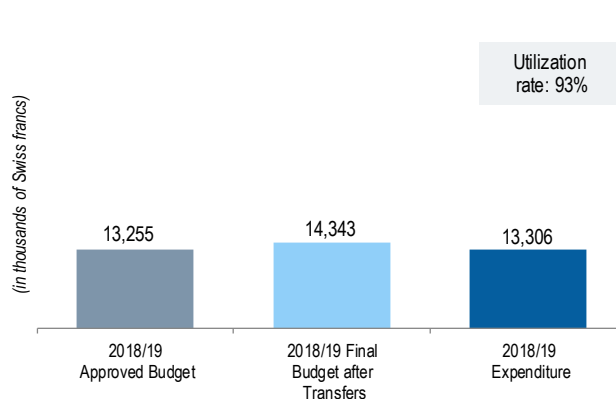
Program Manager Director General
Mr. M.A. Getahun
Mr. Y. Takagi
Ms. B. Wang

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program20.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Decisions/actions taken at intergovernmental processes have an adverse impact on the international IP system.	This risk remained stable during the biennium.	WIPO's active engagement in major intergovernmental processes and its network of contacts within the different IGO Secretariats effectively mitigated the risk.	The effective risk mitigation of the risk resulted in positive performance results.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	This risk remained stable during the biennium.	The mitigation plan to maintain close, constant and structured engagement mitigated the risk and ensured that the work of the External Offices was fully integrated into the results framework and the day-to-day functioning of the Organization.	The effective risk mitigation of the risk resulted in positive performance results.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,022	1,320	1,188
II.1 Wider and more effective use of the PCT system for filing international patent applications	471	379	357
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	611	443	420
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	293	487	436
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	-	81	71
III.1 National IP strategies and plans consistent with national development objectives	-	30	29
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	2,070	2,750	2,090
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	451	355	334
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	53	40	38
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	615	563	521
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	1,283	1,256	1,158
VIII.2 Improved service orientation and responsiveness to inquiries	1,409	1,393	1,342
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	786	1,172	1,314
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,190	4,074	4,009
Total	13,255	14,343	13,306

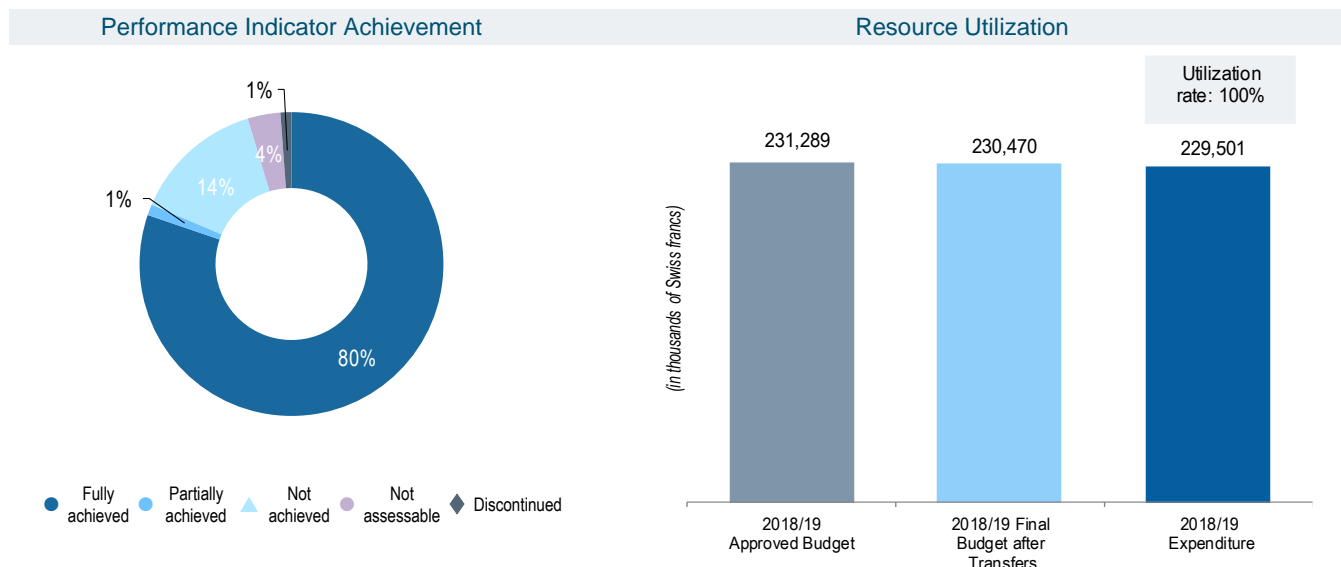
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	9,561	10,137	9,860	97%
Non-personnel Resources	3,693	4,206	3,446	82%
Total	13,255	14,343	13,306	93%

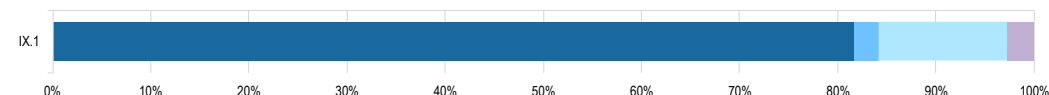
Strategic Goal IX: EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

Performance Dashboard



Performance Overview by Result

ER IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders



Contributing Programs: Programs 21, 22, 23, 24, 25, 27, 28

Key Accomplishments

Following the successful evaluation of the pilot project in 2018, the PCT Fee Transfer Service was rolled out to 43¹⁷⁹ participating entities in 2019, which led to a 70 per cent reduction in the number of claims¹⁸⁰ received versus 2017, and reduced WIPO's foreign exchange exposure.



43 participating entities
70% reduction in number of claims

With a view to improving the customer experience for the users of WIPO's international registration systems and fee payment services, the WIPO IP Portal was launched in Q3 2019. Achievements in 2018/19 included the migration of current accounts to the new Portal and the introduction of the new ePay platform. The Madrid and the Hague distribution reporting documents were migrated to the new Portal as a centralized, readily available source of historical information for Member States.

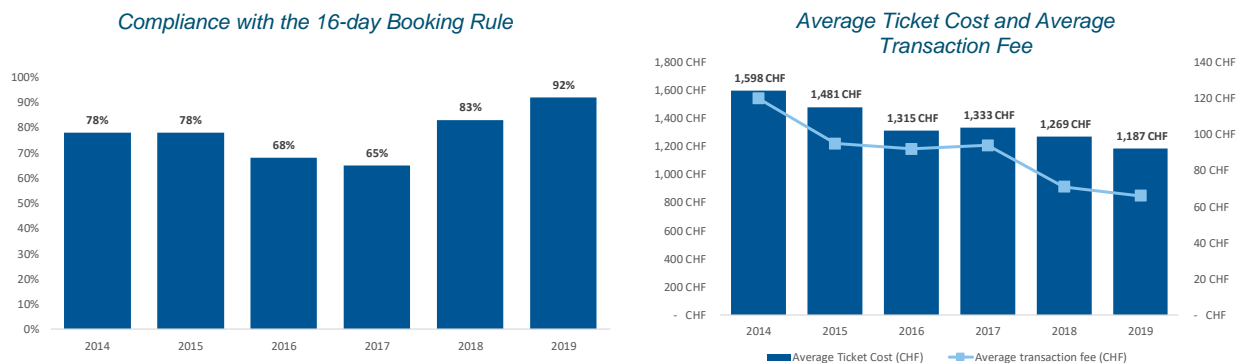
Customer support via the Finance Infoline was strengthened with expanded operating hours to ensure enhanced time coverage for improved customer service in relation to finance-related queries.

¹⁷⁹ Number of entities having signed up to participate in Netting.

¹⁸⁰ from PCT Rule 16.1(e)

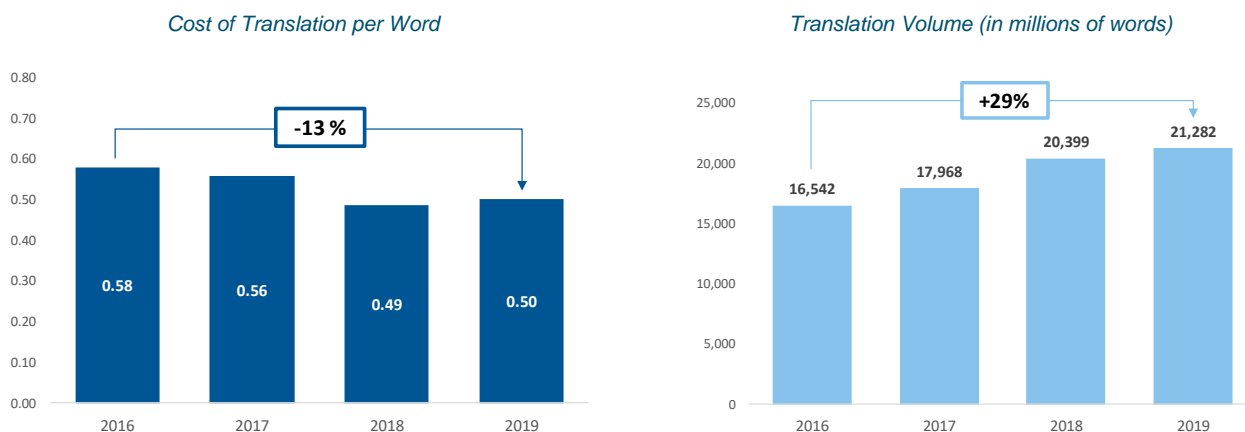
Procurement initiatives continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in overall savings of almost 11 million Swiss francs for the biennium.

The new Travel and Meeting (TAM) management system was launched in September 2019, completing the AIMS Portfolio of projects. A 27 percentage point increase in compliance with the 16-day booking rule was observed in 2019 as compared to 2017, which had a positive impact on the average ticket price. The average transaction fee also decreased, despite an increase of UNDP fees observed in late 2019.



The management of WIPO conference services continued to evolve, embracing digital transformation opportunities to deliver efficiencies and improve customer experience. A one-year pilot was launched to leverage AI technologies to replace verbatim meeting reports, with fully automated speech-to-text transcripts (using WIPO S2T) complemented by fully automated translations (using WIPO Translate). The new digitally indexed webcasting and video on demand audiovisual system (a first deliverable of the Integrated Conference Services Platform (ICSP) project) enabled users to navigate by speaker or agenda item, gain direct access to documents under discussion (in all language versions), and to share video clips by e-mail or on social media. The new system enabled access to conference video recordings in all six language interpretation channels for the first time. The estimated cost savings on verbatim reports amounted to approximately 171,000 Swiss francs for the 24th session of the CDIP and the 31st session of the SCP.

Savings in translation costs were obtained through re-negotiated outsourced translation contracts and through greater use of Computer-Assisted Translation and Terminology (CATT) tools and WIPO Translate. This resulted in a decrease in the translation cost per word from 0.58 Swiss francs in 2016 to 0.50 Swiss francs per word at the end of 2019; a decrease of 13 per cent.



The print operations were merged into a single, redesigned Print shop. The streamlining of processes and the creation of a polyvalent team resulted in cost savings of more than 800,000 Swiss francs in the biennium, and drove down the average cost per printed page by 19 per cent.

Looking Forward

The issuance of the monthly closure reports within 10 working days after month's end became more challenging in 2018/19 due to the additional work related to WIPO's investment portfolios. More realistic timelines that factor in the more complex workload to prepare the closure reports will be explored in 2020/21.

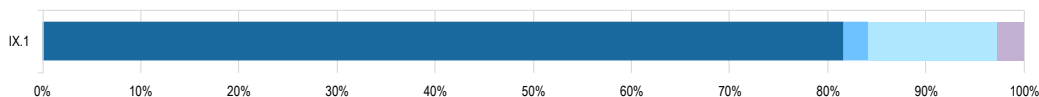
Unusually short intervals between various committee sessions placed pressure on the document-preparation chain, making the publication timetable untenable. In particular, due to the significantly advanced schedule for the 29th and

30th sessions of the PBC in 2019, the publication of documents was significantly affected. In other cases, certain documents took longer to prepare due to the requirement for intersessional input and analysis, in particular in relation to the dissemination of survey questionnaires and the compilation of results. Efforts in collaboration with Committee secretariats will continue in order to improve the timely availability of meeting documents.

As the IT infrastructure and applications service delivery models evolve with the introduction of the WIPO Cloud First Policy, new requirements for standardized operational processes and tools for the provisioning and monitoring of services will emerge. These enhanced capabilities will be further developed in the 2020/21 biennium.

Due primarily to the increased complexity and more sophisticated levels of simulated phishing attacks in 2018/19, an 11 percentage point decrease in reported attacks was observed. Staff who fell¹⁸¹ for phishing attacks amounted to 8 per cent, while 57 per cent either ignored the email or only opened the email. The use of phishing attack simulation campaigns will remain a focus for WIPO in order to build greater awareness with regard to potential security threats.

ER IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results

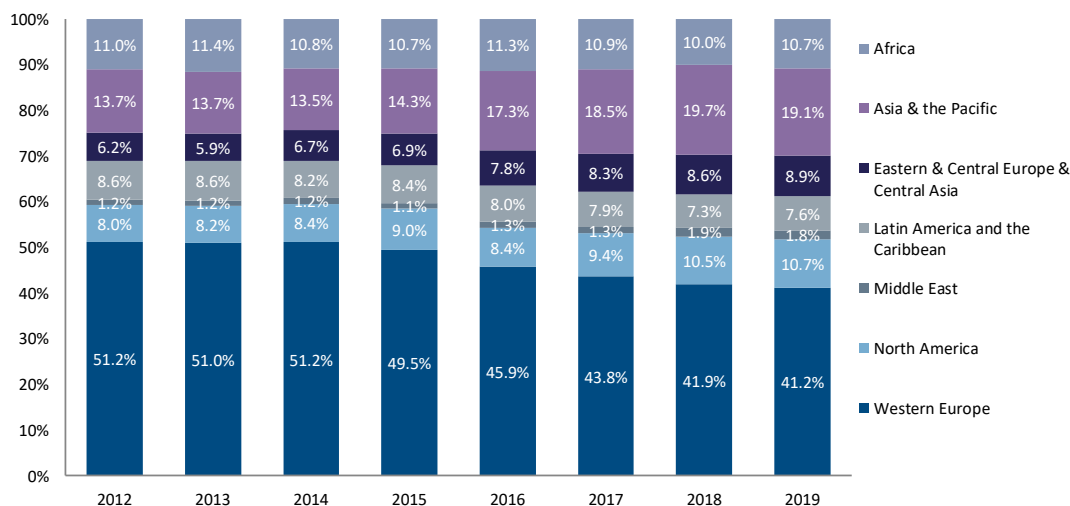


Contributing Programs: Programs 21, 22, 23

Key Accomplishments

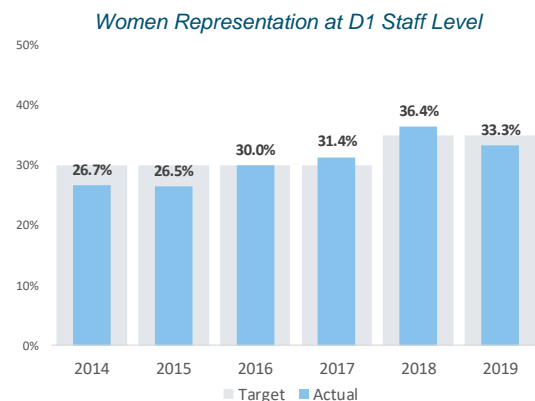
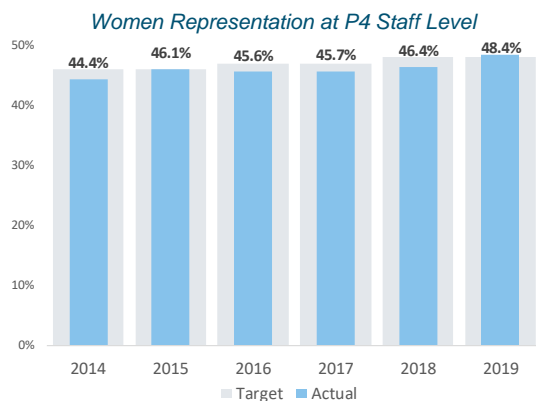
Due in part to the Focal Point Initiative, WIPO’s geographical diversity among staff in 2018/19 saw an increase in the number of Member States represented, reaching an all-time high of 123. The proportion of staff members from the Asia and the Pacific region, Eastern and Central Europe and Central Asia, as well as North America, slightly increased as compared to 2017, while the percentage of staff members from Western Europe continued to decrease.

Geographical Diversity of WIPO Staff (Professional and Higher Categories) by Region



¹⁸¹ To provide a more accurate representation of the level of risk to the Organization, definitions of responses to phishing simulations were refined in 2018/19, resulting in comparability with previous data not being feasible. Staff who fell for a phishing simulation is defined as having clicked a link or opened an attachment within a simulation email.

In its commitment to achieving gender balance at all staff levels, WIPO met the gender parity target set for the P4 level. The target at the D1 level was surpassed in 2018, but saw a slight dip in 2019.



With respect to further embedding a results-based culture and strengthening WIPO's performance cycle, RBM processes continued to be enhanced, including, *inter alia*, through: (i) the introduction of systematic briefings on WIPO's RBM for all new senior managers (P5 and above); (ii) enhanced performance monitoring and results tracking¹⁸²; and (iii) the use of strengthened workplan implementation analyses to inform decision making. In addition, significant improvements were made with regard to project management. Of particular note, 2018/19 saw the definition of a project management governance framework and enhanced project management methodology for the CMP portfolio of projects. The biennium also continued to see comprehensive project management training fully linked to WIPO's results framework and the further integration of project planning into WIPO's performance cycle.



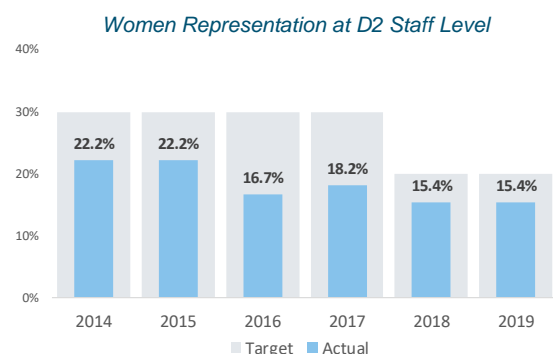
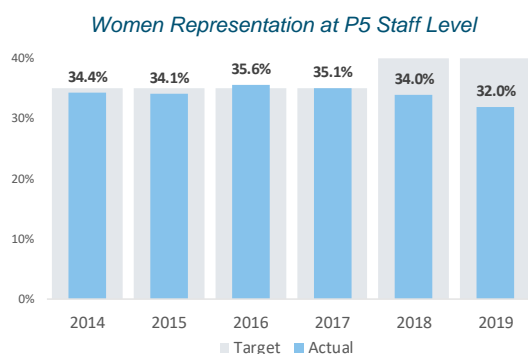
Staff well-being and work-life balance remained at the heart of new initiatives. The new Policy on Time Management and Flexible Working Arrangements was implemented on January 1, 2019, supported by a new IT-based time and absence management system. In addition, a two-year pilot program on the provision of day-care services for preschool age children was launched with a crèche located near the WIPO campus in Geneva. With regard to staff development, a pilot Mentoring Program was launched, sourcing mentors from the Organization to assist and guide colleagues in their individual career development.

In 2019, the second year of implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0, WIPO met or exceeded the requirements for 41 per cent of the UN-SWAP indicators, representing an improvement of 17 percentage points as compared to 2018. The UN SWAP indicators for evaluation and audit were assessed as "exceeds requirements", and five indicators related to policy, leadership, gender-responsive performance management, gender architecture and organizational culture were assessed as "meets requirements".



Looking Forward

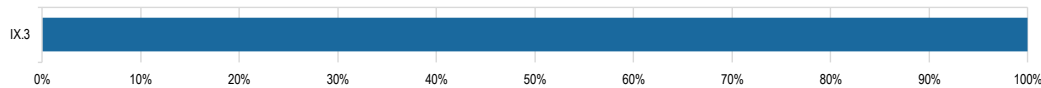
WIPO will continue to work to achieve the gender parity targets set for 2020/21. To address the parity gaps remaining at the D2 and P5 levels, the Senior Female Talent Pool created in 2019 will be used to encourage potential female applicants to submit expressions of interest for relevant vacancies at senior-level (P5 and above).



¹⁸² See the Assessment of WIPO's Existing Tools and Methodologies for Measuring the Impact, Effectiveness and Efficiency of its Technical Assistance Activities ([CDIP/22/10](#))

Despite the good results on the implementation of the UN SWAP, the percentage of WIPO operational units that substantively completed the gender marker coding in the annual workplans fell short of the target. A more targeted approach will be prioritized in 2020/21 to strengthen gender marker coding.

ER IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns



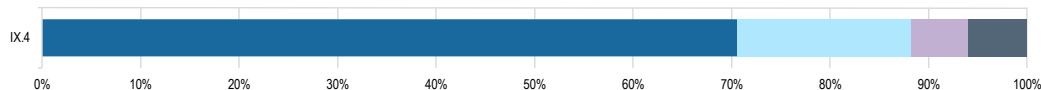
Contributing Programs: Programs 21, 22

Key Accomplishments

A consolidated view of WIPO's governance and accountability mechanisms was provided through a revised Accountability Framework and acceptable risk levels for each accountability component were expressed in a revised Risk Appetite Statement, both noted by Member States. Particular focus was given to managing fraud risks through a fraud prevention program complemented by a fraud risk assessment involving 100 cross-functional staff, a fraud e-learning course completed by over 800 staff, and the issuance of a revised Fraud Prevention Policy.

The biennium saw a 10 per cent increase in the awareness of WIPO staff with the Organization's ethics principles and policies, from 86 per cent in 2016/17 to 96 per cent in 2018/19.

ER IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure

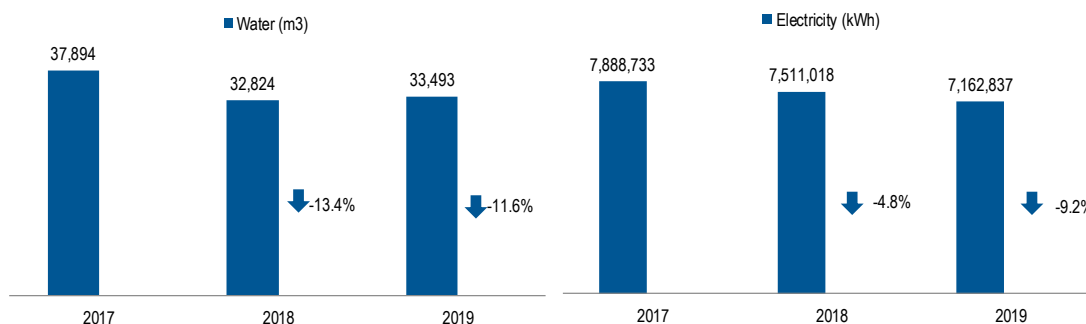


Contributing Programs: Programs 24, 28

Key Accomplishments

WIPO's commitment towards carbon neutrality and key achievements between 2014 and 2018 were highlighted in the [Environmental responsibility on the WIPO Campus](#) brochure. Such achievements included a 6 per cent reduction in Green-house Gas emissions, a reduction of 84,000 m³ in water consumption (equivalent to 28 Olympic-size swimming pools), electricity savings of 2,199,451 Kwh in 4 years (the equivalent of 109 trips around the world with an electric car), and a 94 per cent reduction in single-use coffee cups in one year.

In 2018 and 2019, further decreases in consumption of water and electricity were observed.



Note: Percentage changes for both years are as compared to 2017.

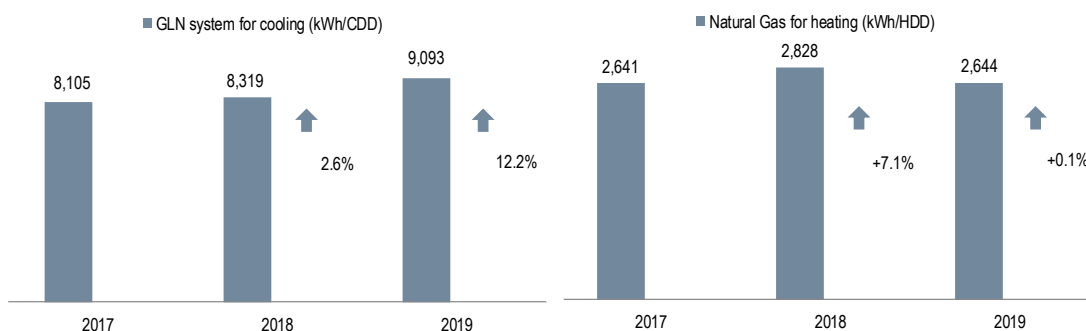
Responding to the continuously evolving cyber threat environment, WIPO pursued the implementation of a number of Information Assurance (IA) strategies. The overall delivery of the multi-year IA strategies achieved 84 per cent completion by the end of 2019 and concentrated on developing a security-focused culture, adopting a business focused risk management approach, limiting exposure and ensuring continuous compliance, protecting WIPO's sensitive information assets, and enhancing situational awareness and response capabilities.

A 24/7 Information Security Operations Center to continuously monitor, detect and respond to information security threats and events was established, thereby reducing the impact from an information security incident to WIPO's information assets. ISO/IEC 27001 certification was retained for the sixth consecutive year. The certification scope was extended to include finance processes and safety and security coordination service (SSCS) ICT systems and processes.

The global safety and security context remained complex, but broadly stable in the countries where WIPO had a presence in 2018/19. An international travel security service was established to continuously monitor global security events and support staff travel, external conferences and events. The overall implementation of the strategic security plan reached 55 per cent by the end of the biennium.

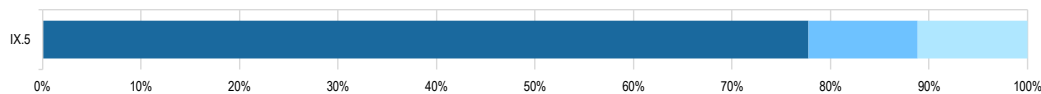
Looking Forward

The consumption of ventilation and cooling related energies increased at WIPO Headquarters over the course of the biennium driven by warmer winters and more pronounced temperature variations throughout the year. These changes created new challenges that will be addressed in future capital investment projects.



Note: Percentage changes for both years are as compared to 2017.

ER IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight



Contributing Programs: Program 22, 26

Key Accomplishments

The revised Internal Oversight Charter was approved by the WIPO General Assembly during its 58th session in 2018. The main revisions included: (i) reflecting recent changes in the International Standards for the Professional Practice of Internal Auditing; (ii) reflecting amendments to the WIPO Staff Regulations and Rules; (iii) clarifying certain provisions which have given rise to different interpretations in practice; and (iv) aligning the Charter with the Terms of Reference of the Independent Advisory Oversight Committee (IAOC).

The External Auditor issued an unqualified audit opinion on the Annual Financial Statements for both 2018 and 2019 and noted the high quality of the financial analysis and the financial statements¹⁸³. In addition, the External Auditor conducted an initial review of WIPO's approach to fraud detection and prevention in 2018, noting its positive features that set WIPO apart from other UN agencies. The External Auditor also acknowledged WIPO's high maturity level as regards fraud risks through WIPO's commitment to ensuring comprehensive and systematic reviews so as to identify areas of vulnerability and ensure relevant controls aligned to those risks.



In pursuit of its oversight function, the IAOC reviewed the Internal Oversight Division's (IOD) annual workplans and monitored their implementation progress; reviewed Financial Reporting; was updated on the status of risk management and internal controls; exchanged information with the External Auditor on their audit strategy and proposed workplans; reviewed and monitored the implementation of the workplan of the Ethics Office; and provided input to the Selection Panel for the selection of two new members.

Looking Forward

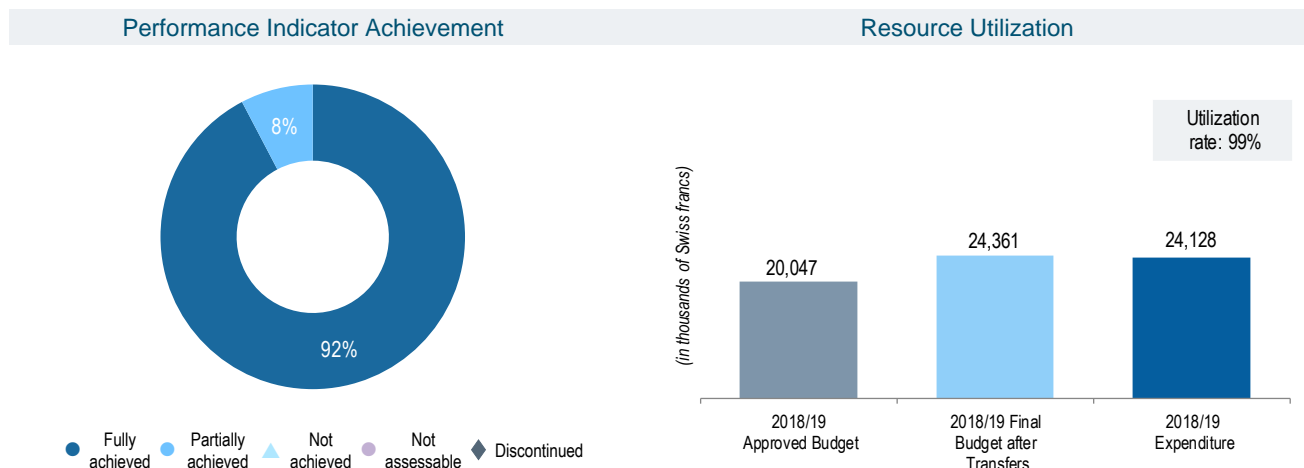
IOD will continue to encourage and support management in the timely implementation of oversight recommendations. The primary focus will continue to be on recommendations open for more than four years, which represented 30 per cent of open recommendations at the end of 2018/19. Results of this focus were already visible at the end of 2019, as 68 of the 132 closed recommendations in 2018/19 had been made between 2013 and 2016.

¹⁸³ [WO/PBC/20/4](#), page 12

PROGRAM 21 Executive Management

Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program21.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	The expansion of the External Office network with the addition of the WIPO Algeria Office (in February 2019) underscored the importance of ensuring effective coordination of and communication with the External Office network.	Continuous and structured engagement was ensured with the External Office network and the WIPO Algeria Office was quickly included in this upon its establishment. As such, the External Offices remained fully integrated into the functioning of the Organization.	The risk was mitigated during the biennium, and thus there was no negative impact on performance.
WIPO's effective engagement with Member States is of paramount importance to the achievement of timely results. At risk is reduced progress in WIPO's intergovernmental processes, including in normative discussions, and increased cost or extended schedules for implementing related Programs. As the international rule-making body for IP, such a situation would negatively impact WIPO's credibility.	Multilateral negotiations and discussions continued to be difficult throughout the biennium and the risk remained a factor.	Risk mitigation measures were successful in that the space for consensus was maintained, and Member States were able to agree on several sensitive and contentious issues during the biennium.	The risk was mitigated during the biennium, and thus there was no negative impact on performance.

Resource Utilization

Budget and Expenditure (by result) *(in thousands of Swiss francs)*

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	607	565	582
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	-	882	838
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	-	620	589
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	242	216
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	194	243	246
VIII.3 Effective engagement with Member States	7,342	8,366	8,524
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	141	699	617
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	3,854	6,150	6,231
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	6,969	5,171	4,928
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	941	1,422	1,358
Total	20,047	24,361	24,128

Budget and Expenditure (personnel and non-personnel) *(in thousands of Swiss francs)*

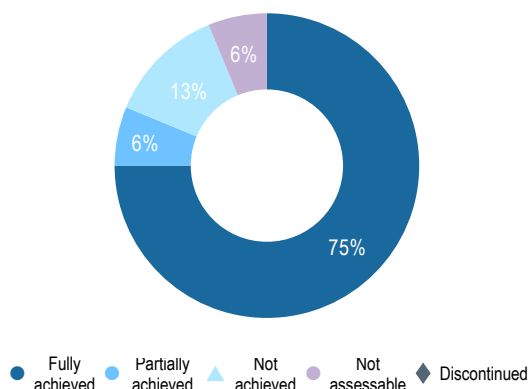
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	16,780	18,754	19,089	102%
Non-personnel Resources	3,268	5,607	5,039	90%
Total	20,047	24,361	24,128	99%

PROGRAM 22 Program and Resource Management

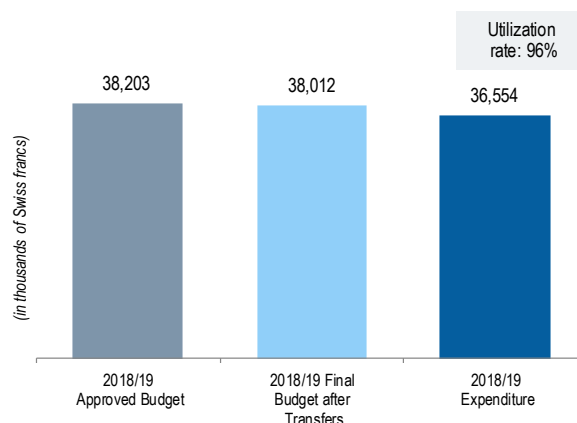
Program Manager Mr. A. Sundaram

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program22.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Pursuant to the implementation of the Organization's new investment policy (approved by Member States in 2015), Core Cash will be invested with a five-year time horizon whilst strategic cash will be invested with a twenty-year time horizon, the aim being to achieve a positive return over these timeframes. During these timeframes, there is a risk that the value of some or all of the investments made could fall, either temporarily or permanently, which would consequently result in a reduction in net assets (reserves). In addition, the possible continuation of negative interest rates will pose a risk to the value of liquid assets held with commercial banks.	This risk of investment losses materialized in 2018, as is the nature of investments, and WIPO's exposure to negative interest rates increased during the biennium.	The diversification of investments and the close monitoring of the Advisory Committee on Investments resulted in significant investment gains in 2019. Close management of banking relationships together with continuous monitoring have minimized the effects of negative interest rates.	The investment gains in 2019 had a positive effect on WIPO's net assets. Furthermore, the Organization did not incur significant charges related to negative interest rates. However, future changes in the value of investments and further deterioration in interest rate conditions remain possible.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	17,561	17,215	16,545
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	17,615	17,708	17,183
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,165	1,418	1,330
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,862	1,671	1,496
Total	38,203	38,012	36,554

Budget and Expenditure (personnel and non-personnel)

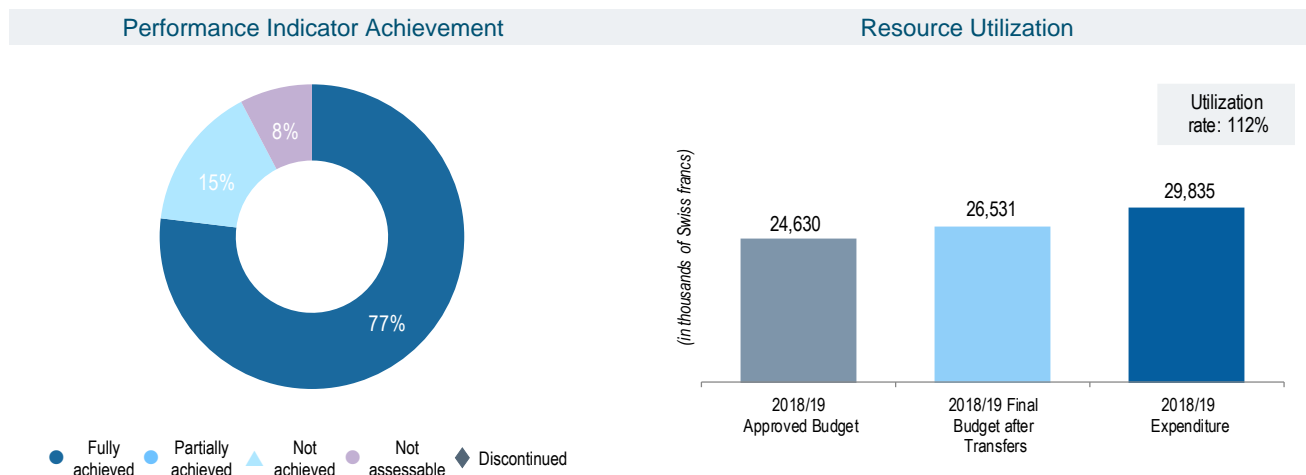
(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	25,120	24,013	23,319	97%
Non-personnel Resources	13,083	13,999	13,235	95%
Total	38,203	38,012	36,554	96%

PROGRAM 23 Human Resources Management and Development

Program Manager Director General

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program23.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Rapidly evolving external business environment requiring new processes, skills and IT solutions, may lead to misalignment of workforce in critical WIPO business areas. This could lead to high costs for additional short term staff, process inefficiencies, backlogs in critical business areas, and a diminished WIPO reputation.	The risk materialized to some extent in technology-related areas of WIPO's operational activities.	The risk was effectively mitigated primarily through upskilling of staff and targeted recruitment in line with an integrated talent management framework.	Through the effective mitigation actions, significant negative impact on organizational performance was avoided.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,006	12,891	12,579
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	12,624	13,640	17,256
Total	24,630	26,531	29,835

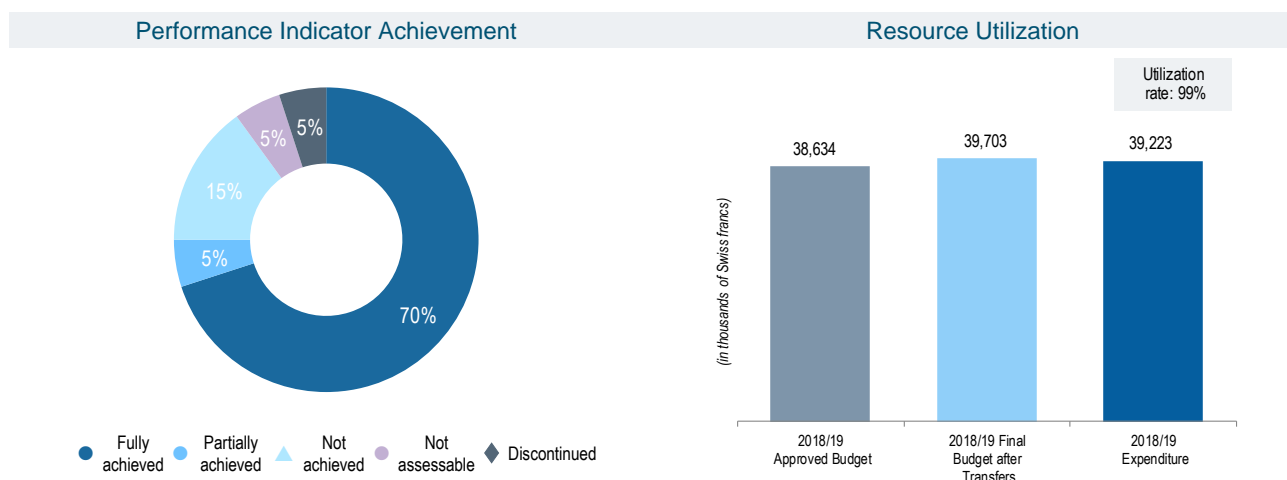
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	19,030	19,321	23,017	119%
Non-personnel Resources	5,600	7,210	6,818	95%
Total	24,630	26,531	29,835	112%

PROGRAM 24 General Support Services

Program Manager Mr. A. Sundaram

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program24.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Failure of key suppliers to deliver services triggers a disruption to the service provided to our external customers.	The residual risk decreased over the biennium as a result of improved business processes.	The Organization effectively managed its risks concerning contracts that were considered to be of high risk and vital for continued operation, including contingency plans as necessary and regular vendor performance reviews.	No disruption to external service provision was experienced as a result of key supplier failure.
Loss of safe access to, or inability to occupy, one or more buildings for a period of time of at least 7 days, due to major building infrastructure breakdown.	The risk remained stable throughout the biennium.	The mitigation plan to ensure periodic verification of all key technical installations and regular assessments of maintenance measures was effective in preventing the risk from materializing.	Due in part to the effective mitigation actions, the risk did not materialize.

Resource Utilization

Budget and Expenditure (by result) *(in thousands of Swiss francs)*

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,820	1,782	1,674
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	35,899	37,143	36,824
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	914	778	725
Total	38,634	39,703	39,223

Budget and Expenditure (personnel and non-personnel) *(in thousands of Swiss francs)*

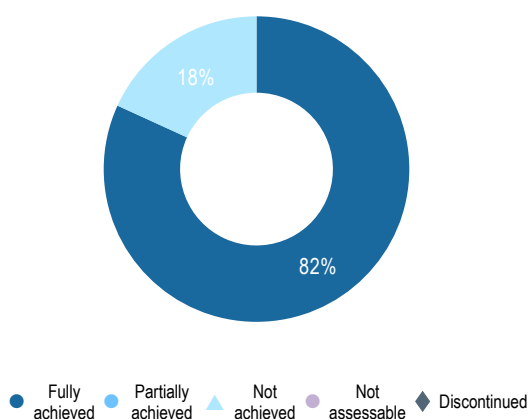
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	17,108	16,941	16,954	100%
Non-personnel Resources	21,526	22,762	22,269	98%
Total	38,634	39,703	39,223	99%

PROGRAM 25 Information and Communication Technology

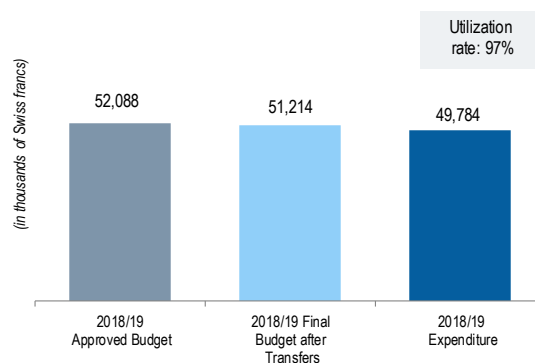
Program Manager Mr. A. Sundaram

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program25.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Critical information systems experience unacceptable levels of interruption, resulting in a negative impact on the key activities of the Organization, including, <i>inter alia</i> , loss of vital records, filing data and reputational damage for the Organization	The risk was slightly reduced over the biennium.	The mitigation measure to strengthen the overall ICT infrastructure by deploying further redundant ICT platforms for critical systems was effective. The performance of those systems was checked through regular validation testing.	The risk was mitigated during the biennium, and thus there was no negative impact on performance.
Exposure to increased cost of services provided by the inter-organization ICT shared service provider, the UN International Computing Centre (ICC), as a result of a potential reduction in the use of its shared services by the other participating UN entities	This risk progressively diminished throughout the biennium.	WIPO continued to diversify its provision of shared services including to the 'cloud' which reduced its dependency on UNICC and thus any additional exposure to costs were mitigated.	Services were delivered successfully in line with the approved budget.

Resource Utilization

Budget and Expenditure (by result) (in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	52,088	51,214	49,784
Total	52,088	51,214	49,784

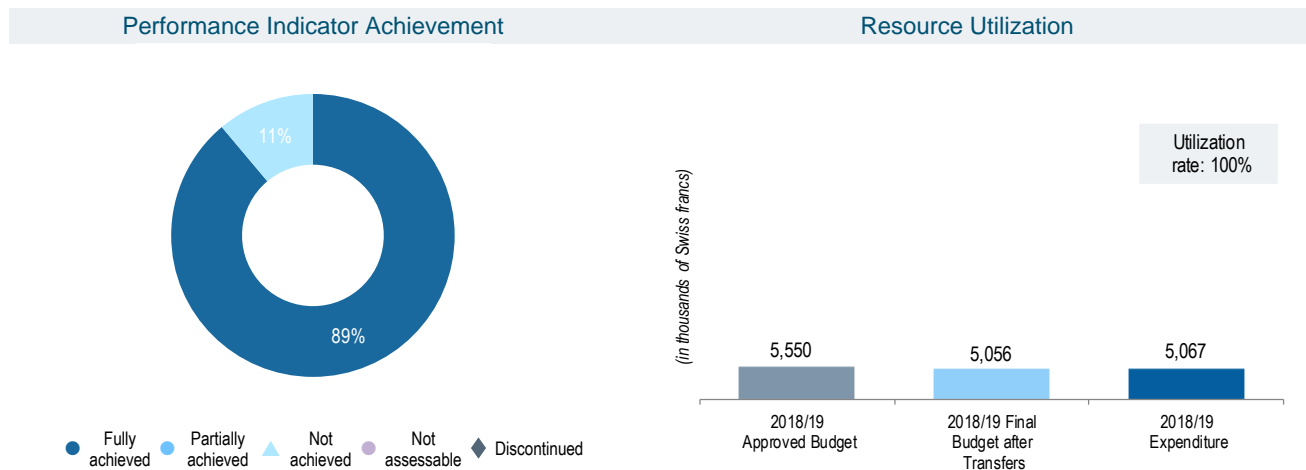
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	13,631	13,582	13,821	102%
Non-personnel Resources	38,457	37,632	35,963	96%
Total	52,088	51,214	49,784	97%

PROGRAM 26 Internal Oversight

Program Manager Mr. R. Singh

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program26.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Internal oversight activity is not independent, leading to perception of bias and oversight work being considered irrelevant.	The risk remained stable throughout the biennium.	Adherence to the Internal Oversight Charter, periodic scheduled reporting to the Independent Advisory Oversight Committee and to the General Assembly of WIPO, and external assessment of the independence of the oversight function – were effective.	The risk was effectively mitigated throughout the biennium, resulting in no adverse effect.
IOD staff is not objective in performing their work. Impartiality, credibility of the work and trust in the oversight function diminished.	This risk remained stable throughout the biennium.	Adherence to the Internal Oversight Charter and regular awareness raising for IOD staff on professional code of ethics and conduct – were effective.	The risk was effectively mitigated throughout the biennium, resulting in no adverse effect.

Resource Utilization

Budget and Expenditure (by result)
(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	5,550	5,056	5,067
Total	5,550	5,056	5,067

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

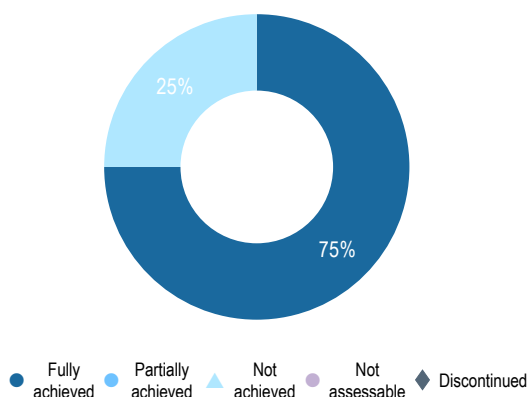
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	4,849	3,938	4,012	102%
Non-personnel Resources	700	1,118	1,055	94%
Total	5,550	5,056	5,067	100%

PROGRAM 27 Conference and Language Services

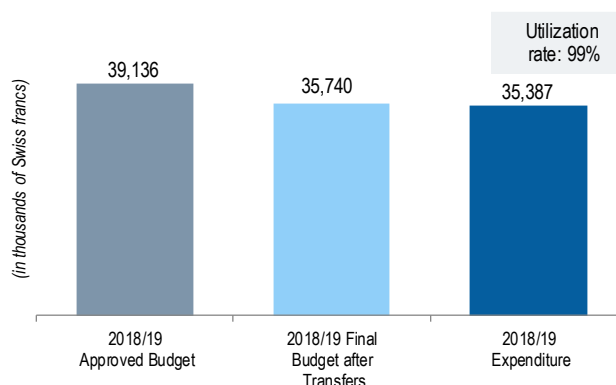
Program Manager Mr. A. Sundaram

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program27.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Multilingualism is compromised due to non-compliance with the WIPO Language Policy.	The risk decreased throughout the biennium, following the successful implementation of the Language Policy.	The mitigation plan to strictly enforce the WIPO Language Policy and to continue to enforce rationalization and control measures on the number and size of documents for translation was successful and contributed to cost efficiencies.	Multilingualism was effectively maintained with regard to meeting documentation and the 6-language coverage for documents for all meetings of the Main Bodies, Standing Committees and Working Groups.

Resource Utilization

Budget and Expenditure (by result) *(in thousands of Swiss francs)*

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	39,136	35,740	35,387
Total	39,136	35,740	35,387

Budget and Expenditure (personnel and non-personnel) *(in thousands of Swiss francs)*

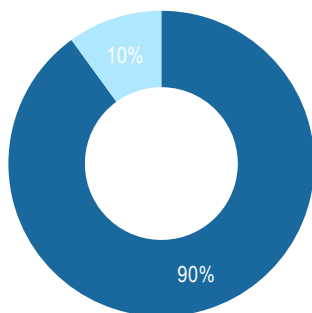
Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	29,386	25,050	24,900	99%
Non-personnel Resources	9,750	10,690	10,486	98%
Total	39,136	35,740	35,387	99%

PROGRAM 28 Information Assurance, Safety, and Security

Program Manager Mr. A. Sundaram

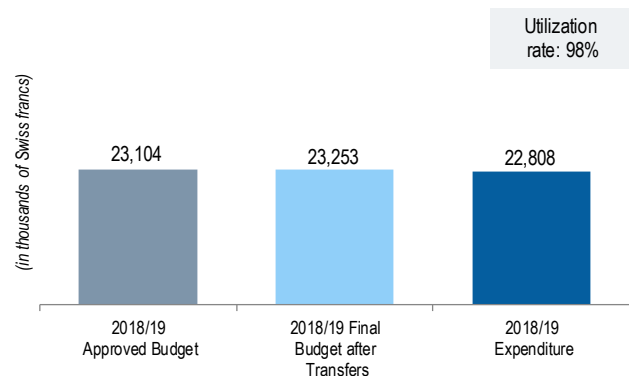
Program Dashboard

Performance Indicator Achievement



● Fully achieved
 ● Partially achieved
 ▲ Not achieved
 ● Not assessable
 ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2018-19/program28.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Like other organizations, WIPO is exposed to the risk of cyber-attacks and the risk of malicious or accidental breach of data leading to unauthorized disclosure or misuse of WIPO's confidential information, or disruption of business operations. Such an event can potentially impact WIPO's reputation as a trusted advisor and service provider to its membership and clients.	The risk from cyber-attacks remained relatively stable during the biennium.	WIPO continued to strengthen its current Information Assurance (IA) capabilities through the implementation of a number of IA strategies and tactical measures across people, processes and technologies to combat threats. Actions taken to mitigate the threats in 2018/19 were appropriate and successful in preventing, detecting and responding to security events in a timely manner.	The mitigation had the desired result with no major disruption to WIPO's business operations.
WIPO entrusts quantities of sensitive data, either directly belonging to the Organization or which has been entrusted into its care, to external service providers. WIPO currently has no formal procedure or process to comprehensively review the existing security controls at the supplier side, or to require minimum levels of security for the handling of WIPO data.	WIPO's cloud strategy increased the relevance of this risk during the biennium.	The mitigation action to require external service providers to maintain and continuously demonstrate appropriate levels of security for WIPO data based upon classification of the data involved and impact to WIPO was effective. In addition, advanced security architecture and design principles, and the corresponding controls being included in all applications that move to the cloud proved successful.	The mitigation had the desired result with no disruption to business operations or the achievement of related performance targets.
Risk of a terrorist attack against WIPO	There were no known WIPO targeted terrorist attacks or attempts to attack Headquarters (HQ) or External Offices overseas.	Mitigation actions, including close continued monitoring of operational security risk at WIPO HQ and External Offices, contributed to the effective response to security incidents. In addition, the enhanced international travel/operations and threat and risk management service proved successful.	The mitigation had the desired result with no disruption to business operations or the achievement of targets.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	2,129	2,391	2,155
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	20,976	20,862	20,653
Total	23,104	23,253	22,808

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources	5,754	4,841	5,319	110%
Non-personnel Resources	17,350	18,412	17,489	95%
Total	23,104	23,253	22,808	98%

III. ANNEXES

(in thousands of Swiss francs)

	Expected Result	Programs																																TOTAL		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32			
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity			1,526	564				2,646				8,361	8,355							334	216														22,003
IV.3	Broad geographical coverage of the content and use of WIPO Global IP Databases											2,274																								2,274
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			536				1,865				117	208	13,945							38														16,708	
V.1	Wider and better use of WIPO IP statistical information															2,970																			2,970	
V.2	Wider and better use of WIPO economic analysis in policy formulation															4,223																			4,223	
VI.1	Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda																	1,376	443																1,818	
VI.2	Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP																	884	147																1,031	
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges			1,875	405														3,410		521														6,211	
VIII.1	More effective communication to a broad and diverse public about intellectual property and WIPO's role			118																	10,386	1,158	246												11,907	
VIII.2	Improved service orientation and responsiveness to inquiries																				5,059	1,342													6,401	
VIII.3	Effective engagement with Member States																						8,524												8,524	
VIII.4	Open, transparent and responsive interaction with non-governmental stakeholders																					1,314													1,314	
VIII.5	WIPO effectively interacts and partners with UN and other IGO processes and negotiations																	153	4,009	617			1,674												6,452	
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																					6,231	16,545	12,579	36,824	49,784		35,387	2,155					159,504		
IX.2	An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																					4,928	17,183	17,256										39,367		
IX.3	An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																					1,358	1,330												2,688	
IX.4	An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																							725				20,653							21,378	
IX.5	Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																						1,496					5,067							6,563	
TOTAL BY PROGRAM		5,332	4,785	16,684	6,556	200,931	56,443	10,941	3,161	28,475	7,859	13,216	7,396	10,752	8,948	13,945	7,193	4,551	4,600	15,446	13,306	24,128	36,554	29,835	39,223	49,784	5,067	35,387	22,808	5,723	15,960	1,384	706,374			

Note: 2018/19 Expenditure refers to actual expenditure pre-IPSAS adjustments

ANNEX II Budget after Transfers by Program in 2018/19

(in thousands of Swiss francs)

	Program	2018/19 Approved Budget	Transfers ¹			2018/19 Final Budget after Transfers	Transfers as % of Approved Budget of Program	Transfers as % of Total Approved Budget
			Transfers In	Transfers Out	Total Net Transfers			
1	Patent Law	4,965	645	(128)	516	5,481	10.4%	0.1%
2	Trademarks, Industrial Designs and Geographical Indications	4,925	654	(593)	61	4,986	1.2%	0.0%
3	Copyright and Related Rights	16,680	3,020	(1,957)	1,063	17,743	6.4%	0.1%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	256	(386)	(130)	6,927	-1.8%	-0.0%
5	The PCT System	213,107	2,416	(7,538)	(5,122)	207,985	-2.4%	-0.7%
6	Madrid System	58,839	3,841	(4,342)	(501)	58,339	-0.9%	-0.1%
7	WIPO Arbitration and Mediation Center	11,322	937	(724)	213	11,535	1.9%	0.0%
8	Development Agenda Coordination	3,455	568	(336)	232	3,687	6.7%	0.0%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,785	645	(2,644)	(1,999)	28,786	-6.5%	-0.3%
10	Transition and Developed Countries	8,679	1,247	(1,509)	(262)	8,417	-3.0%	-0.0%
11	The WIPO Academy	13,614	967	(1,332)	(365)	13,250	-2.7%	-0.1%
12	International Classifications and Standards	7,215	501	(172)	329	7,544	4.6%	0.0%
13	Global Databases	8,840	3,252	(959)	2,293	11,133	25.9%	0.3%
14	Services for Access to Information and Knowledge	7,850	1,279	(228)	1,051	8,901	13.4%	0.1%
15	Business Solutions for IP Offices	14,574	1,895	(2,555)	(660)	13,914	-4.5%	-0.1%
16	Economics and Statistics	6,918	1,209	(1,046)	163	7,081	2.4%	0.0%
17	Building Respect for IP	4,102	565	(101)	464	4,565	11.3%	0.1%
18	IP and Global Challenges	5,648	78	(728)	(651)	4,997	-11.5%	-0.1%
19	Communications	16,412	183	(682)	(499)	15,913	-3.0%	-0.1%
20	External Relations, Partnerships and External Offices	13,255	2,684	(1,596)	1,089	14,343	8.2%	0.1%
21	Executive Management	20,047	6,764	(2,451)	4,314	24,361	21.5%	0.6%
22	Program and Resource Management	38,203	2,102	(2,293)	(191)	38,012	-0.5%	-0.0%
23	Human Resources Management and Development	24,630	3,110	(1,209)	1,901	26,531	7.7%	0.3%
24	General Support Services	38,634	3,036	(1,967)	1,069	39,703	2.8%	0.1%
25	Information and Communication Technology	52,088	1,291	(2,165)	(874)	51,214	-1.7%	-0.1%
26	Internal Oversight	5,550	399	(892)	(493)	5,056	-8.9%	-0.1%
27	Conference and Language Services	39,136	1,258	(4,654)	(3,396)	35,740	-8.7%	-0.5%
28	Information Assurance, Safety and Security	23,104	919	(770)	149	23,253	0.6%	0.0%
30	SMEs and Entrepreneurship Support	6,326	1,213	(1,419)	(207)	6,119	-3.3%	-0.0%
31	The Hague System	11,193	6,198	(1,578)	4,620	15,813	41.3%	0.6%
32	Lisbon System	1,347	40	(29)	11	1,359	0.8%	0.0%
	Unallocated	7,357	21,256	(25,444)	(4,187)	3,170	-	-
	TOTAL	725,857	74,427	(74,427)	-	725,857	-	-

¹ WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 5.5: "The Director General may make transfers from one program of the program and budget to another for any given financial period, up to the limit of five per cent of the amount corresponding to the biennial appropriation of the receiving program, or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the services."

ANNEX III Budget after Transfers and Resource Utilization by Expected Result in 2018/19

(in thousands of Swiss francs)

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure			Final Budget after Transfers vs. Expenditure	Budget Utilization	
			Personnel	Non- Personnel	Total			
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	13,167	14,005	7,747	5,893	13,640	(365)	97%
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	8,915	10,584	7,664	2,661	10,325	(259)	98%
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	511	451	427	-	427	(24)	95%
I.4	Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	312	307	166	84	250	(56)	82%
II.1	Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs	30,302	28,792	22,745	4,043	26,789	(2,004)	93%
II.2	Improved productivity and service quality of PCT operations	185,277	181,344	99,234	76,958	176,192	(5,152)	97%
II.3	Wider and more effective use of the Hague System, including by developing countries and LDCs	7,125	6,331	5,493	835	6,328	(3)	100%
II.4	Improved productivity and service quality of the Hague operations	5,744	10,861	5,097	5,860	10,957	96	101%
II.5	Wider and more effective use of the Madrid System, including by developing countries and LDCs	14,196	14,482	7,890	6,137	14,027	(454)	97%
II.6	Improved productivity and service quality of Madrid operations	46,296	45,664	33,584	10,525	44,109	(1,555)	97%
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	5,238	4,954	3,968	716	4,684	(270)	95%
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs	7,110	7,392	4,542	2,488	7,030	(362)	95%
II.9	Wider and more effective use of the Lisbon System, including by developing countries and LDCs	703	781	636	166	803	22	103%
II.10	Improved productivity and service quality of Lisbon operations	644	578	536	45	582	4	101%
III.1	National IP strategies and plans consistent with national development objectives	10,312	9,419	6,877	1,953	8,830	(589)	94%
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	33,712	35,088	21,144	12,319	33,463	(1,624)	95%
III.3	Mainstreaming of the DA recommendations in the work of WIPO	3,680	3,818	2,303	992	3,295	(523)	86%
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	10,179	9,353	6,720	2,851	9,571	218	102%
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	7,011	6,628	4,814	1,524	6,339	(290)	96%
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	7,215	7,544	5,206	2,190	7,396	(149)	98%

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure			Final Budget after Transfers vs. Expenditure	Budget Utilization
			Personnel	Non- Personnel	Total		
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	18,726	22,687	15,877	6,126	22,003	(684)	97%
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,476	2,499	2,133	141	2,274	(225)	91%
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	17,434	16,754	9,608	7,100	16,708	(47)	100%
V.1 Wider and better use of WIPO IP statistical information	2,659	2,878	2,789	182	2,970	92	103%
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,203	3,248	975	4,223	20	100%
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	2,080	1,874	1,332	486	1,818	(56)	97%
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	941	1,060	920	111	1,031	(29)	97%
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	6,968	6,706	4,195	2,016	6,211	(495)	93%
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	12,406	12,135	10,290	1,617	11,907	(228)	98%
VIII.2 Improved service orientation and responsiveness to inquiries	7,128	6,790	4,414	1,987	6,401	(389)	94%
VIII.3 Effective engagement with Member States	7,342	8,366	6,012	2,512	8,524	159	102%
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	786	1,172	1,088	227	1,314	143	112%
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	6,357	6,719	5,237	1,215	6,452	(267)	96%
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	162,673	162,744	78,531	80,973	159,504	(3,239)	98%
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	37,208	36,519	30,127	9,241	39,367	2,848	108%
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	2,107	2,840	1,939	749	2,688	(153)	95%
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	21,890	21,640	5,137	16,241	21,378	(262)	99%
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	7,411	6,727	4,952	1,611	6,563	(164)	98%
Unallocated	7,357	3,170	-	-	-	(3,170)	-
TOTAL	725,857	725,857	434,624	271,750	706,374	(19,482)	97%

Note: 2018/19 Expenditure refers to actual expenditure pre-IPSAS adjustments.

ANNEX IV 2018 and 2019 Approved Budget and Budget after Transfers by Program

(in thousands of Swiss francs)

Programs	Approved Budget ¹			Final Budget after Transfers		
	2018	2019	2018/19	2018	2019	2018/19
1 Patent Law	2,443	2,522	4,965	2,545	2,936	5,481
2 Trademarks, Industrial Designs and Geographical Indications	2,426	2,500	4,925	2,275	2,711	4,986
3 Copyright and Related Rights	8,261	8,419	16,680	7,743	10,000	17,743
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,505	3,552	7,057	3,412	3,516	6,927
5 The PCT System	105,589	107,517	213,107	99,432	108,553	207,985
6 Madrid System	29,109	29,730	58,839	27,867	30,472	58,339
7 WIPO Arbitration and Mediation Center	5,588	5,734	11,322	5,497	6,038	11,535
8 Development Agenda Coordination	1,706	1,749	3,455	1,534	2,153	3,687
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	15,179	15,606	30,785	13,760	15,025	28,786
10 Transition and Developed Countries	4,293	4,386	8,679	3,751	4,666	8,417
11 The WIPO Academy	6,718	6,896	13,614	6,282	6,968	13,250
12 International Classifications and Standards	3,553	3,663	7,215	3,179	4,366	7,544
13 Global Databases	4,360	4,480	8,840	4,622	6,511	11,133
14 Services for Access to Information and Knowledge	3,912	3,938	7,850	4,048	4,853	8,901
15 Business Solutions for IP Offices	7,136	7,438	14,574	6,382	7,532	13,914
16 Economics and Statistics	3,351	3,567	6,918	3,100	3,981	7,081
17 Building Respect for IP	2,027	2,074	4,102	2,198	2,367	4,565
18 IP and Global Challenges	2,791	2,857	5,648	2,355	2,642	4,997
19 Communications	8,108	8,305	16,412	7,518	8,395	15,913
20 External Relations, Partnerships and External Offices	6,552	6,702	13,255	6,329	8,014	14,343
21 Executive Management	9,898	10,149	20,047	11,383	12,978	24,361
22 Program and Resource Management	18,911	19,292	38,203	17,207	20,805	38,012
23 Human Resources Management and Development	12,267	12,363	24,630	12,389	14,142	26,531
24 General Support Services	19,199	19,435	38,634	18,684	21,019	39,703
25 Information and Communication Technology	25,949	26,139	52,088	23,906	27,308	51,214
26 Internal Oversight	2,716	2,833	5,550	2,365	2,691	5,056
27 Conference and Language Services	19,382	19,754	39,136	17,292	18,448	35,740
28 Information Assurance, Safety and Security	11,526	11,578	23,104	10,012	13,242	23,253
30 SMEs and Entrepreneurship Support	3,113	3,213	6,326	2,933	3,186	6,119
31 The Hague System	5,537	5,656	11,193	8,781	7,031	15,813
32 Lisbon System	663	685	1,347	655	704	1,358
Unallocated	3,678	3,678	7,357	-	3,170	3,170
TOTAL	359,448	366,408	725,857	339,436	386,421	725,857

¹ Total Approved Budgets for 2018 and 2019 reflect the total annual budgets in Annex VI of the Program and Budget 2018/19.

ANNEX V Estimated Income for 2018 and 2019

(in thousands of Swiss francs)

Income	Income Estimates ¹			Updated Estimates ²			Updated Estimates vs. Income Estimates	
	2018	2019	2018/19	2018	2019	2018/19	Amount	%
Income on accrual basis								
Fees								
PCT	312,155	321,907	634,063	321,210	333,470	654,680	20,617	3.3%
Madrid	69,026	71,796	140,822	76,820	77,510	154,330	13,508	9.6%
Hague	5,418	5,922	11,340	4,710	5,050	9,760	(1,580)	-13.9%
Lisbon	20	20	40	20	20	40	-	-
<i>Sub-total</i>	386,620	399,645	786,265	402,760	416,050	818,810	32,545	4.1%
Income on a modified accrual basis								
Contributions (unitary)	17,376	17,376	34,751	17,376	17,376	34,751	-	-
Arbitration	1,550	1,550	3,100	1,550	1,550	3,100	-	-
Publications	205	205	410	205	205	410	-	-
Investment Revenue	23	23	46	23	23	46	-	-
Miscellaneous Income ³	2,536	2,536	5,073	2,536	2,536	5,073	-	-
<i>Sub-total</i>	21,690	21,690	43,380	21,690	21,690	43,380	-	-
Total Income after IPSAS adjustments	408,310	421,335	829,645	424,450	437,740	862,190	32,545	3.9%

¹ Income Estimates are based on the annual income table in Annex VI of the Program and Budget 2018/19.

² Updated estimates for the PCT, Madrid and the Hague Systems fees as per the January 2020 Forecast by the Chief Economist. All other income is estimated based on the annual budgets reflected in Annex VI of the Program and Budget 2018/19.

³ Miscellaneous Income includes estimated IPSAS adjustments of 132,230 Swiss francs per year.

ANNEX VI Summary of Results by Union

(in thousands of Swiss francs)

Key Financials	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Budget	Actuals ¹	Budget	Actuals ¹	Budget	Actuals ¹	Budget	Actuals ¹	Budget	Actuals ¹	Budget	Actuals ¹
Income	35,806	35,921	637,272	666,871	143,046	155,416	12,271	11,201	940	824	829,334	870,232
IPSAS adjustment to Income	53	(72)	53	213	53	58	53	(11)	53	(11)	264	177
Total Income after IPSAS adjustments	35,859	35,849	637,325	667,083	143,099	155,474	12,324	11,190	993	813	829,599	870,409
Expenditure												
Direct Union	22,632	22,738	242,841	232,960	66,867	66,339	14,626	17,965	1,419	1,499	348,386	341,501
Direct Admin	9,888	9,369	124,316	118,232	42,533	47,733	10,281	9,712	818	845	187,835	185,891
<i>Sub-total, Direct</i>	32,520	32,108	367,157	351,193	109,400	114,072	24,907	27,677	2,238	2,344	536,221	527,392
Indirect Union	1,400	1,633	113,198	106,025	14,124	14,428	-	-	-	-	128,722	122,086
Indirect Admin	662	755	53,567	49,413	6,684	6,727	-	-	-	-	60,914	56,896
<i>Sub-total, Indirect</i>	2,062	2,388	166,765	155,438	20,808	21,156	-	-	-	-	189,635	178,982
Total Expenditure	34,582	34,495	533,922	506,631	130,208	135,227	24,907	27,677	2,238	2,344	725,857	706,374
IPSAS adjustment to expenditure	1,847	1,977	28,516	29,304	6,954	7,766	1,330	1,589	120	133	38,767	40,769
Total Expenditure after IPSAS adjustments	36,429	36,472	562,438	535,935	137,162	142,993	26,237	29,266	2,357	2,477	764,624	747,144
Operating Result	(570)	(624)	74,887	131,149	5,936	12,481	(13,913)	(18,076)	(1,364)	(1,664)	64,975	123,266
Miscellaneous Income projects financed from reserves		2		2		2		2		2		8
Expenditure on projects financed from reserves		225		17,329		1,208		61		-		18,822
IPSAS adjustments to projects financed from reserves		(83)		(8,544)		(265)		-		-		(8,892)
Total Expenditure (excl. special accounts)	36,429	36,614	562,438	544,720	137,162	143,936	26,237	29,327	2,357	2,477	764,624	757,074
Surplus / (Deficit) (excl. special accounts and investment gains/(losses))	(570)	(764)	74,887	122,365	5,936	11,539	(13,913)	(18,135)	(1,364)	(1,662)	64,975	113,343
Special accounts contributions												19,899
IPSAS adjustment to Special accounts contributions												327
Special accounts expenditures												22,475
IPSAS adjustment to Special accounts expenditures												(2,250)
Surplus / (Deficit) (excl. investment gains/(losses))	(570)	(764)	74,887	122,365	5,936	11,539	(13,913)	(18,135)	(1,364)	(1,662)	64,975	113,343
Investment gains/(losses)	2	1,612	28	20,870	15	10,545	-	-	-	-	46	33,027
IPSAS adjustments to Investment gains/(losses)		-		-		(6,210)		-		-		(6,210)
Surplus / (Deficit)	(568)	848	74,916	143,236	5,952	15,874	(13,913)	(18,135)	(1,364)	(1,662)	65,021	140,160
Net assets												
Net Assets as at December 31, 2017 - Actuarial Gains/(losses) excluded		25,458		283,087		59,416		(25,570)		(1,041)		341,351
Surplus / (Deficit)		848		143,236		15,874		(18,135)		(1,662)		140,160
Revaluation Reserve Surplus		64		910		242		45		4		1,266
Net Assets as at December 31, 2019 - Actuarial Gains/(losses) excluded		26,370		427,233		75,532		(43,660)		(2,699)		482,777
Actuarial Gains/(Losses) through Net Assets as at December 31, 2019		(4,726)		(86,189)		(23,634)		(3,646)		(355)		(118,550)
Net Assets as at December 31, 2019		21,644		341,044		51,898		(47,305)		(3,053)		364,227

¹ Actuals and IPSAS adjustments

Note1: The Madrid Union has assumed the financing of the Hague Union's contribution of 3 million Swiss francs to the IT Modernization Program of the Madrid and Hague international registration systems. The amount will be reimbursed by the Hague Union to the Madrid Union as soon as the level of reserves of the Hague Union Reserve Fund so allows.

Note2: In accordance with the decision of the Assemblies of the Member States of WIPO at their 55th Series of Meetings in 2015, the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2016/17 amounting to 56,157 Swiss francs. The amount will be reimbursed by the Lisbon Union to the Contribution-financed Unions as soon as the level of reserves of the Lisbon Union so allows.

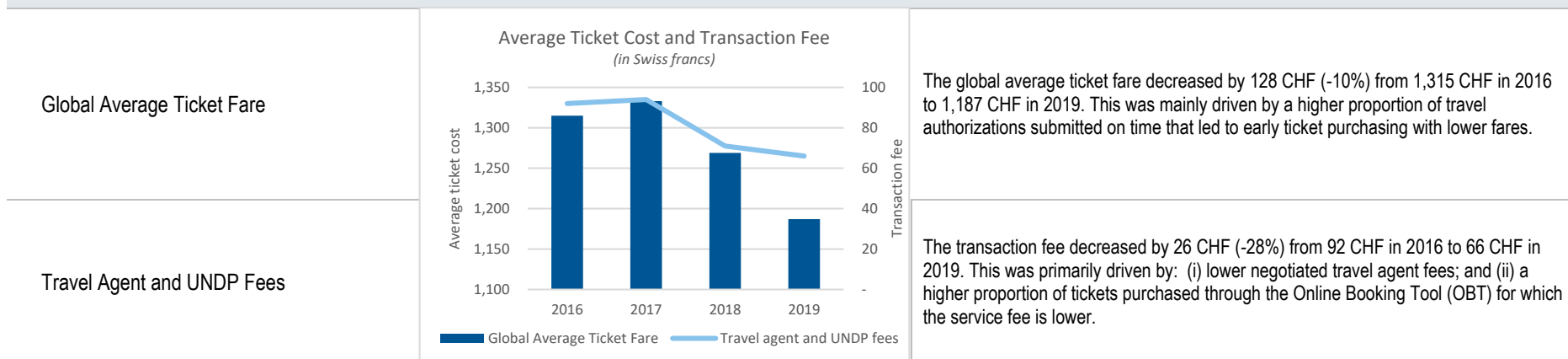
Note3: In accordance with the decision of the Assemblies of the Member States of WIPO at their 57th Series of Meetings in 2017: a) the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2018/19 amounting to 1,662,315 Swiss francs; and b) the PCT Union has assumed the financing of the deficit of the Hague Union amounting to 18,135,044 Swiss francs. The amounts will be reimbursed by the Lisbon Union and the Hague Union, respectively, as soon as the level of reserves of the Unions so allow.

ANNEX VII Implementation of Cost Efficiency Measures in 2018/19

(in Swiss francs)

Area	Cost savings	Comments
Personnel Resources		
Personnel Savings	25,374,988	Personnel savings in 2018/19, as compared to the approved budget, amounted to 25.4 million CHF. This was mainly driven by: (i) a vacancy rate of 4.8% resulting in savings on vacant posts and temporary positions amounting to approximately 21.2 million CHF; and (ii) part-time working arrangements (on average 11% of staff), resulting in savings of approximately 9.4 million CHF. These savings were partially offset by: (i) the additional ASHI top-up amounting to 7.5 million CHF; and (ii) a litigation provision amounting to 4.3 million CHF in 2018, charged to Other Staff Costs and subsequently reversed in 2019.
Procurement		
Procurement of Goods and Services	10,859,187	Additional savings in 2018/19 resulted from contracts negotiated by: (i) WIPO amounting to 9,069,785 CHF; and (ii) the Common Procurement Activities Group (CPAG) amounting to 1,789,402 CHF.
Premises ¹		
Utilities	215,343	Cost savings on electricity were mainly due to: (i) new energy efficient light fixtures; and (ii) a reduction in the price of electricity due to a change in provider ² . Cost savings on water resulted from the continuous optimization measures of the watering system for the outside gardens. Cost savings on gas were driven by: (i) a reduction in the price of energy by 13%; and (ii) a warmer winters.
Parking Cost ("Parking des Nations")	87,200	Cost savings resulted from the termination of 44 subscriptions in Parking des Nations.
Printing		
Printing Plant Cost	824,681	The print operations were merged into a single, redesigned Print shop. The streamlining of processes and the creation of a polyvalent team resulted in savings of 824,681 CHF.

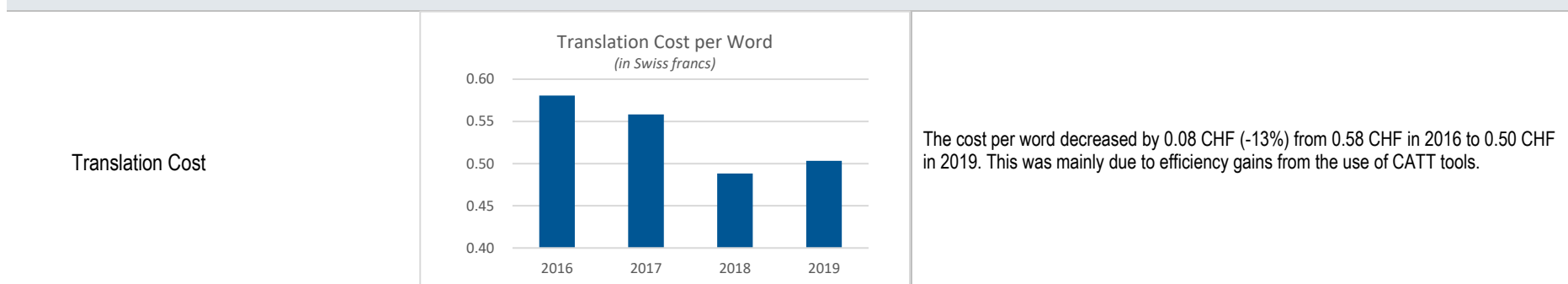
Travel



Conference Services

Meeting Cost	171,000	<p>A 1-year pilot was launched to leverage AI technologies to replace “verbatim” meeting reports, with fully automated speech-to-text transcripts (using WIPO S2T) complemented by fully automated translations (using WIPO Translate). The estimated cost savings amounted to approximately 171,000 CHF for the 24th session of the CDIP and the 31st session of the SCP.</p>
--------------	---------	--

Language Services



¹ Current year expenditure compared to previous year expenditure, (i.e. 2019 expenditure compared to 2018 expenditure).

² The reduction in the price of electricity is equally part of the cost savings reported under Procurement.

ANNEX VIII Posts by Program in 2018/19

Program	2018/19 Approved Budget					2018/19 Final Budget after Transfers					Difference					
	DG/DDG/ADG	D	P	G	Total	DG/DDG/ADG	D	P	G	Total	DG/DDG/ADG	D	P	G	Total	
1 Patent Law		1	5	3	9		1	6	2	9				1	(1)	
2 Trademarks, Industrial Designs and Geographical Indications		1	6	2	9		1	7	2	10				1		1
3 Copyright and Related Rights	1	4	12	5	22	1	3	16	5	25		(1)	4		3	
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources		2	5	3	10		2	5	3	10						
5 The PCT System	1	8	153	212	374	1	8	161	204	374				8	(8)	
6 Madrid System	1	5	47	63	116	1	5	48	62	116				1	(1)	
7 WIPO Arbitration and Mediation Center		1	12	6	19		2	12	7	21		1			1	2
8 Development Agenda Coordination		1	2	3	6		1	4	2	7				2	(1)	1
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1	6	26	15	48	1	6	27	13	47				1	(2)	(1)
10 Transition and Developed Countries		1	11	5	17		2	10	5	17		1	(1)			
11 The WIPO Academy		3	10	6	19		2	10	6	18		(1)				(1)
12 International Classifications and Standards		1	10	3	14		1	10	3	14					3	3
13 Global Databases		1	12	5	18		1	15	5	21						
14 Services for Access to Information and Knowledge	1	1	8	4	14	1	2	9	3	15		1		1	(1)	1
15 Business Solutions for IP Offices		1	14	2	17		1	11	2	14				(3)		(3)
16 Economics and Statistics		1	11	2	14		2	11	2	15		1				1
17 Building Respect for IP		1	5	2	8		1	6	2	9				1		1
18 IP and Global Challenges	1	1	4	4	10	1	1	4	4	10						
19 Communications		1	21	15	37		3	19	13	35		2	(2)	(2)	(2)	(2)
20 External Relations, Partnerships and External Offices		6	13	5	24		8	16	5	29		2	3			5
21 Executive Management	2	3	16	14	35	2	8	17	24	51		5	1	10	16	16
22 Program and Resource Management		4	34	34	72		5	34	34	73		1				1
23 Human Resources Management and Development		2	18	24	44		2	21	25	48				3	1	4
24 General Support Services	1	2	17	30	50	1	2	19	29	51				2	(1)	1
25 Information and Communication Technology		3	17	15	35		3	18	14	35				1	(1)	
26 Internal Oversight		1	8	1	10		1	7	2	10			(1)		1	
27 Conference and Language Services		2	32	48	82		2	33	34	69				1	(14)	(13)
28 Information Assurance, Safety and Security		1	6	4	11		1	10	4	15				4		4
30 SMEs and Entrepreneurship Support			8	2	10		1	7	2	10		1	(1)			
31 The Hague System		1	9	10	20		2	12	13	27		1	3	3	7	7
32 Lisbon System		1	1		2		1	1	1	3					1	1
Unallocated			3	26	29			1		1			(2)	(26)	(28)	(28)
TOTAL	9	67	556	573	1,205	9	81	587	532	1,209		14	31	(41)	4	4

ANNEX IX Indicators of the PCT System

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of PCT Operations”

General

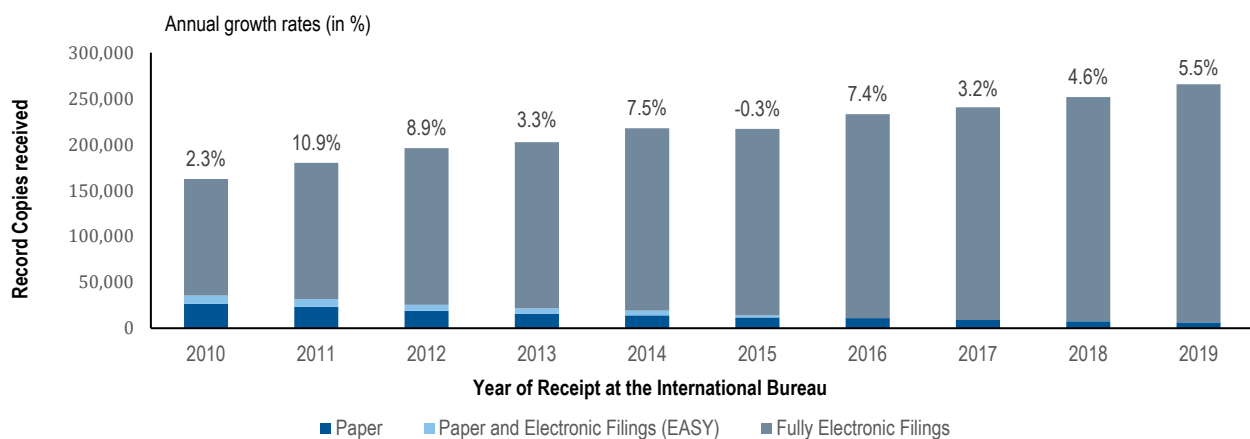
As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, the evolution of the following factors need to be considered:

- The PCT workloads;
- The language distribution of those workloads;
- The number of staff assigned to process those workloads; and
- The level of automation.

Workloads

The workloads are tracked on the basis of the yearly number of record copies received by the IB.²²¹

Evolution of Record Copies by Medium of Filing



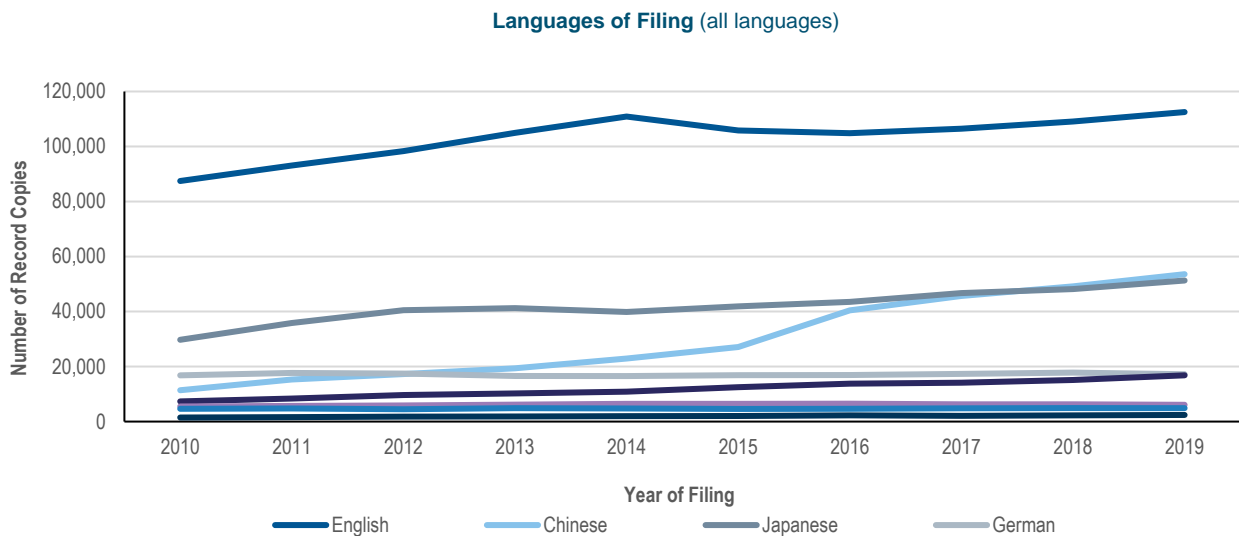
Source: WIPO Statistics Database, February 2020
Note: 2019 data may be incomplete.

- The IB received about 265,700 record copies in 2019, representing an increase of 5.5 per cent compared to the previous year.
- In 2019, the share of fully electronic filing methods continued to increase and represented 97.6 per cent of total filings.

²²¹ A record copy is a PCT application transmitted to the IB by a receiving Office after its filing at, and its processing by, that Office. Because record copies are only received at the IB after processing at a receiving Office, the figures are strongly influenced by processing times at these Offices. For this reason, trends in the receipt of record copies, while valid indicators of IB workloads, do not exactly match trends in the filing of PCT applications.

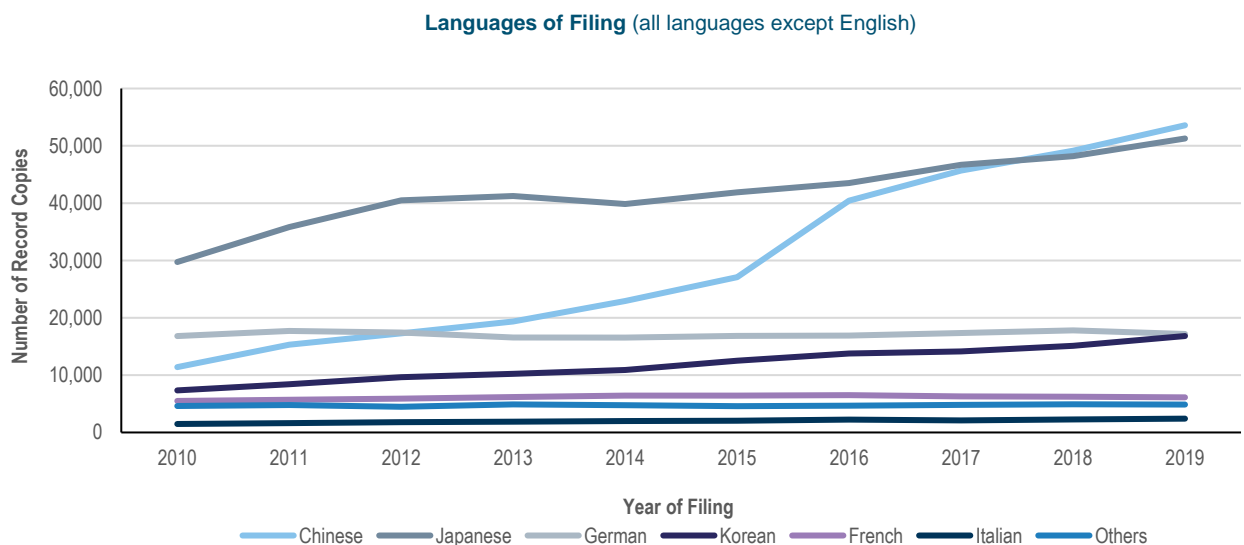
Language Distribution

One fundamental development driving change in the IB is the increasing language diversity of filings, resulting, in particular, from continued increased usage of the PCT System in East Asian countries.



Source: WIPO Statistics Database, February 2020
Note: 2019 data may be incomplete

English accounts for the largest proportion of filings with 42.5 per cent of total filings in 2019. The shares of Asian languages have increased over the past decade. The combined share of the PCT applications filed in Japanese, Chinese and Korean increased from 29.5 per cent in 2010 to 46 per cent in 2019. Zooming in on languages other than English provides the following picture:

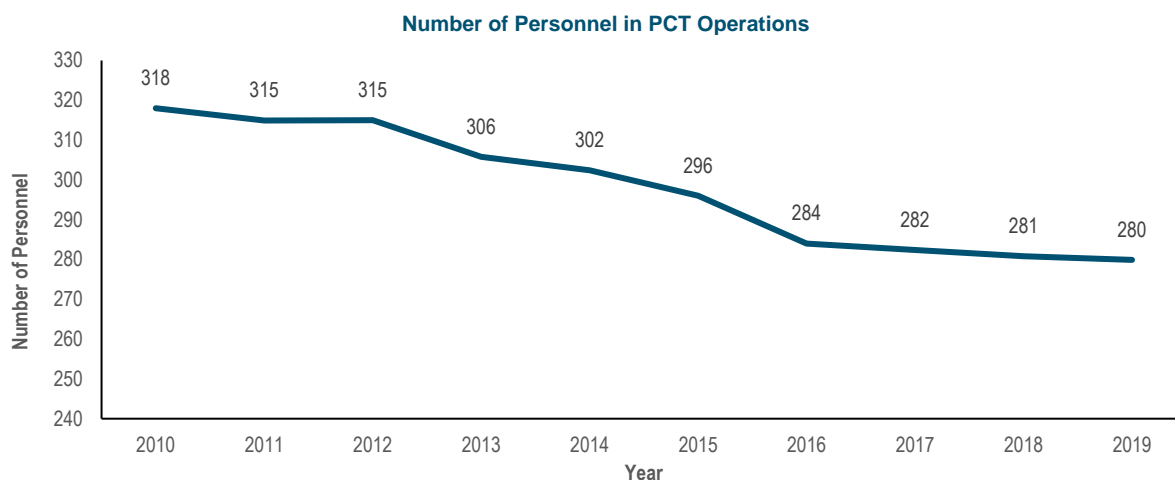


Source: WIPO Statistics Database, February 2020
Note: 2019 data may be incomplete

The sharp increase of applications filed in Asian languages in the recent years put a considerable strain on the IB due to the limited number of staff resources able to work in these languages. Mitigation of this issue is automation of certain tasks and recruitment of staff able to work in these languages.

Staff

The chart below shows the number of PCT Operations staff since 2010, in Full Time Equivalent (FTE), i.e. the total number of full-time staff plus the full-time equivalent of part-time staff. The number of personnel in PCT Operations further decreased in 2019.



Source: PCT Services Department, February 2020

Note: Personnel is counted in full time equivalent from December lists of staff.

Unit Cost of Processing an Application

The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average cost of producing one unit of output. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure of activities supporting the System. The expenditure relating exclusively to the PCT System includes those of Program 5 (The PCT System).

Expenditure of activities supporting the PCT System comprises the expenditure of the following services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC, estimated cost of the authentic publication source of PCT applications (PATENTSCOPE) and share of cost of the Income Section in Finance) are directly attributed to the PCT System whereas the remaining of such expenses attributable to the PCT System are calculated based on headcount (including fixed term staff, temporary staff and fellows).

The methodology to compute the unit cost was revised in 2013 in order to align it with other WIPO unit cost calculations and to better capture a fast changing environment. For example, the old method, which was designed in 2007, included a cost of storage (over 30 years) in warehouses, whereas paper filings (including PCT EASY filings) accounted for less than 10 per cent of filings in 2013. The 2012 PCT unit cost has been calculated using both methods. The 2012 unit cost amounted to 680 Swiss francs using the old method and to 712 Swiss francs using the new method. The 32 Swiss franc difference is due to the new method for allocating indirect costs.

In line with the Organization's ongoing efforts to contain personnel cost and move towards a more flexible and agile workforce, the calculation of the unit cost for 2018 has been further refined by including personnel under contractual services to the examination headcount, where applicable. In the case of the PCT, this refinement only has a minor impact on the PCT unit cost for 2018/19.

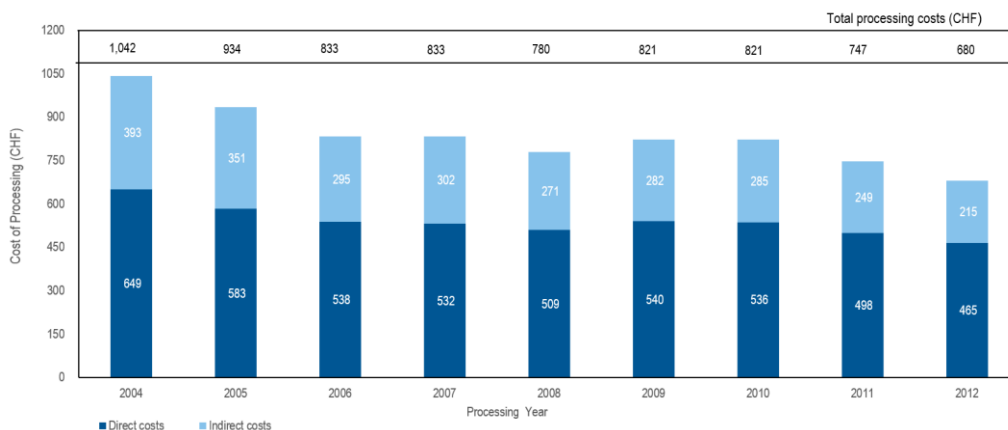
Formally, unit cost is defined as:

$$\text{Unit cost} = \frac{\text{Total cost of production}}{\text{Number of publications}}$$

The graphs below depict the evolution of the unit cost of processing from 2004 to 2012 using the old method and from 2012 to 2019 using the new method, including a breakdown of the contribution of direct and indirect costs.

Unit Cost of Processing a Published PCT Application

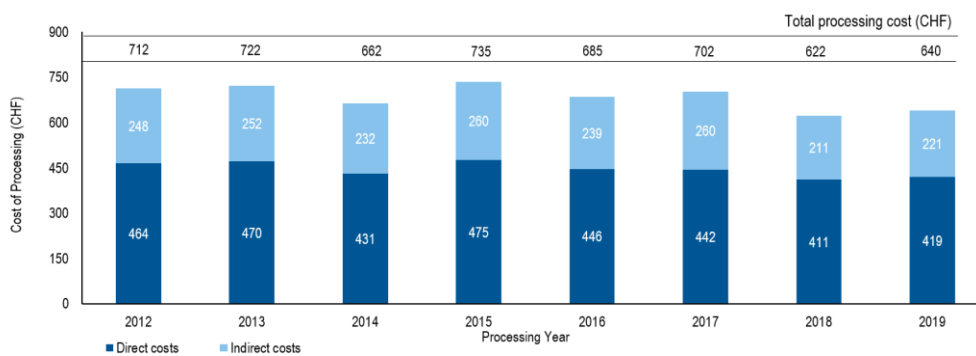
Old method



Source: WIPO Statistics Database, March 2013

Note: The average cost of published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised and may differ from previous reported data.

New method



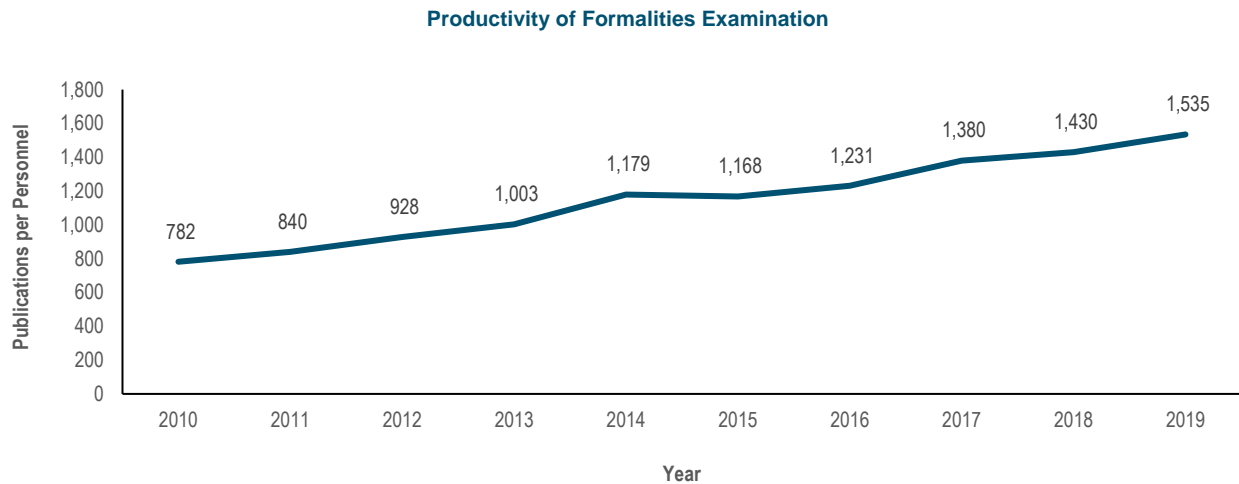
Source: WIPO Statistics Database, February 2020

Note: The average cost of processing a published PCT application is an estimation, which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised.

The average cost of processing a published PCT application was 640 Swiss francs in 2019, representing an increase of 2.8 per cent compared to 2018. The unit cost in 2019 increased as a result of a 6.8 per cent increase in total costs as compared to a 3.9 per cent growth in publications.

Productivity of Formalities Examination

The definition of staff productivity is output (i.e. the number of PCT publications) divided by the number of staff for formalities examination.

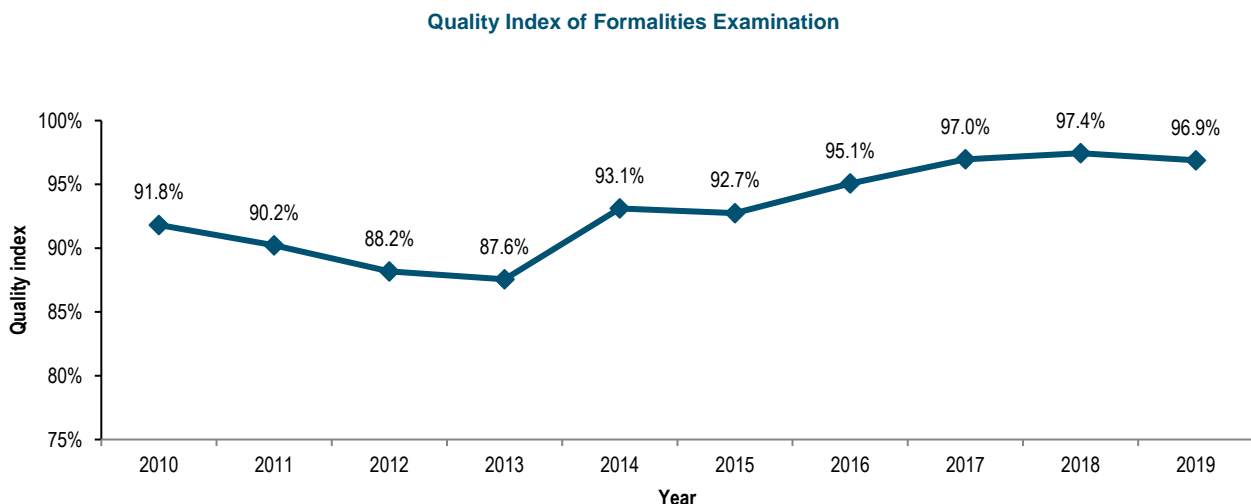


Source: PCT Services Department and WIPO Statistics Database, February 2020
Note: Personnel is counted in full time equivalent from December lists of staff.

- Productivity of formalities examination increases over time, mainly due to automation, which permits the processing of much larger workloads with less or equal staff.
- In 2019, the productivity of formalities examination increased by 7.3 per cent compared to 2018. Compared to the 2016/17 biennium, productivity increased by 13.6 per cent.

Aggregate Quality of Formalities Examination

In order to measure the quality of the work performed by the IB in a simple and comprehensive manner, the IB has developed an aggregate quality index, calculated as the average of four lead quality indicators. Three of these indicators are based on the timeliness of key transactions: acknowledgement of receipt of the PCT application, publication and republication. The fourth indicator reflects errors made during the processing of PCT applications.

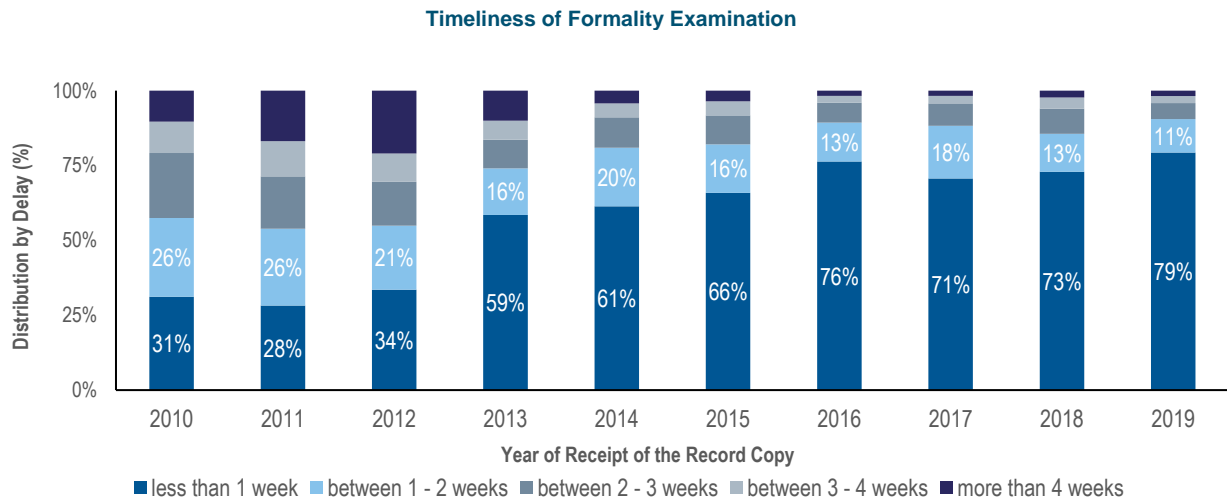


Source: WIPO Statistics Database, February 2020

- The overall quality, as measured by the aggregate index, improved markedly from an average of 91.8 per cent in 2010 to 96.9 per cent in 2019.

Timeliness of Formalities Examination

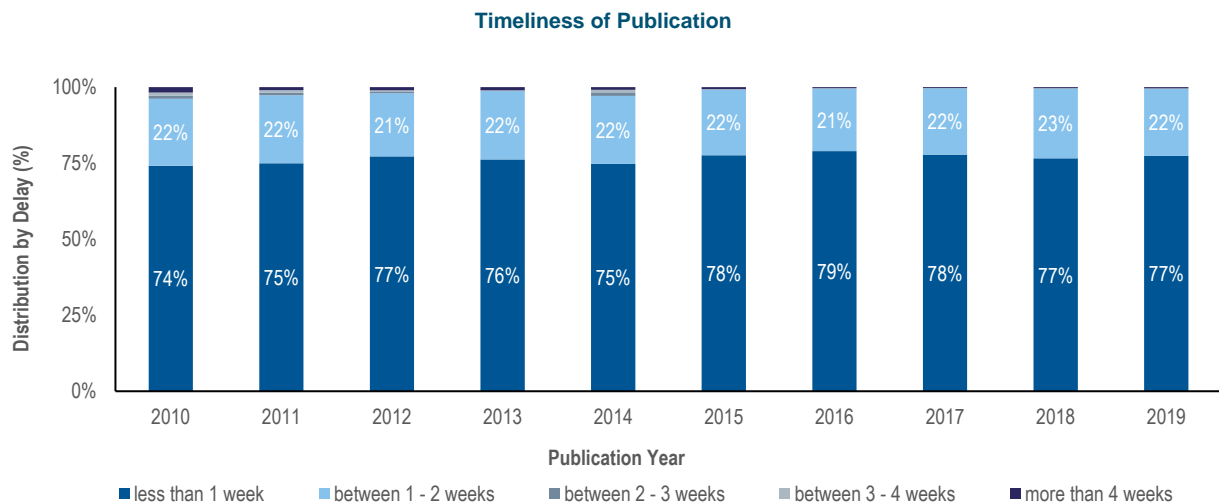
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formality examination of the application has been completed. Applicants appreciate receiving this form as soon as possible because it acknowledges receipt of the application at the IB and allows them to know whether their application has any formal defects.



Source: WIPO Statistics Database, February 2020

Timeliness of Publication

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely, the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the "... international publication of the international application shall be effected promptly after the expiration of 18 months from the priority date of that application."

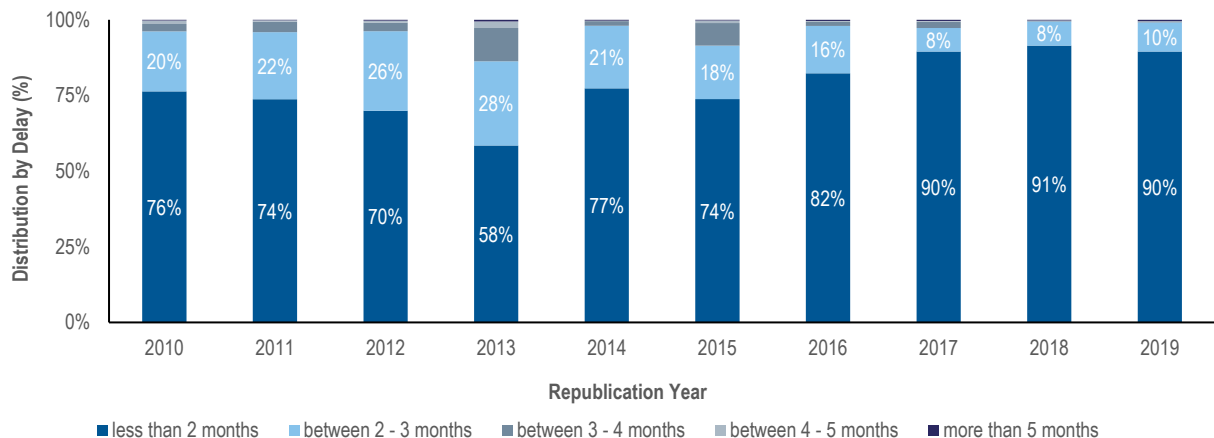


Source: WIPO Statistics Database, February 2020

Timeliness of Republication

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the international search report (ISR). Due to delays in the communication of ISRs by International Searching Authorities (ISAs), a number of international applications are published without the ISR. When the ISR becomes available, the international application needs to be republished with the ISR as soon as possible, so as to complete the international publication.

Timeliness of Republication

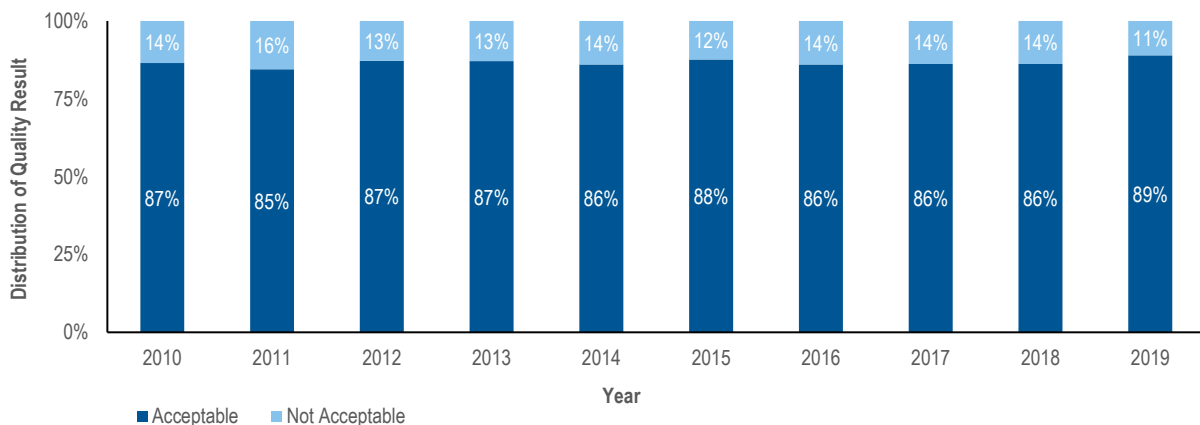


Source: WIPO Statistics Database, February 2020

Quality of Translation

Statistically calculated numbers of documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with any agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued. Translation quality in 2019 improved by 3 per cent compared to the previous year.

Quality of Translation

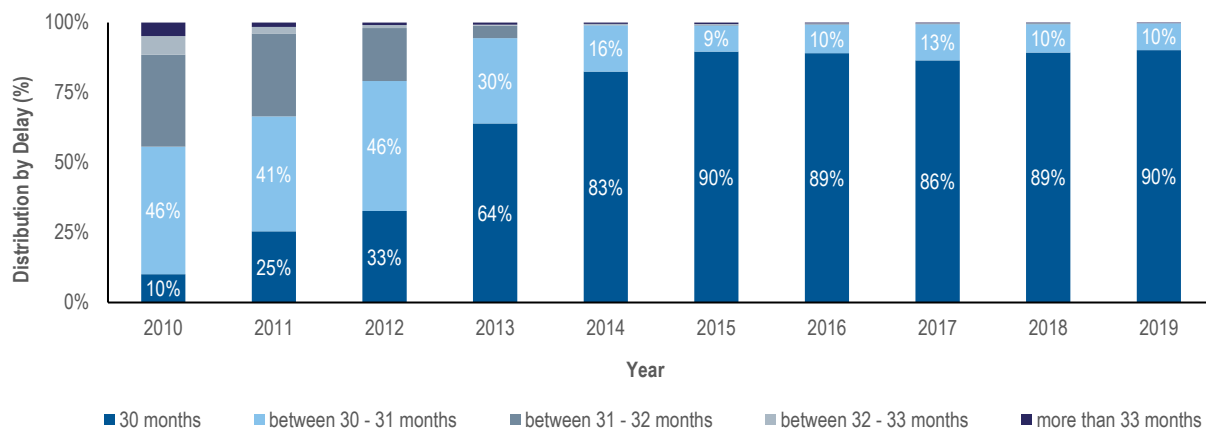


Source: PCT Services Department, February 2020

Timeliness of Report Translation

This indicator provides information on the timeliness with which patentability report translations are made available by the IB to applicants and Offices. The share of patentability report translations delivered at 30 months from the priority date of the international application has steadily increased between 2010 and 2015, and has stabilized since 2015. In 2019, 90.2 per cent of patentability report translations were delivered at 30 months, while 99 per cent were delivered by 31 months.

Timeliness of Report Translation



Source: PCT Services Department, February 2020

Quality of Software Development

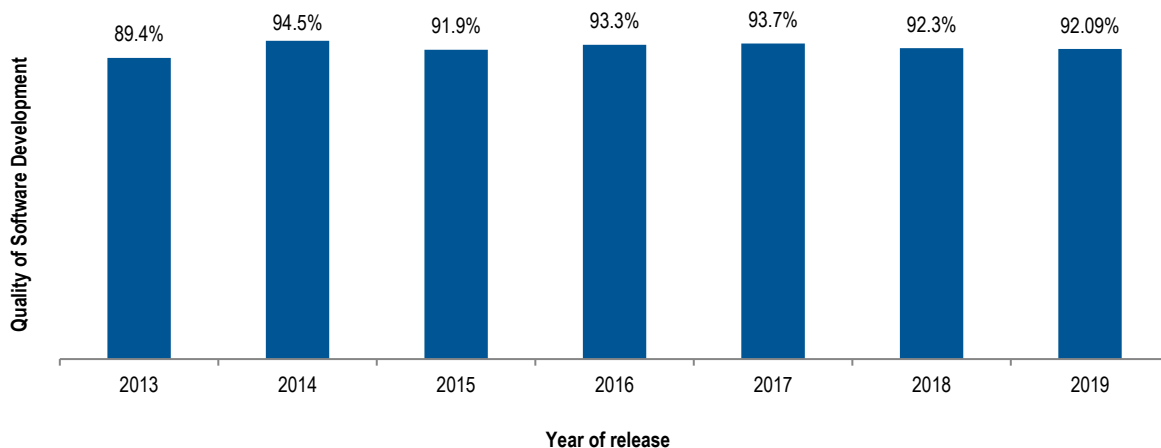
The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment.

Under this approach, development outputs that contain low levels of rework are deemed high quality as it reflects the extent of value added to the product through the delivery of new features.

The QSD is defined as:
$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work} + \text{Rework}} * 100$$

In 2018, the quality of major releases, as defined by the QSD, was 92.3 per cent. In 2019, there was a slight decrease to 92.1 per cent, while the indicator remained within the accepted range.

Quality of Software Development



Source: PCT Services Department, February 2020

Information Systems Service Levels

The “information systems service levels (ISSL)” performance indicator reflects the performance of the service provided by the PCT information systems service to users, based on its ability to meet agreed targets. This composite indicator is

calculated using the average of five target-based performance indicators²²². Each indicator is expressed as the percentage of the target actually attained. The overall service level decreased slightly in 2019, with 96.6 per cent of services meeting the target performance levels, compared to 97.6 per cent in the previous year, while remaining within the accepted range for this indicator.

Information Systems Service Levels

Id	Performance Indicator Short description	Target	Conditions	Results						
				2013	2014	2015	2016	2017	2018	2019
1	Incident resolution time	Severity 1: 4 hours	Production and Support tickets resolved by the support team	85.5%	87.6%	93.6%	96.9%	95.0%	97.2%	95.3%
	Working time (7am-7pm on WIPO working days) between a ticket being created and resolved.	Severity 2: 2 days								
		Severity 3: 5 days								
		Severity 4: 10 days								
2	Document load time elapsed time between receipt of document at IB and its availability in eDossier	8 hours	Documents loaded by a semi or fully automated process	80.0%	88.2%	89.5%	88.9%	90.8%	91.8%	88.8%
3	Batch job processing success rate	100%	Batch jobs to be completed successfully by the close of business on the scheduled date	99.6%	99.5%	99.6%	99.6%	99.5%	99.2%	98.9%
4	eDossier system availability	99%	7am-7pm on working days	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
5	ePCT system availability	99%	24 hours	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Information systems service levels (ISSL)				93.0%	95.1%	96.5%	97.1%	97.1%	97.6%	96.6%
Average of the above indicators										

Source: PCT Services Department, February 2020

Receiving Office at the International Bureau (RO/IB)

Filings

This table presents PCT filings by the top 10 receiving Offices over the past five years to 2019. In principle, a PCT application is filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT contracting States. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving Offices, as well as its market share can be observed in this table.

PCT applications received by the top 10 receiving Offices

Receiving Offices	International Filing Year					2019 Share (%)	Changed compared to 2018 (%)
	2015	2016	2017	2018	2019		
China	31,045	44,462	50,655	55,204	60,993	22.9	10.5
U.S.	57,589	56,680	56,306	55,343	56,228	21.2	1.6
Japan	43,097	44,495	47,425	48,630	51,691	19.4	6.3
EPO	34,158	35,286	36,619	37,937	38,028	14.3	0.2
Republic of Korea	14,592	15,595	15,790	16,990	18,899	7.1	11.2
International Bureau	10,329	10,021	10,204	12,236	12,909	4.9	5.5
U.K.	4,100	4,008	3,933	3,885	3,829	1.4	-1.4
France	3,515	3,606	3,804	3,538	3,217	1.2	-9.1
Canada	1,988	1,859	1,875	1,913	2,056	0.8	7.5
Turkey	700	805	894	1,088	1,747	0.7	60.6
Others	16,117	16,090	16,023	16,011	16,203	6.1	1.2
Total	217,230	232,907	243,528	252,775	265,800	100.0	5.2

Source: WIPO Statistics Database, March 2020

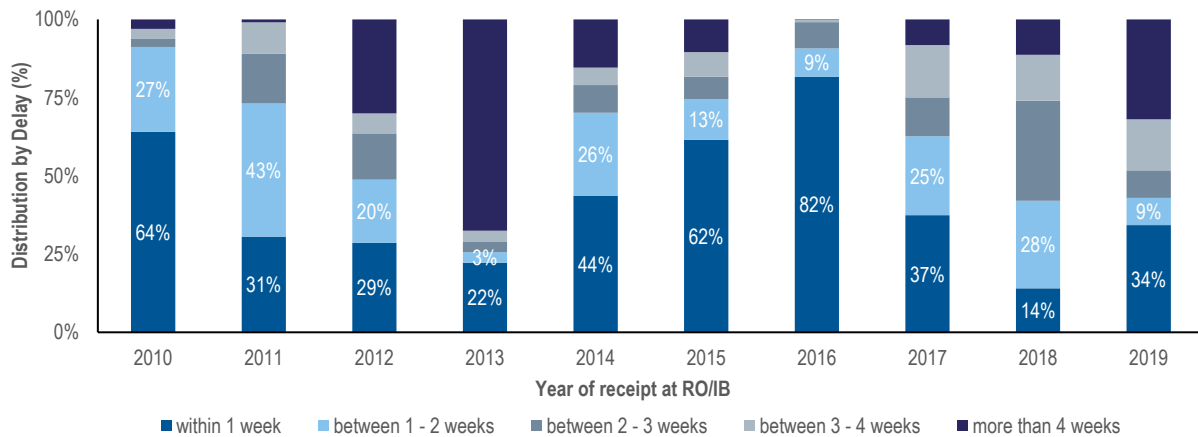
Note: 2019 data was estimated

²²² Following an independent review of PCTIS performance metrics, its definition slightly changed from the one described in the Program and Budget 2014/15

Timeliness of Notification of International Filing Date

This indicator reflects the time required by the RO/IB to issue Form 105. This form is issued after the international filing date has been accorded. Applicants appreciate receiving this form as soon as possible, because an international application has the effect of a regular national application in each designated State as of the international filing date, which date shall be considered to be the actual filing date in each designated State.

Timeliness of Notification of International Filing Date

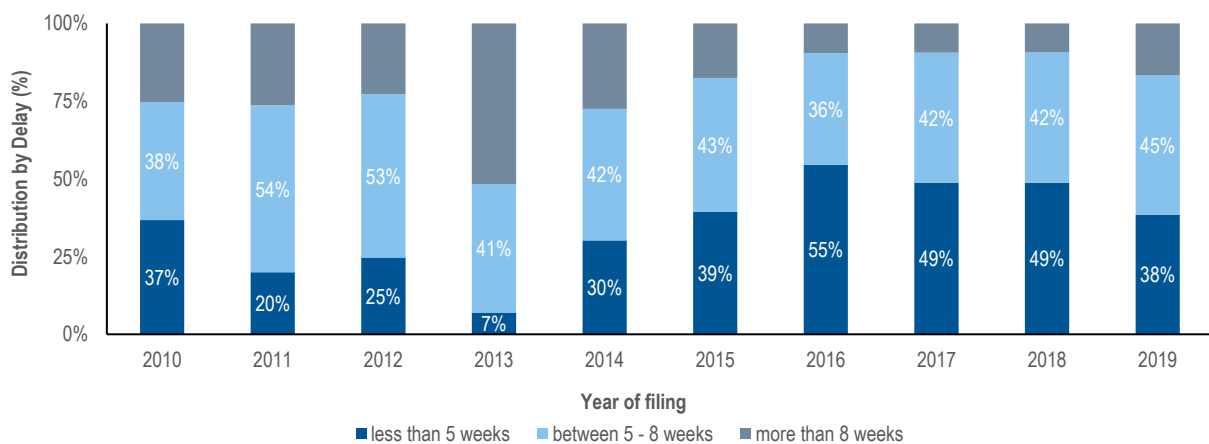


Source: WIPO Statistics Database, February 2020

Timeliness of Transmittal of Search Copy

This indicator reflects the time required by the RO/IB to transmit the search copies to the ISAs. The search copy is to be transmitted promptly after payment of the search fee, so that the ISA can establish the ISR within the deadlines stipulated by the PCT regulatory framework. Delays in paying the fee will delay the transmission of the search copies to the ISAs and therefore negatively impact upon the ability of ISAs to meet these deadlines.

Timeliness of Transmittal of Search Copy



Source: WIPO Statistics Database, February 2020

ANNEX X Indicators of the Madrid System

Indicators of Madrid Operations

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of Madrid Operations”

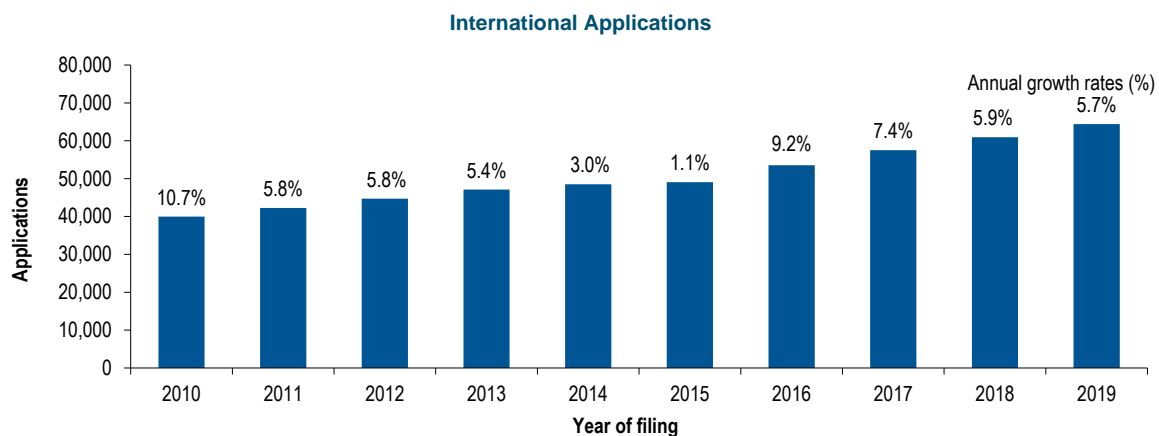
General

When assessing performance indicators to determine the expected result “improved productivity and service quality of Madrid operations”, the following factors should be considered:

- Madrid workload;
- Composition of the workload;
- Number of staff assigned to process the workload;
- Level of automation; and
- Total cost of production.

Incoming Documents

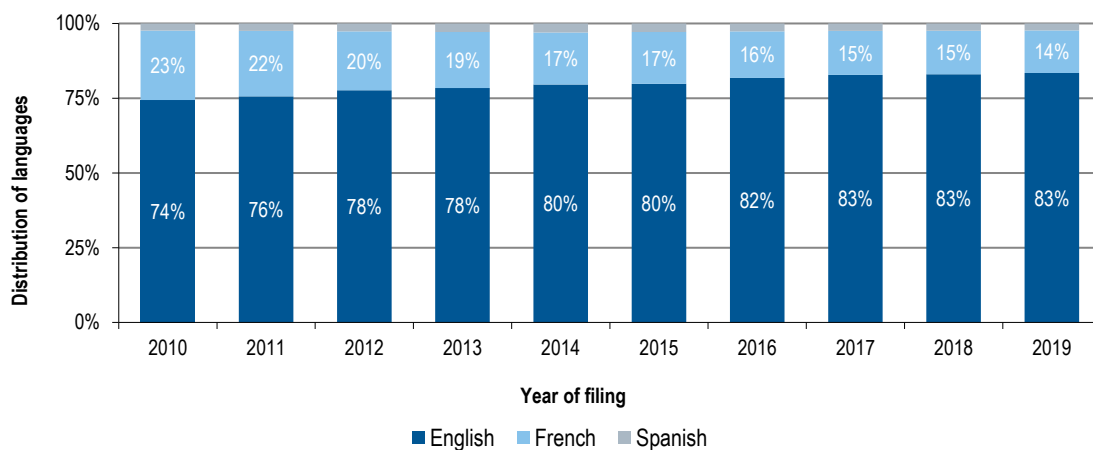
The IB receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for the number of documents received by the IB in relation to each of these categories is presented below. With respect to international applications, additional information, such as the average number of classes and average length of the application, is also provided. For technical reasons, some indicators show data based on processed rather than incoming documents. Backlogs in processing may therefore affect some indicators. Moreover, in 2016, the IB changed its methodology for determining the date of receipt of international applications, by using the filing date of an international application at the Office of origin rather than the date of receipt of an international application by the IB.



Note: Data are provided based on the date of filing at the Office of origin.
Source: WIPO IP Statistics Database, March 2020.

- In 2019, an estimated 64,400 applications were filed, representing an increase of 5.7 per cent compared to 2018.
- The number of applications filed has increased continuously since 2010.

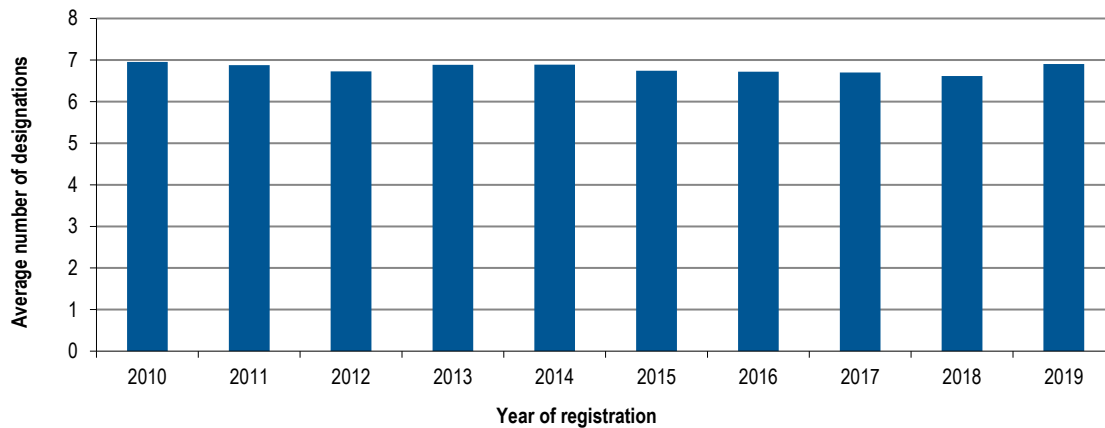
Distribution of Applications by Language of Filing



Source: WIPO IP Statistics Database, March 2020.

- In 2019, 83 per cent of all applications were filed in English. This share has remained stable compared to 2018.

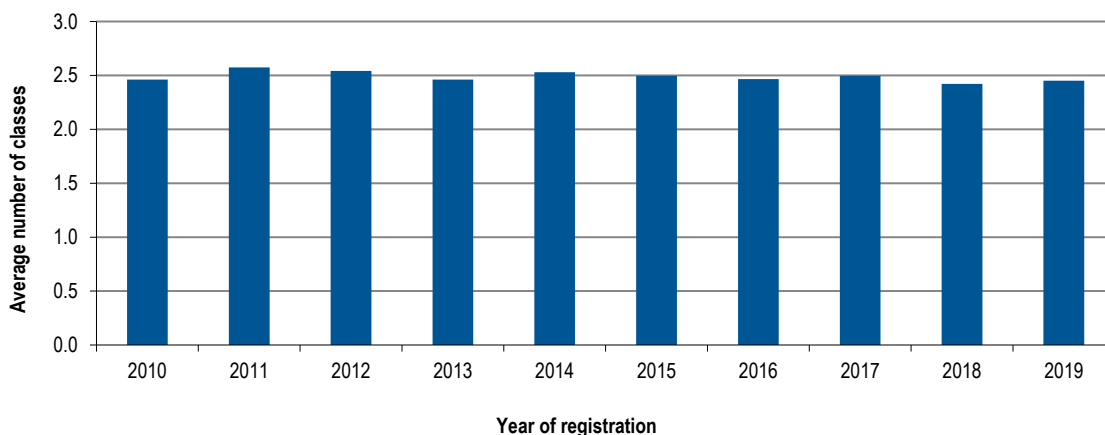
Average Number of Designations per Registration



Source: WIPO IP Statistics Database, March 2020.

- An average 6.9 designations were made in applications registered in 2019.

Average Number of Classes per Registration



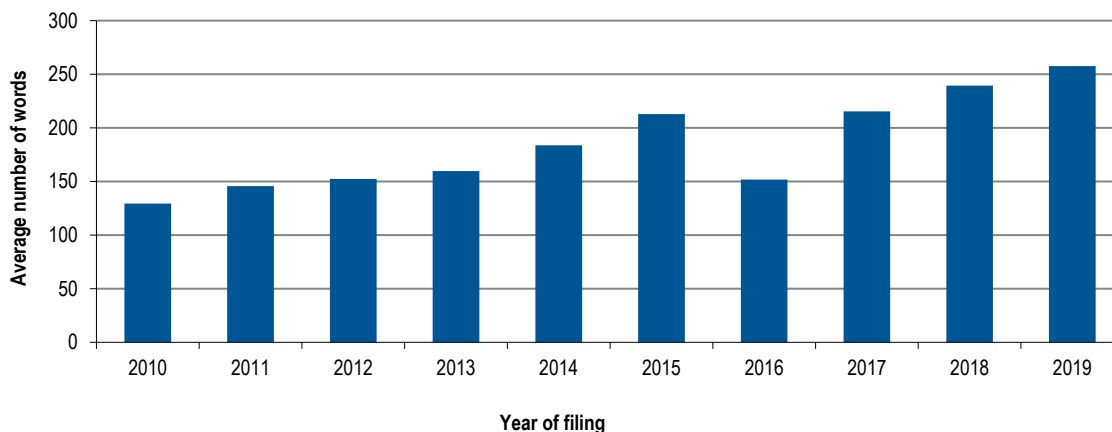
Source: WIPO IP Statistics Database, March 2020.

- The average number of classes specified in registrations (2.5 classes) is stable.

Average Length of Applications

The length of an application is determined by the total number of words used by applicants in (a) the description of the mark, (b) the list of goods and services and (c) any accompanying limitations. To make the application available in all three Madrid System languages, these three elements are translated by the IB into English, French or Spanish, depending on the original language of the application.

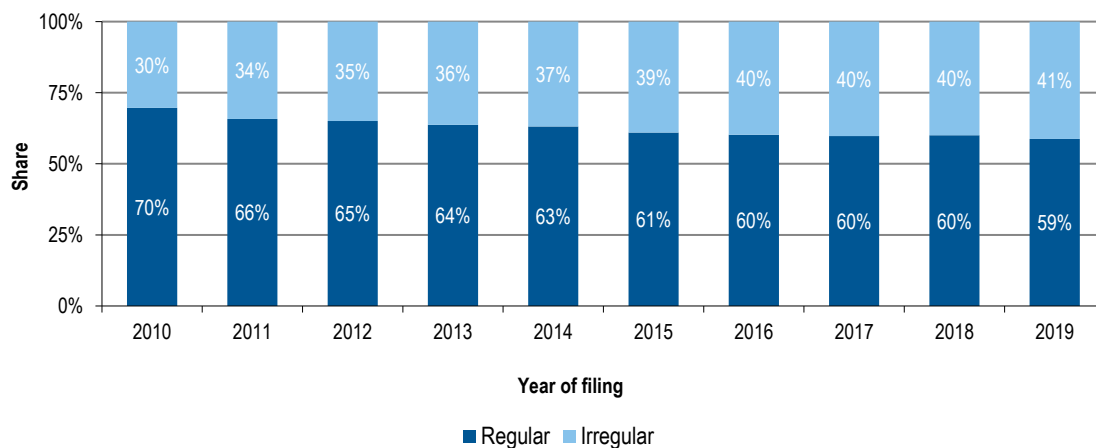
Average Length of Applications



Note: Data on the average length of application were revised compared to previous reporting.
Source: WIPO IP Statistics Database, March 2020.

- The average length of applications increased from 239 words in 2018 to 258 in 2019, representing an increase of 7.6 per cent.

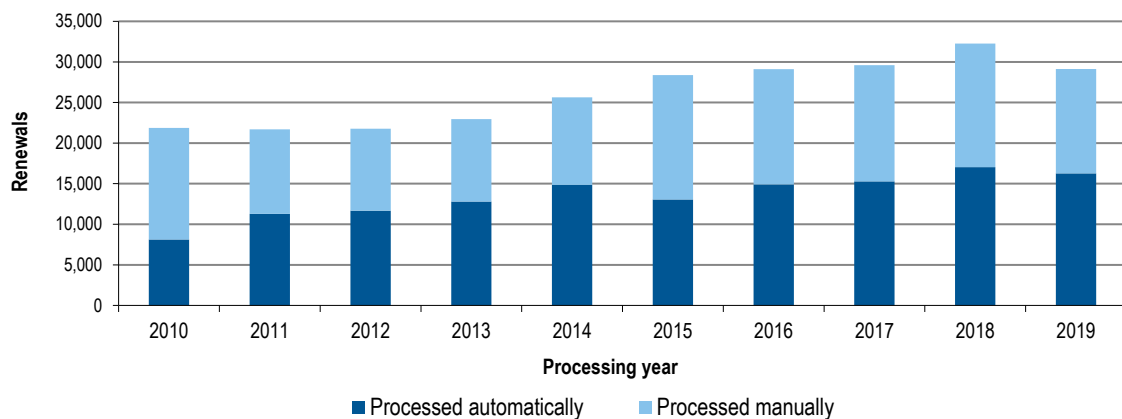
Distribution of Regular and Irregular Applications



Source: WIPO IP Statistics Database, March 2020.

- The share of regular applications has remained relatively stable since 2015.

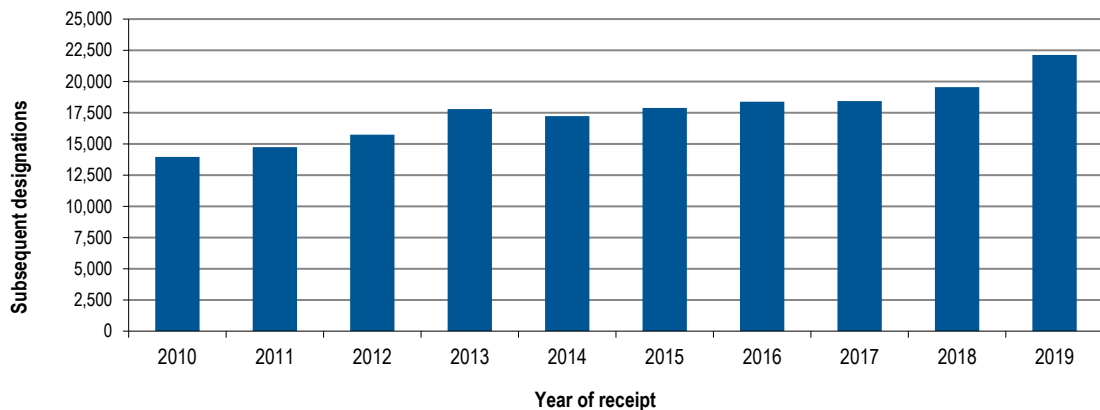
Renewals of International Registrations



Source: WIPO IP Statistics Database, March 2020.

- In 2019, the IB received 29,136 renewals, down 9.7 per cent from 2018. The decrease is the consequence of the decline in applications in 2009, due to the financial crisis.

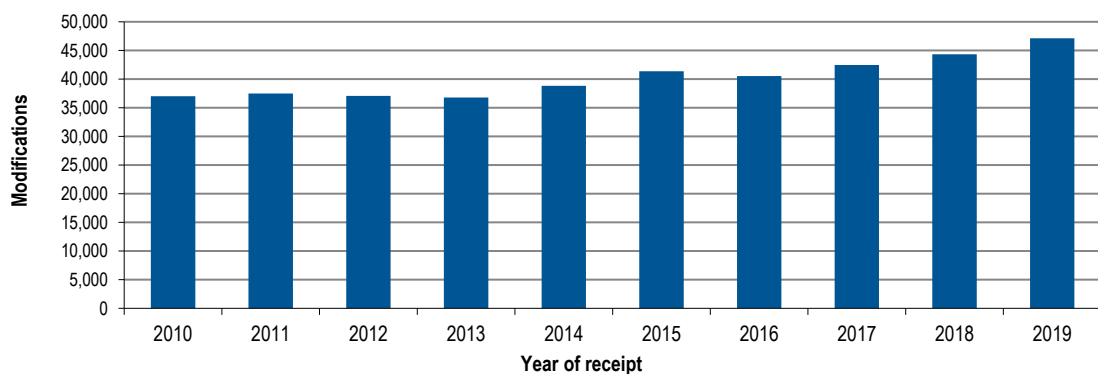
Requests for Subsequent Designations



Source: WIPO IP Statistics Database, March 2020.

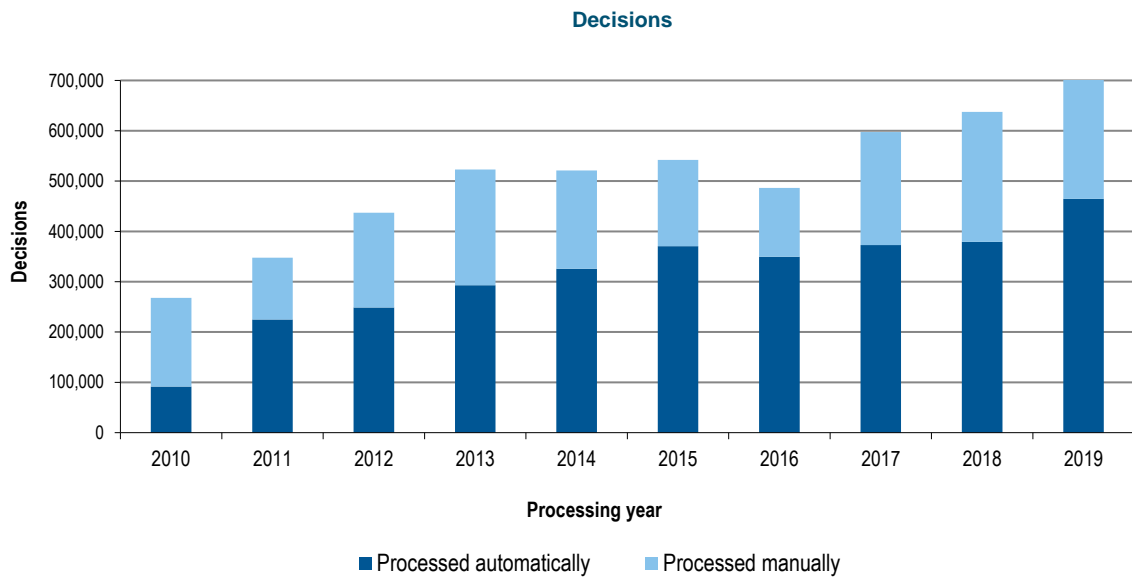
- In 2019, the IB received 22,129 requests for subsequent designations, up 13.2 per cent from 2018. The increase is partly due to additional subsequent designations for the United Kingdom, in anticipation of Brexit.

Modifications



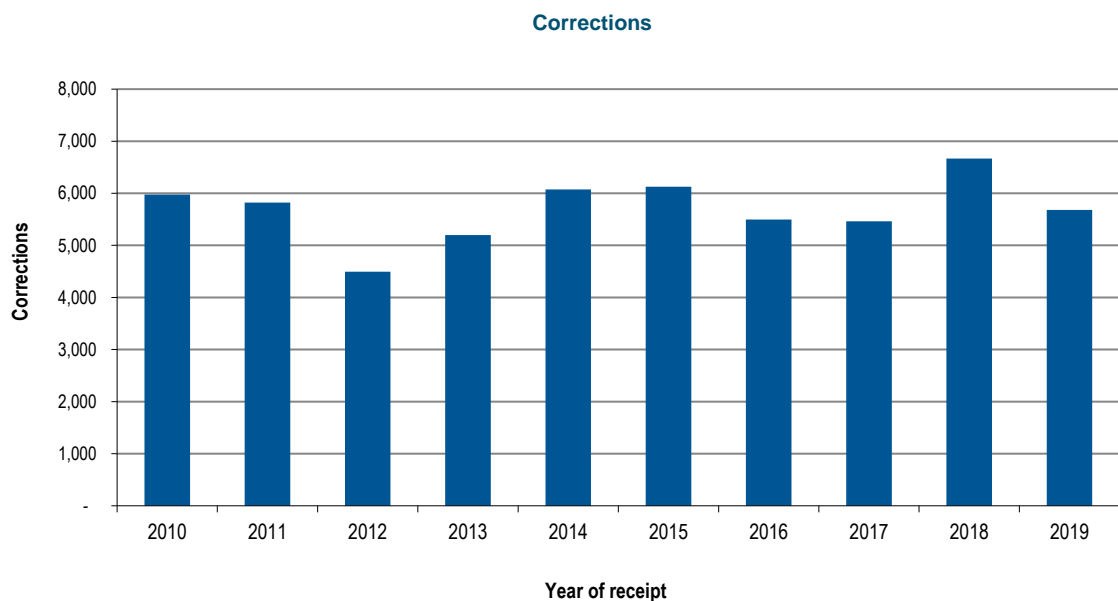
Source: Madrid Registry, March 2020.

- In 2019, the IB received 47,124 requests for modification, up 6.3 per cent from 2018.



Source: Madrid Registry, March 2020.

- In 2019, the number of decisions processed by the IB increased by 11.9 per cent compared to 2018, totaling 713,071.
- In 2019, the proportion of decisions processed automatically amounted to 65.2 per cent, a 5.7 percentage point increase compared to 2018.



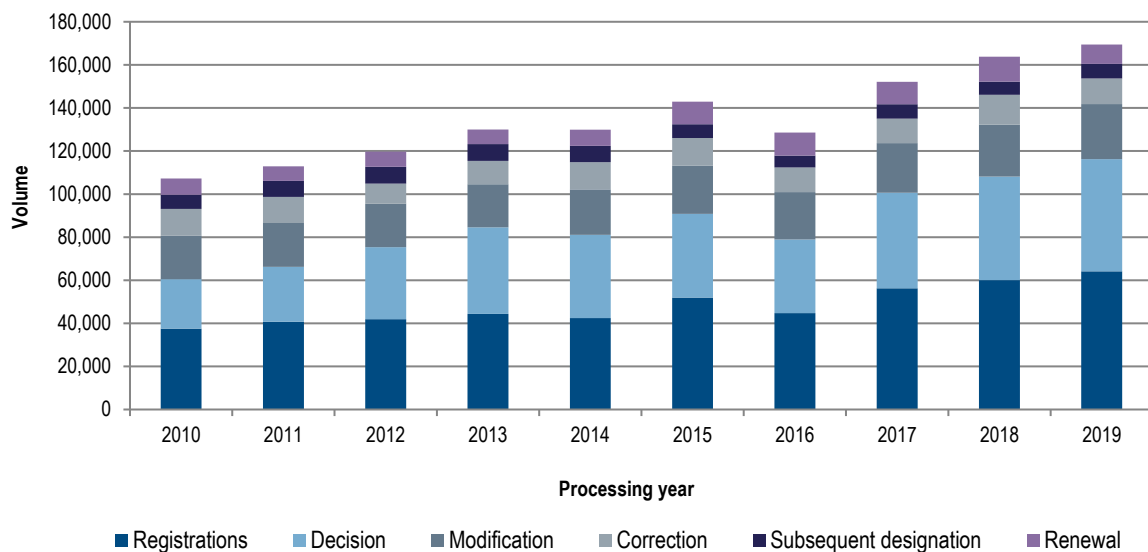
Source: Madrid Registry, March 2020.

- In 2019, the IB received 5,680 requests for corrections, representing a decrease of 14.8 per cent compared to 2018.

Total Processed Workload

- The total processed workload represents the weighted total number of documents processed by the IB, including applications, renewals, subsequent designations, modifications, decisions and corrections.
- As the processing of each type of document does not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, for documents processed automatically, one IT system support FTE is required to process 17 documents.

Total Processed Workload



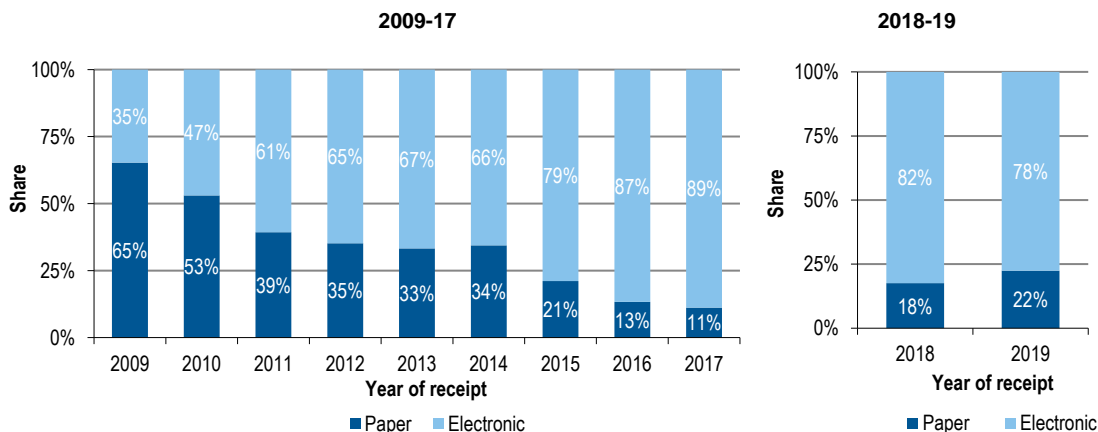
Source: Madrid Registry and WIPO IP Statistics Database, March 2020.

- In 2019, the total processed workload increased by 3.4 per cent compared to 2018.
- The 10 per cent decrease observed in 2016 was primarily attributable to the initial instability of the new IT system (MIRIS), which resulted in a backlog of pending documents.

Medium of Transmission of Incoming Documents

- Prior to 2017, documents received in PDF format were recorded in the operational database as documents received electronically. From 2018, these documents are recorded as received on paper. In other words, as of 2018, documents transmitted electronically refer only to documents received in XML format.

Distribution of incoming documents by medium of transmission



Source: Madrid Registry, March 2020.

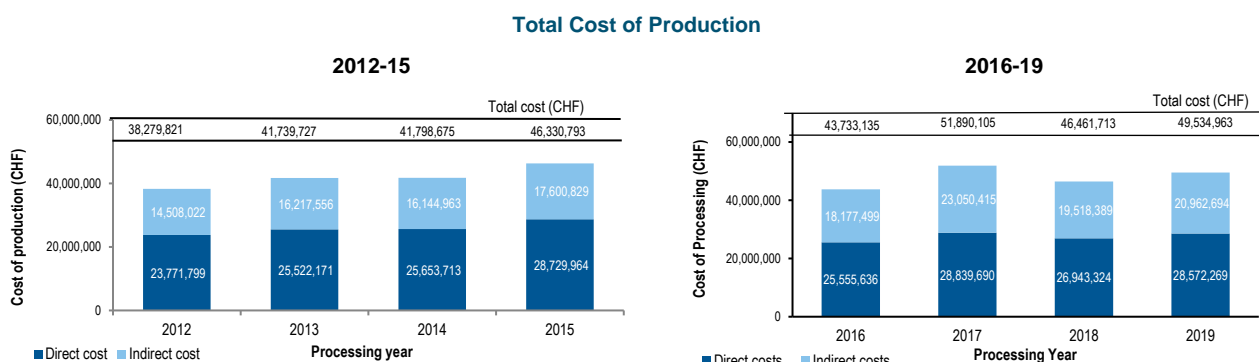
- In 2019, about 78 per cent of all incoming documents were transmitted electronically to the IB.

Processing

Total Cost of Production:

- The total cost of production comprises expenditure relating exclusively to the Madrid System and expenditure of activities supporting the System.

- For data prior to 2016, the expenditure relating exclusively to the Madrid System represented about 96 per cent of the expenditures of Program 6. From 2016, expenditures of the Madrid System that relate to supporting the Hague and Lisbon Systems are excluded from the calculation. Before the 2016/17 biennium, the expenditure for translation and IT developments in relation to the Hague and Lisbon Systems could not be distinguished from the overall expenditure of Program 6. Because of this refinement in the calculation, data for 2016 and subsequent years cannot be compared with data from years prior to 2016 and is therefore presented in a different graphical view.
- Expenditure of activities supporting the Madrid System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Madrid System whereas the remaining such expenses attributable to the Madrid System are calculated based on headcount. For data prior to 2016, headcount included fixed term staff, temporary staff and fellows. From 2016, agency workers are added to the headcount. This change in methodology has been applied to the total cost of production for 2016 and 2017, explaining why these amounts have been revised compared to the previously reported data.



Source: Program Performance and Budget Division, March 2020.

- The total cost of production was estimated at 49.5 million Swiss francs in 2019.
- In 2019, the direct costs accounted for almost 58 per cent of total costs.

Unit cost:

- The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.
- As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.
- As part of the IB's efforts to continuously refine its approach to calculating unit costs, the methodology has been revised in 2016 to reflect more accurately the cost of processing Madrid workloads at the IB.
- The methodology for calculating direct and indirect Madrid costs has been aligned with the methodologies for calculating PCT and the Hague unit costs.
- The weighted system described in Total Processed Workload, was introduced to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.²²³
- The unit cost per new/renewed international registration was redefined to include only new international registrations and renewals. The rationale for removing subsequent designations as a component of this unit cost is a sharper focus on the core Madrid outputs, namely the international registration and its renewal. All other Madrid transactions (subsequent designations, modifications, decisions and corrections) can be considered secondary to these two core transactions. Furthermore, it is difficult to justify including one of these secondary transactions as a component of this unit cost, while excluding the others.
- The second unit cost is based strictly on the number of documents inscribed in the register, irrespective of the varying levels of resources required to process them.

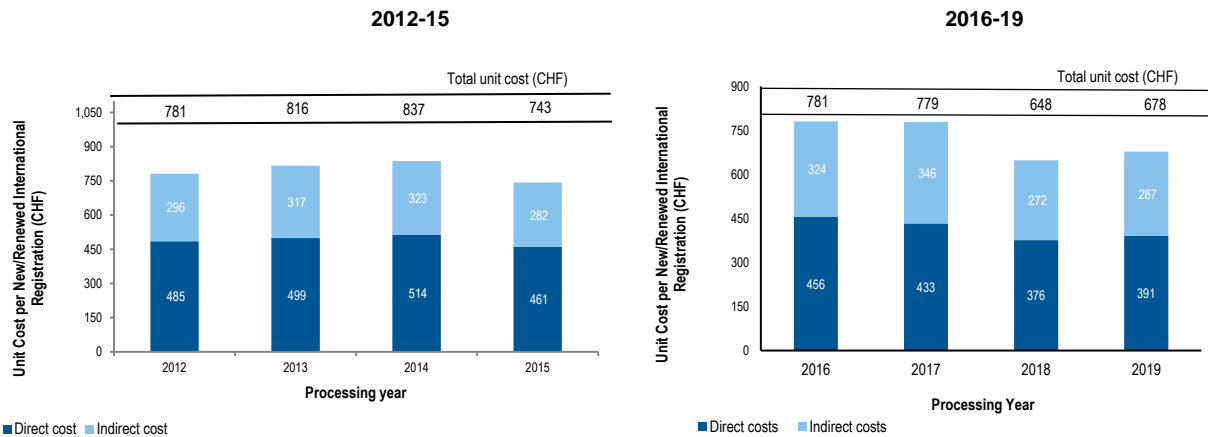
²²³ See "Total processed workload" above.

- The headcount count calculation used to estimate the indirect costs include personnel working as fixed terms, short terms, fellows and agency workers.

Unit Cost per New/Renewed International Registration

- New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year. Combined, these two types of transactions reflect the core business of the IB.
- As the processing of these two types of transactions do not require equal resources, they are each weighted differently.²²⁴ The unit cost is calculated by dividing the total cost of production by the number of new/renewed international registrations.

Unit Cost per New/Renewed International Registration



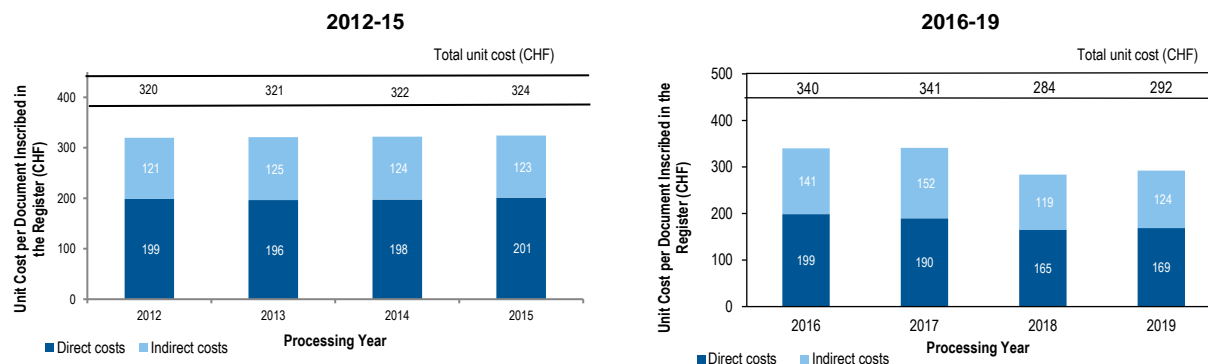
Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- The average cost of processing a new/renewed international registration was 678 Swiss francs in 2019 as a result of decrease of renewals.

Unit Cost per Document Inscribed in the Register

- The documents inscribed in the register correspond to the total volume of workload (see “Total volume of workload” above).

Unit Cost per Document Inscribed in the Register



Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

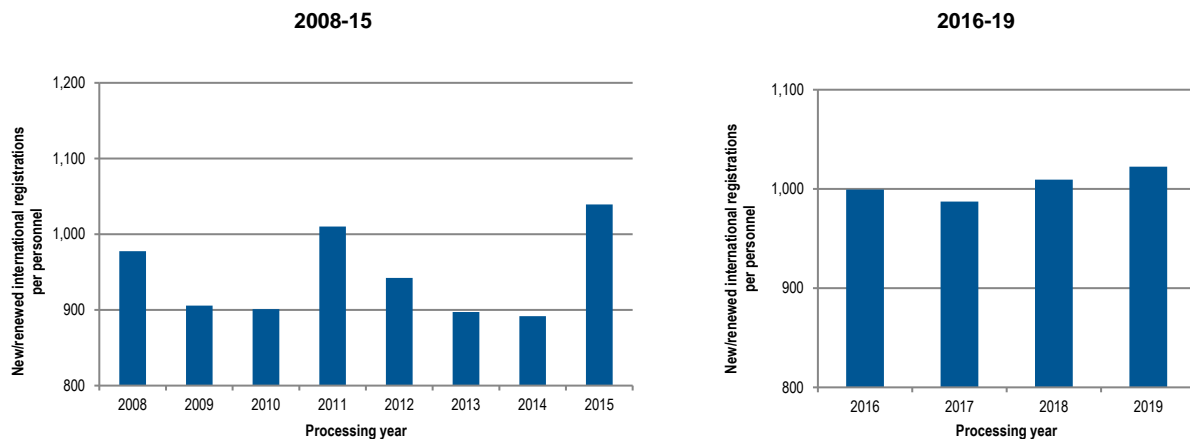
- The average cost of inscribing a document was 292 Swiss francs in 2019 as result of decrease of renewals and corrections.

²²⁴ See “Total processed workload” above.

Productivity of Examination

- The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. For data prior to 2016, the number of personnel includes fellows, interns and external contractors. From 2016, the number of personnel includes persons working on fixed term contracts, short term contracts, fellows and agency workers. This change in methodology has been applied to the productivity of examination for 2016 and 2017, which explains why the numbers have been revised compared to the previously reported data.

Productivity of Examination

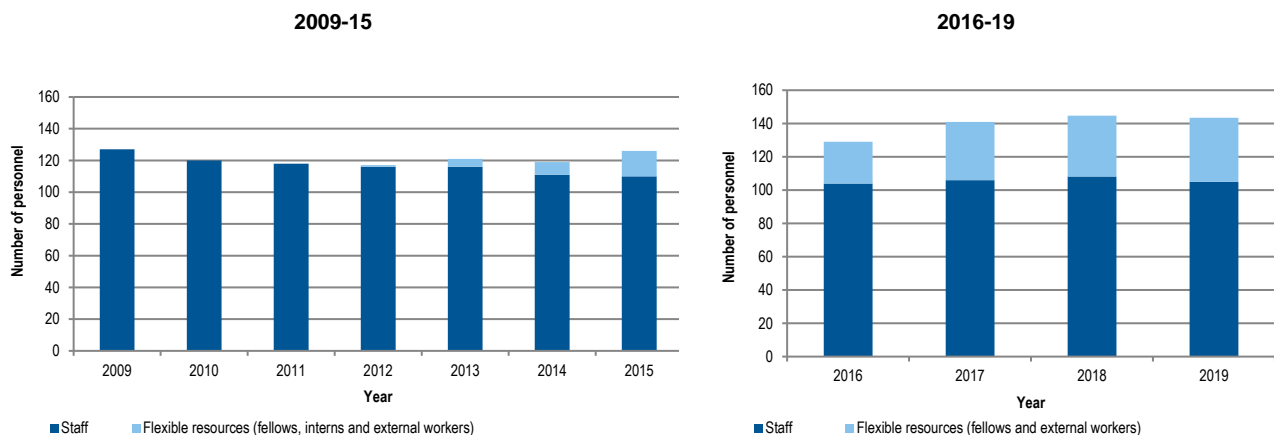


Source: Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- In 2019, the productivity of examination increased by 1.3 per cent compared to 2018.

Personnel

Number of Personnel



Note: The ability to distinguish the personnel of the Lisbon Registry was only feasible with the 2014/15 biennium. For the years prior to 2014, the personnel of the Lisbon System are included in the overall number of personnel of the Madrid System. For data prior to 2016, agency workers in the Document Processing Unit are not covered by the methodology. From 2016, the methodology exclude interns and include all agency workers. This change in methodology has been applied to the number of personnel for 2016 and 2017, explaining that these numbers have been revised compared to the previously reported data.

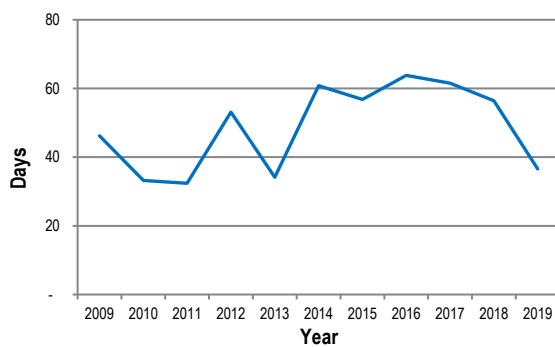
Source: Program Performance and Budget Division, March 2020.

- The number of staff decreased from 108 in 2018 to 105 in 2019, while the number of flexible resources increased by 2.

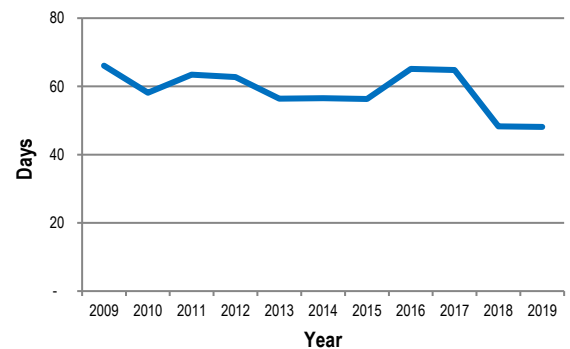
Pendency

- The average pendency for each of the six transactions performed by the IB is shown below. The pendency is calculated from the date a document is received to the date it is inscribed.

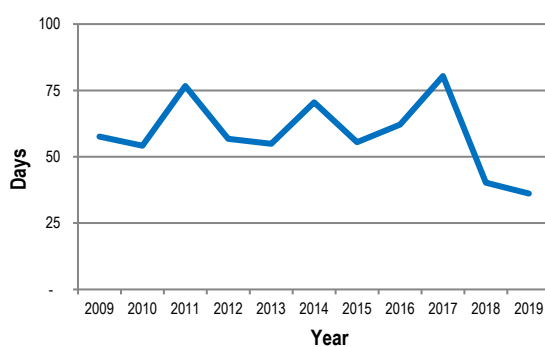
Average Pendency of Applications



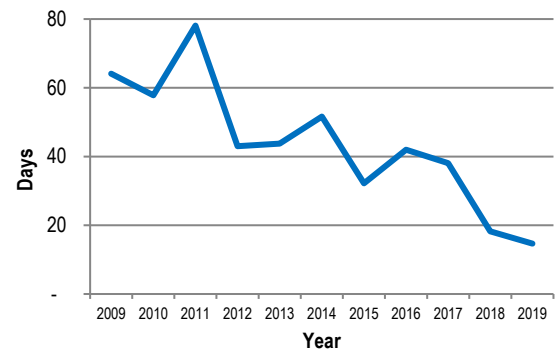
Average pendency of renewals



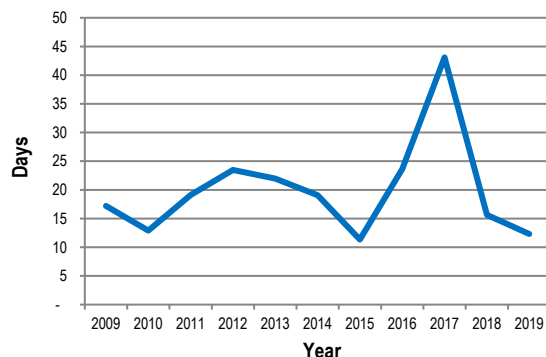
Average Pendency of Modifications



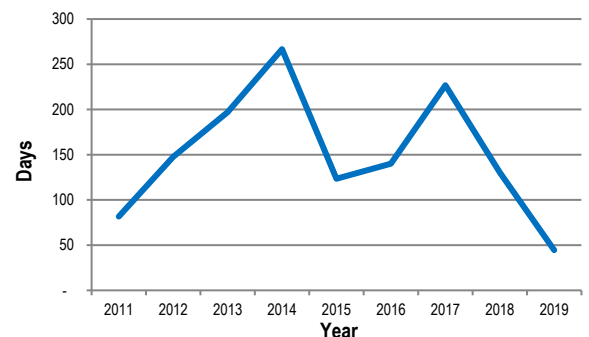
Average Pendency of Subsequent Designations



Average Pendency of Decisions



Average Pendency of Corrections



Source: Madrid Registry, March 2020.

- Compared to 2018, the average pendency in 2019 decreased for all six transactions performed by the IB.

Quality of Examination

The following key indicators on the overall quality of trademark examination are monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance²²⁵.

Two sources of information on the quality of the examination work produced by the IB are presented:

²²⁵ The Madrid Registry QMF is available on request at madrid.qp@wipo.int

- (a) The results of the internal review of examination transaction samples; and
- (b) Errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Review of Examination Transaction Samples

Quality control was carried out based on the following samples for the manually processed transactions in 2019. The qualitative performance results, therefore, do not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms), formalities examination, decisions, modifications and renewals.

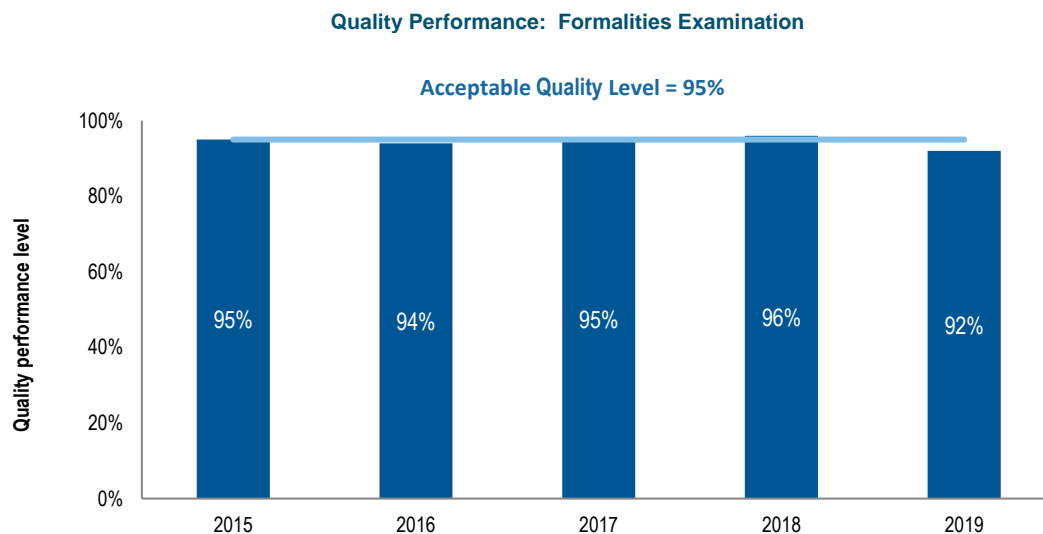
- 1,167 applications for Nice classification;
- 1,122 applications for formalities examination (APEX);
- 1,829 decisions;
- 1,570 requests for modification; and
- 700 requests for renewal.

An Acceptable Quality Level (AQL) is set for each transaction and is the criteria against which the quality of trademark examination is measured.



Source: Madrid Registry, March 2020.

- The overall qualitative performance in 2019 was two percentage point above the acceptable quality level thanks to intensified trainings.

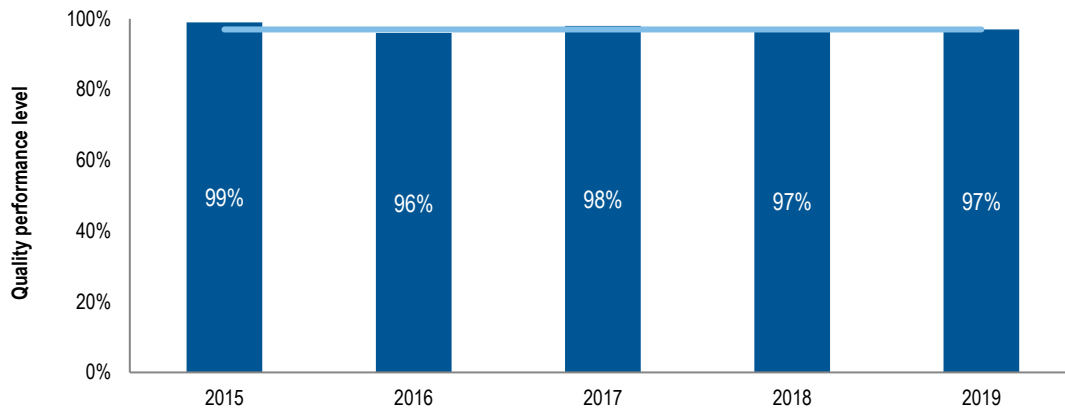


Source: Madrid Registry, March 2020.

- The overall qualitative performance for the formalities examination in 2019 was three percentage points below the acceptable quality level.
- Errors in the recording of applicants' and representatives' particulars accounted for the largest proportion of total errors (56 per cent). High level of rotation in flexible workforce contributed to this result.

Quality Performance: Decisions

Acceptable Quality Level = 97%

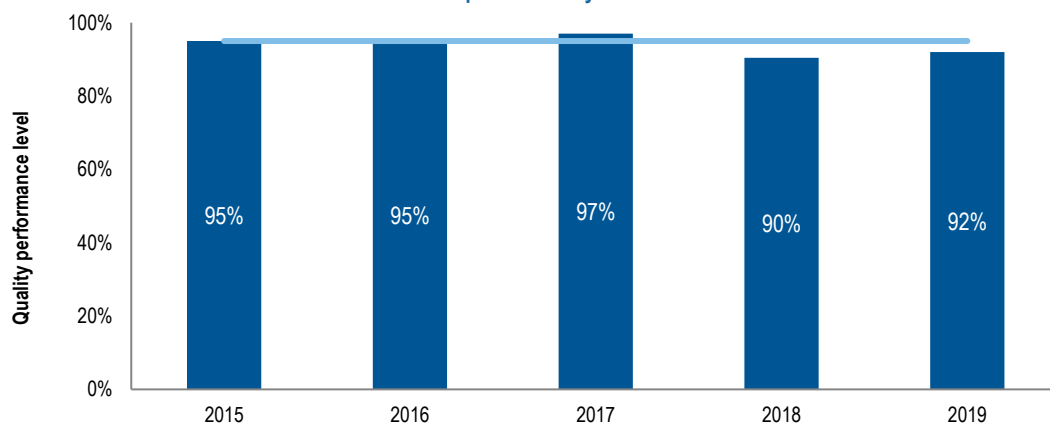


Source: Madrid Registry, March 2020.

- The overall qualitative performance for the processing of decisions was at the acceptable quality level in 2019.

Quality Performance: Modifications

Acceptable Quality Level = 95%



Source: Madrid Registry, March 2020.

- The overall qualitative performance for the processing of modifications was three percentage points below the target for 2019.
- Errors in the admissibility of modification requests and in the recording of applicants' and representatives' details, including the recording of goods and services accounted for the largest proportion of total errors (65 per cent).



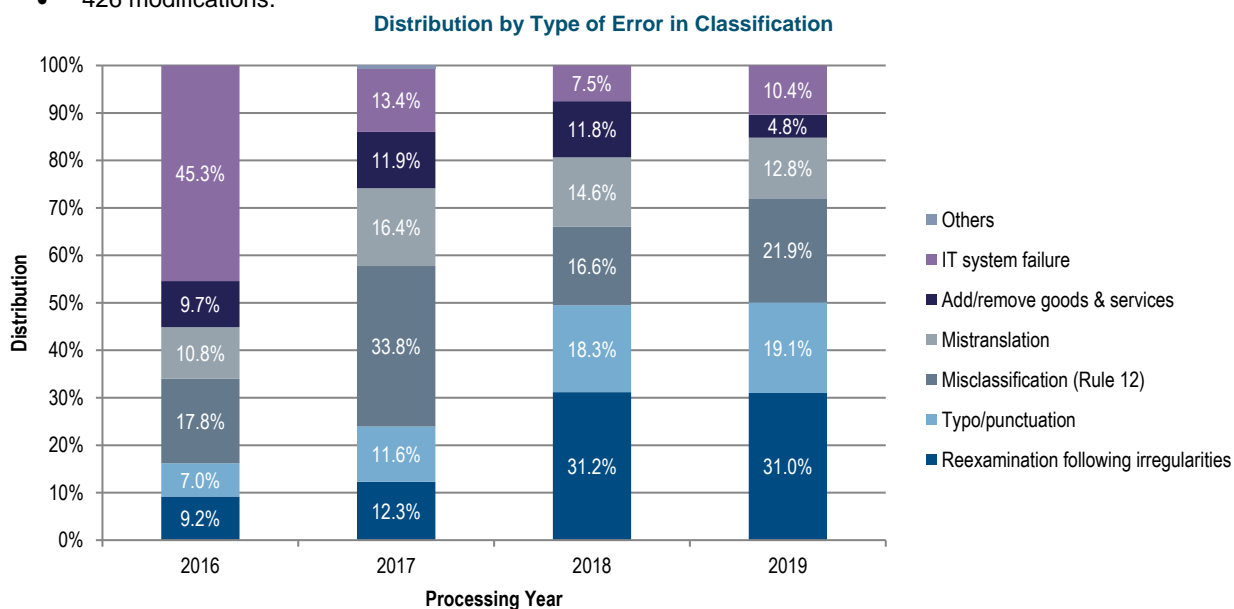
Source: Madrid Registry, March 2020.

- The overall qualitative performance for the processing of renewals was three percentage points above the target for 2019.

Errors Made by the IB

The distribution of errors presented in the charts below is based on analyses of the following samples of 2019 transactions.²²⁶ The samples include transactions that were processed both manually and in an automated way.

- 461 classifications;
- 462 formalities examinations (APEX);
- 66 renewals; and
- 426 modifications.

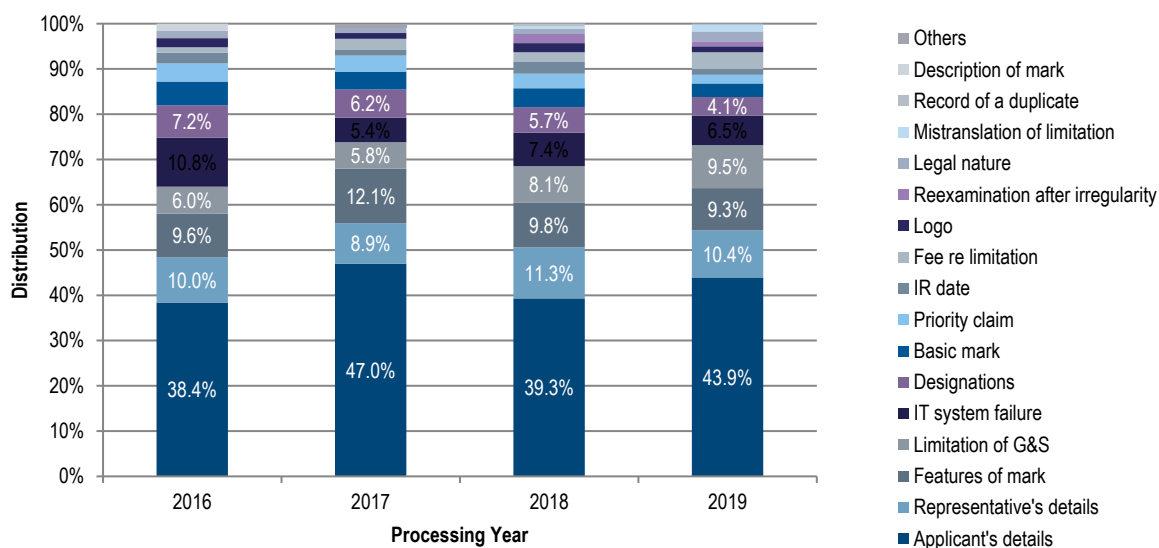


Source: Madrid Registry, March 2020.

²²⁶ Transactions which contain one or more errors.

- Reexamination following irregularities, typos/punctuation and misclassification accounted for the largest proportion of total errors in 2019, with 31 per cent, 19 per cent and 21.9 per cent of errors, respectively.

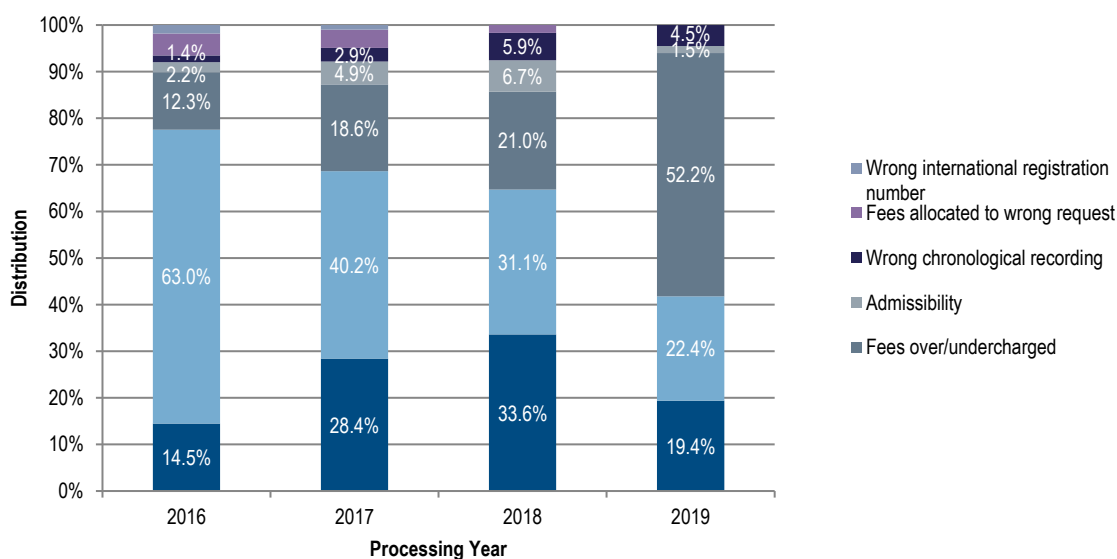
Distribution by Type of Error in Formalities Examination



Source: Madrid Registry, March 2020.

- In 2019, the majority of the corrections in formalities examination were due to errors in entering the details of applicants (43.9 per cent) and representatives (10.4 per cent).

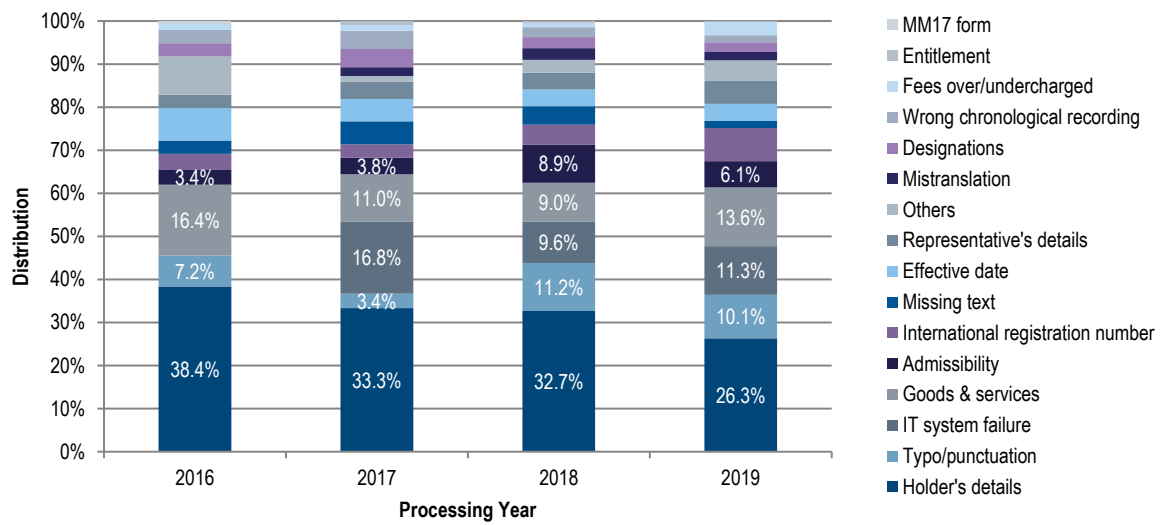
Distribution by Type of Error in Renewals



Source: Madrid Registry, March 2020.

- In 2019, most of the corrections in renewals were due to fees calculation (52.2 per cent) and IT system failure (22.4 per cent).

Distribution by Type of Error in Modifications



Source: Madrid Registry, March 2020.

- Corrections due to errors in the Holder's details represented 26.3 per cent of total corrections made in modifications in 2019.

ANNEX XI Indicators of the Hague System

Indicators of the Hague System Operations

Performance indicators for the expected result
“Improved productivity and service quality of the Hague Operations”

General

In December 2018, the IT legacy system (DMAPS) used by Hague Operations was replaced by a new IT System (Hague IB System). Some of the following indicators, such as processed workload and pendency, were impacted by the transition to a new system.

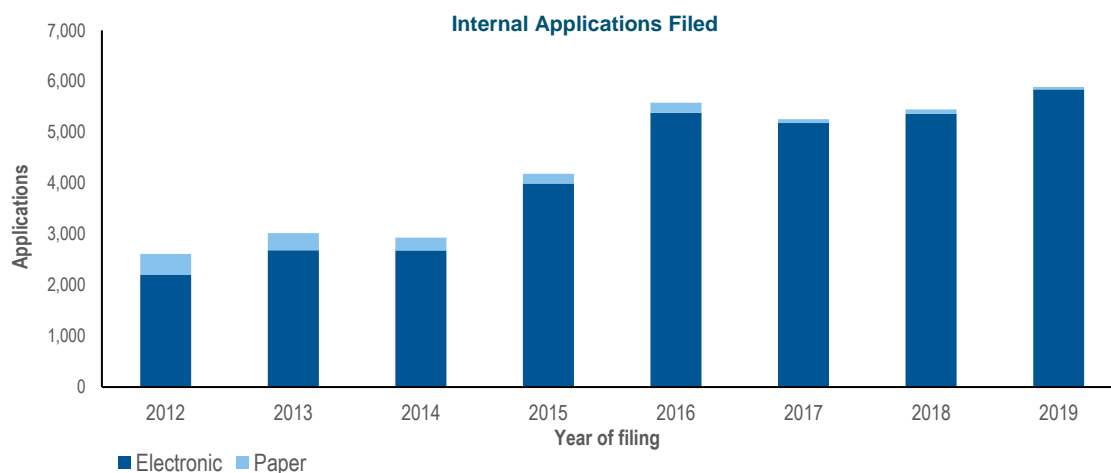
As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

- The Hague System workloads;
- The composition of those workloads;
- The level of automation; and
- The resources assigned to cope with the workload.

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend for each of these document types is presented below. Additional information on the applications received, such as their average number of designs, is also provided. For technical reasons, the indicator on the irregularities issued shows data based on processed rather than incoming documents.

Incoming Documents

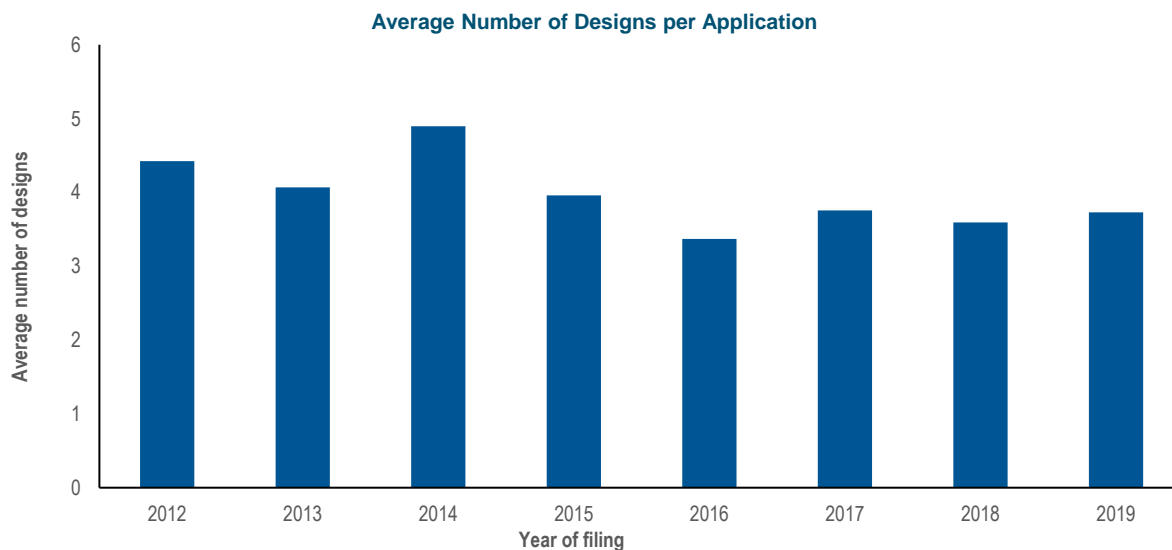
Applications Filed



Source: WIPO IP Statistics Database, February 2020.

- In 2019, applicants filed 5,887 international applications, up 8.1 per cent from 2018.
- In 2019, 99.2 per cent of applications were filed electronically, directly with the IB or indirectly with certain national Offices, a 15-percentage point increase over 2012.

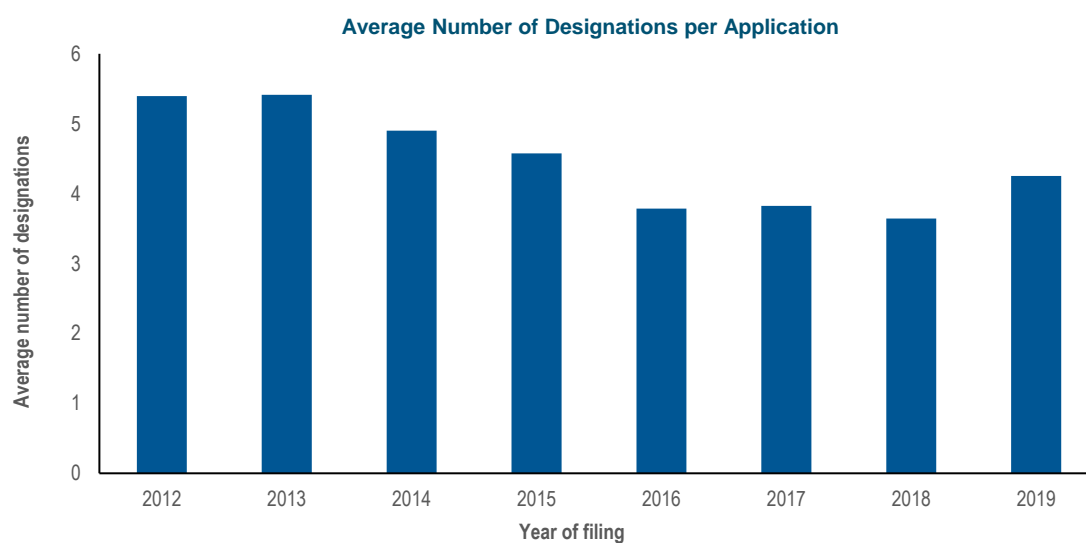
Average Number of Designs per Application



Source: WIPO IP Statistics Database, February 2020.

- An application filed in 2019 contained, on average, 3.7 designs, up 0.1 from 2018.

Average Number of Designations per Application

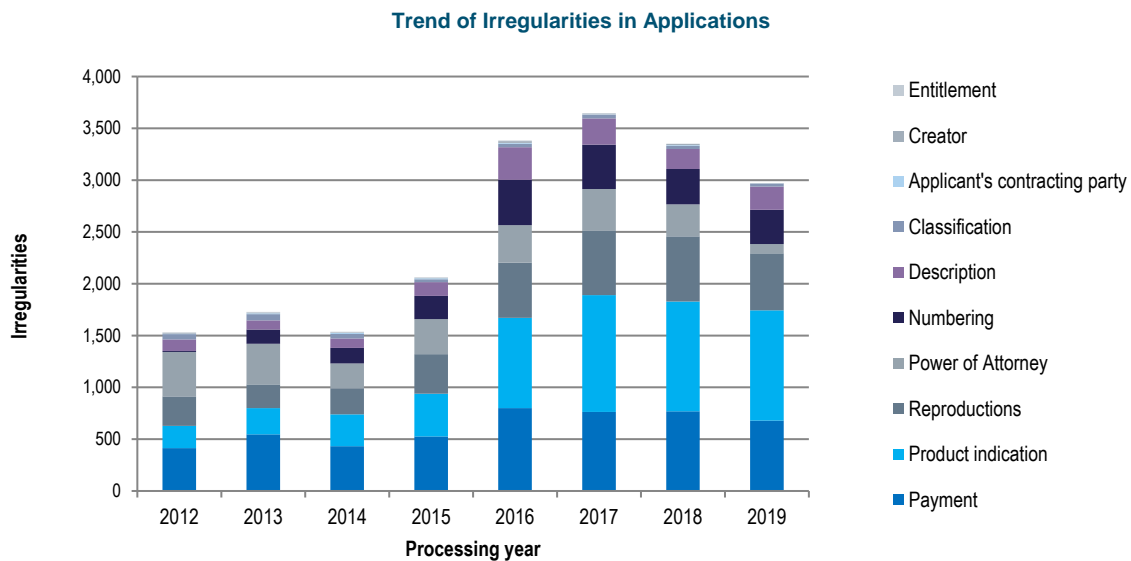


Source: WIPO IP Statistics Database, February 2020.

- In 2019, an application contained on average 4.3 designations, up 0.6 designation from 2018. From 2013 to 2018, the average number of designations per application followed a decreasing trend.

Trend of Irregularities in Applications

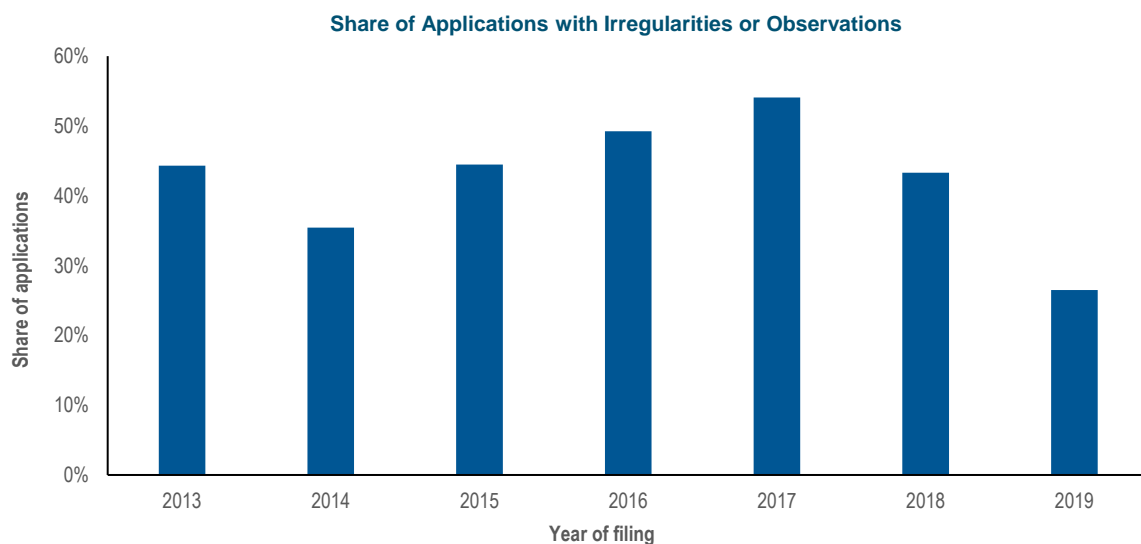
Irregularities notified are grouped in 10 categories as shown below.



Source: Hague Registry, February 2020.

- In 2019, the IB notified 2,971 irregularities in respect of applications registered, down 11.4 per cent from 2018.
- Among the five main irregularities notified, those relating to power of attorneys (-71.2 per cent) decreased the most compared to 2018. This decrease reflects the positive effect of the amendments introduced on January 1, 2019 to the Common Regulations to relax the requirements relating to the appointment of representatives.

The evolution of the share of applications containing one or more irregularities and/or substantive observations is shown below.²²⁷

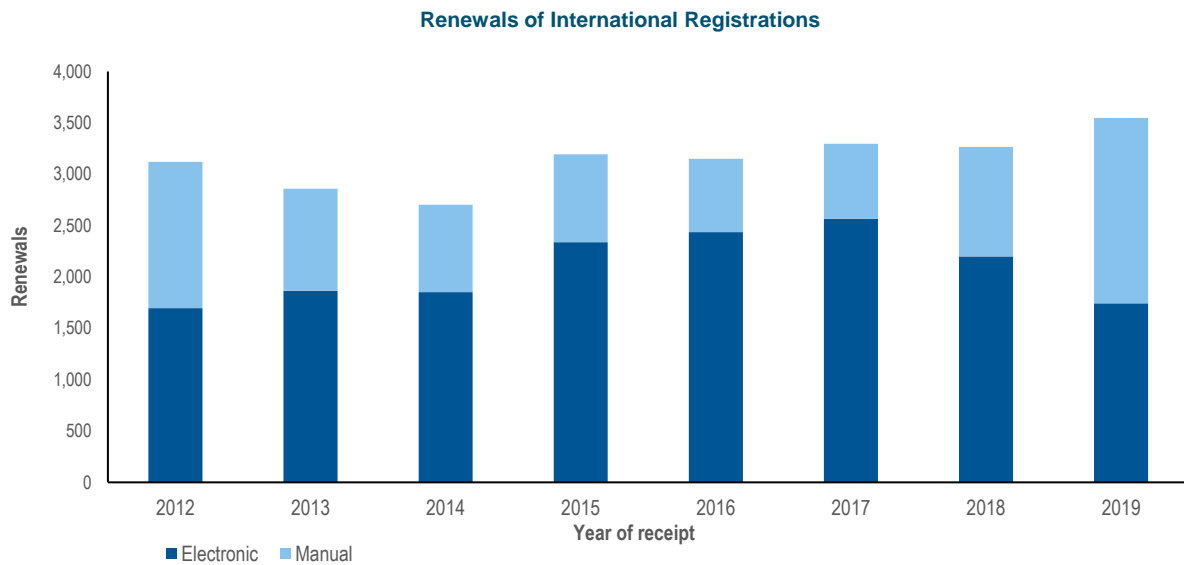


Source: Hague Registry, February 2020.

- In 2019, some 26 per cent of applications registered contained at least one irregularity or substantive observation. This represented a decrease of seventeen percentage points compared to the previous year and reflects the positive effect of the amendments introduced on January 1, 2019 to the Common Regulations to relax the requirements relating to the appointment of representatives.

²²⁷ Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in WIPO Performance Reports and in the Program and Budget for 2016/17, has now been corrected for the entire period 2013 -2016.

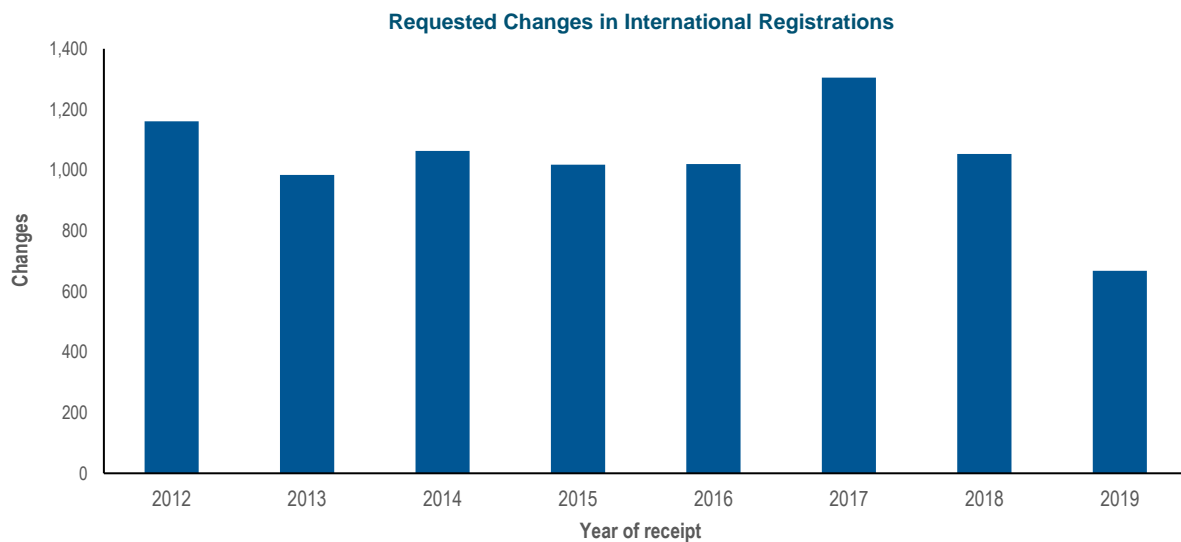
Renewals



Source: Hague Registry, February 2020.

- In 2019, the number of renewals recorded increased by 8.6 per cent compared to 2018, to a total of 3,547 renewals.
- Since 2012, the majority of renewals have been processed electronically. In 2019, the transition to the new IT system resulted in a temporary decrease in automation, where 49.1 per cent of the renewals were recorded automatically, compared with 67.4 per cent in 2018.

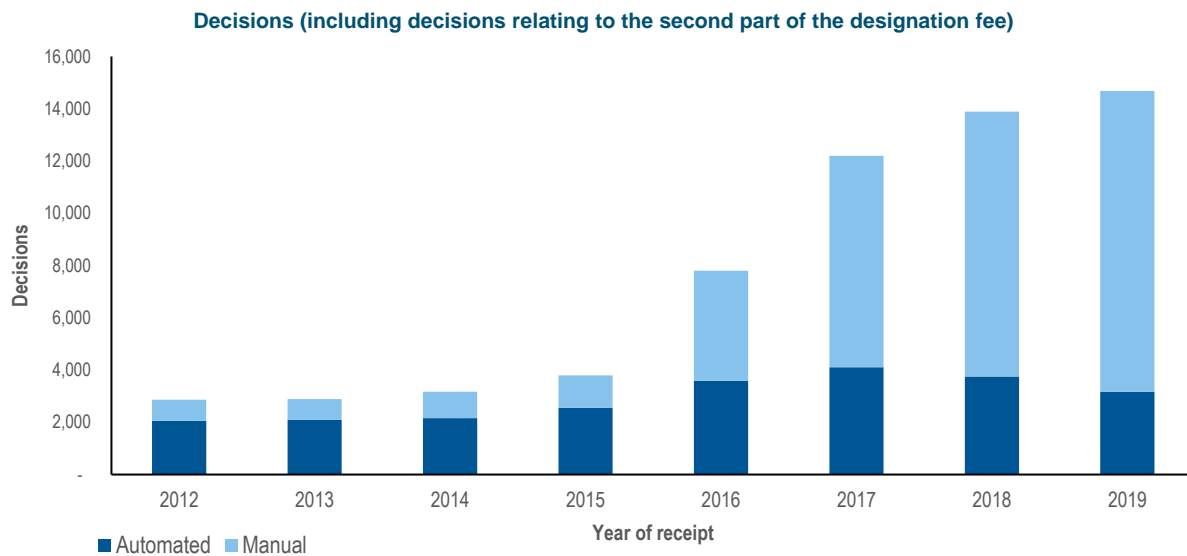
Changes



Source: Hague Registry, February 2020.

- The total number of requests for changes in international registrations in 2019 decreased by 36.6 per cent from 2018 to 668 such requests. However, this large decrease is not attributable to a lower workload, but to an efficiency gain gradually introduced at the end of 2017 and that started to show its effects in 2018. The efficiency gain consists of processing transactions that also contain a change in representative as a single transaction, as opposed to handling a separate change in representative transaction. By doing so, such requests are now accounted for only once.

Decisions



Source: Hague Registry, February 2020.

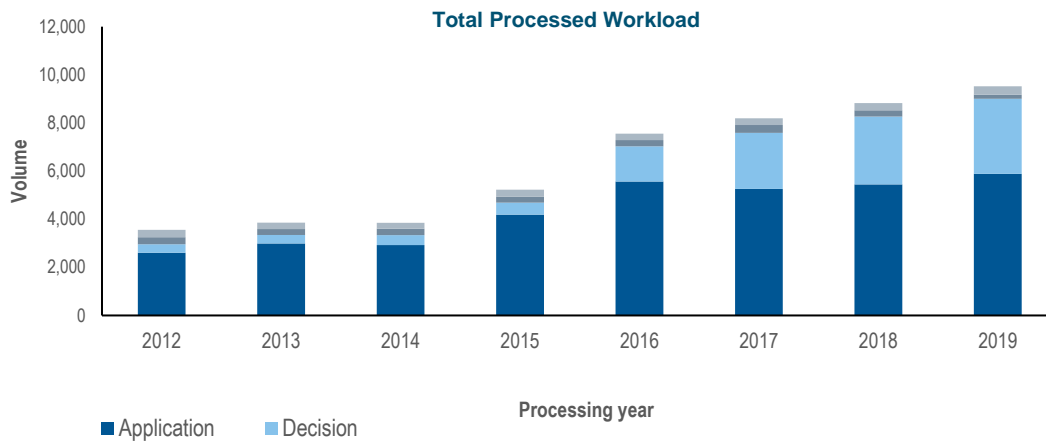
- The number of decisions received in 2019 increased by 5.7 per cent as compared to 2018, to 14,681 decisions. In 2019, 21.6 per cent of decisions were processed automatically. This represented the lowest share of automation since 2012. This is due to a deliberate suspension of the automation of decisions during the transition between the two IT systems to ensure that controls are in place before resuming the automation.
- The reporting also includes decisions relating to payment of the second part of the designation fee. These decisions started to form part of the workload shortly after the accession of the United States of America in 2015 and have since grown in importance.
- The list of documents accounted for as decisions is now comprised of:
 - Grants of protection without a prior refusal
 - Grants of protection following a refusal (including withdrawals of refusal)
 - Refusals of effects
 - Invitations to pay the second part of the designation fee [New]
 - Cancellation for non-payment of the second part of the fee [New]

Workload

The total workload represents the weighted total number of documents received at the IB. All four categories of documents are included (applications, renewals, changes and decisions).

As the processing of these types of documents do not require the equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can process eight renewals, four changes or four decisions (a 1:8:4:4 workload ratio). Since 2014/15, due to an increasing level of complexity of other documents, in particular decisions by Offices, the overall examination of international applications has also become more complex. This, however, has not affected the workload ratio.

The figures from 2016 onwards, as compared to figures reported in the WIPO Performance Report in previous years, have been adjusted to reflect decisions relating to the second part of the designation fee.



Source: Hague Registry and WIPO IP Statistics Database February 2020.

- In 2019, the total processed workload increased by 8 per cent compared to 2018.
- The increase in workload in 2019 was mainly due to the increase in the number of applications and in the number of decisions received.

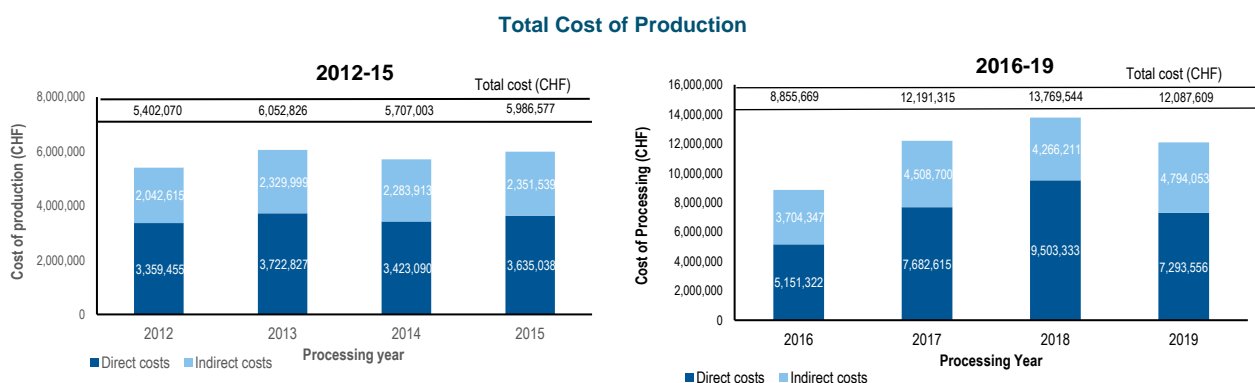
Cost of Processing

Total Cost of Production

The total cost of production comprises expenditure relating exclusively to the Hague System and expenditure of activities supporting the System.

For data prior to 2016, the expenditure relating exclusively to the Hague System includes those of Program 31 (The Hague System) and 7 per cent of the expenditure of the Office of the Deputy Director General in Program 6 (Madrid System). The 2016 expenditures of the Madrid System that relate to supporting the Hague System – translation and IT expenditures – are included in the calculation. Before the 2016/17 biennium, the expenditure associated with these services could not be distinguished from the overall expenditure in Program 6, and were therefore not included in the calculation. Because of this refinement in the calculation, the 2016 and 2017 results are not comparable with previous year's results. For this reason, the data for the period 2012-15 and for 2016-17 are shown in two different graphical views.

Expenditure of activities supporting the Hague System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Hague System, whereas the remaining of such expenses attributable to the Hague System are calculated based on headcount (including fixed term staff, temporary staff, fellows and agency workers).



Source: Program Performance and Budget Division, March 2020.

- The total expenditure related to the processing of the Hague System is estimated at 12.1 million Swiss francs in 2019, representing an decrease of 12.2 per cent compared to the previous year. This decrease is primarily due to the finalization of the Hague IT platform project at the end of 2018.
- In 2019, the direct costs accounted for about 60 per cent of total expenditures, which is nine percentage points less than in 2018 (69 per cent).

Unit Cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

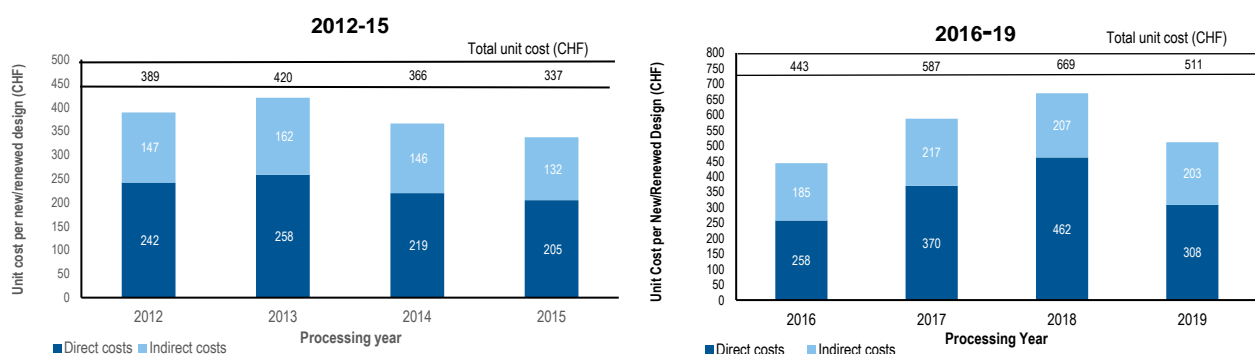
As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below using two different units of output. As part of the IB's efforts to continuously refine the methodology for calculating unit costs, the methodology has been revised in the Program and Budget 2016/17 to reflect more accurately the cost of processing the Hague workloads at the IB.²²⁸

Unit Cost per New/Renewed Design:

New designs consist of designs in international applications that are registered within a given year. Renewed designs consist of existing designs in international registrations that are renewed within a given year. Combined, designs contained in these two types of transactions reflect the core business of the IB.

As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently.²²⁹ The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

Unit Cost per New/Renewed Design



Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- The average cost of processing a new/renewed design is estimated at 511 Swiss francs in 2019, representing a decrease of 23.7 per cent compared to 2018. This sharp decrease is due to the decrease of 12.2 per cent of total costs primarily due to the finalization of the Hague IT platform project combined with an increase of 15 per cent of new/renewed designs processed compared to 2018.

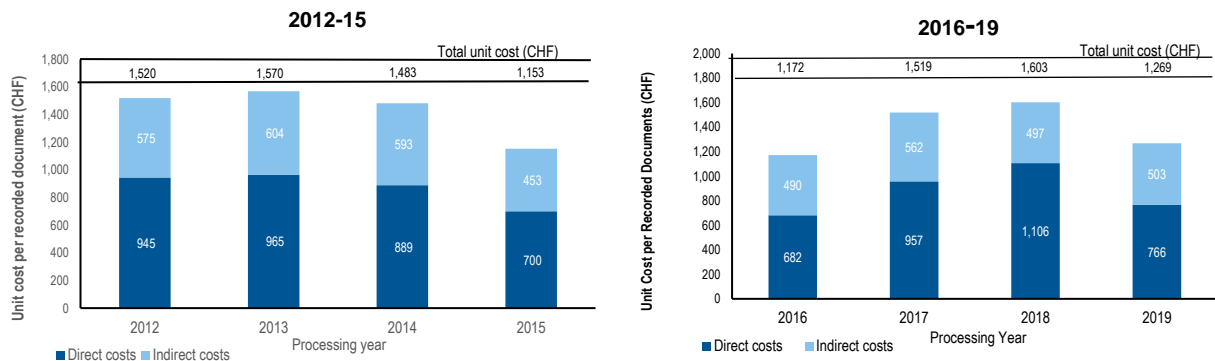
²²⁸ The revisions in question were explained in detail in the PPR 2014 and included in particular aligning the methodology for calculating direct and indirect costs for the Hague with the methodologies for calculating PCT and Madrid unit costs.

²²⁹ See the ratios for applications and renewals in "Total Processed Workload", above.

Unit Cost per Document Recorded in the Register

The documents recorded in the Register correspond to the total workload (see “Total Processed Workload” above).

Unit Cost per Recorded Documents



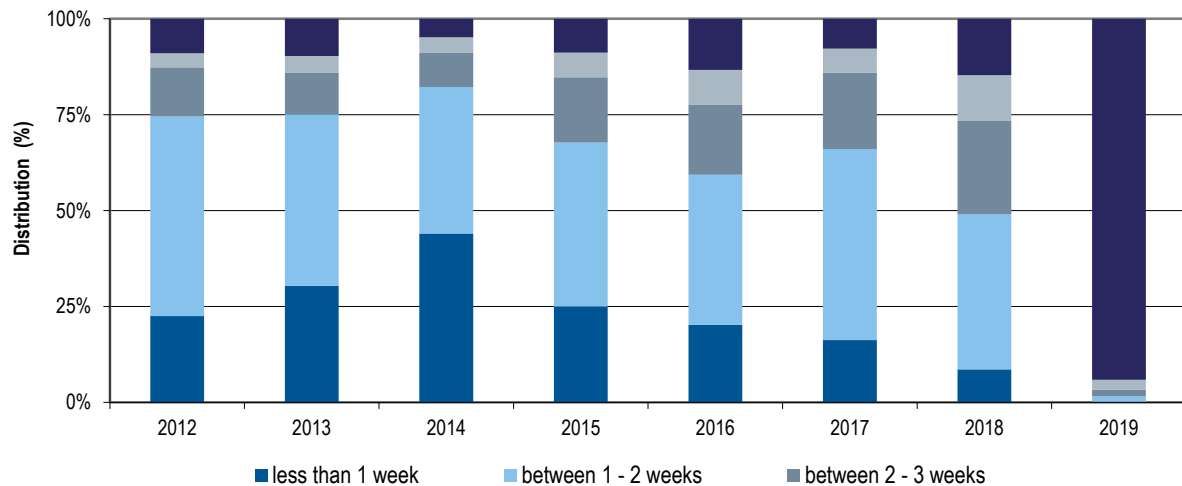
Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- The average cost of recording a document in the Register is estimated at 1,269 Swiss francs in 2019, representing a decrease of 20.8 per cent compared to 2018, primarily due to the finalization of the Hague IT platform project.

Timeliness to Process International Applications

This indicator reflects the time required by the IB to process regular applications. The timeliness is calculated between the time elapsed between the date of receipt of an application and the date it was registered.

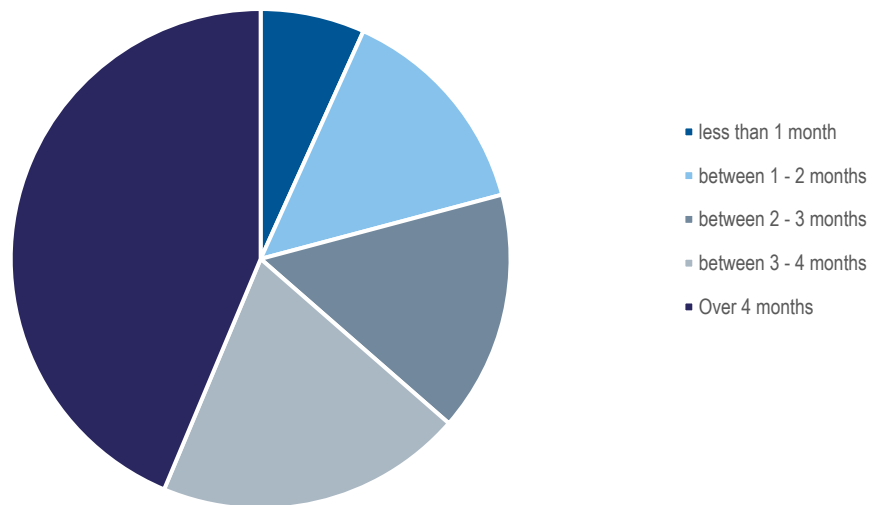
Timeliness to process regular international applications



Source: Hague Registry, February 2020.

- In 2019, the share of regular applications processed within less than one week fell to 0.1 per cent of the total, as compared to 8.6 per cent in 2018, reflecting the transition to a new IT system referred to in the general remarks above. In 2019, 94.1 per cent of applications were processed within more than a month.

Timeliness to Process Regular International Applications in 2019



Source: Hague Registry, February 2020.

- The share of regular applications processed within one month was 6.7 per cent and the share processed over 4 months was 43.7 per cent. This reflects a deliberate focus, during the transition period between the two IT systems, on applications containing a request for immediate publication so as to safeguard the interests of the applicants concerned.

ANNEX XII Funds-in-Trust Progress Report 2019

The FIT report in Annex XII is an integral part of the WIPO Performance Report. The Annex has been enhanced to provide, for the first time, an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2019, as compared to activities implemented, as well as financial information. The Annex reports on all the FITs listed in the table below, excluding FITs exclusively financing personnel and FITs under which no activities were implemented in 2019.

FUND-IN-TRUST	SECTOR
Accredited Indigenous and Local Communities	Global Issues Sector
Australia	Office of the Director General
China	Brands and Designs Sector
France (Industrial Property)	Development Sector
Japan (Copyright)	Copyright and Creative Industries Sector
Japan (Global)	Patents and Technology Sector
Mexico	Development Sector
Republic of Korea (Alternative Dispute Resolution)	Patents and Technology Sector
Republic of Korea (Building Respect for Copyright and Related Rights)	Global Issues Sector
Republic of Korea (Copyright)	Culture and Creative Industries Sector
Republic of Korea (Industrial Property)	Development Sector
Republic of Korea (IP Education)	Development Sector
Spain	Development Sector
United Arab Emirates	Development Sector
Uruguay	Development Sector

Funds-in-Trust as at December 31, 2019

(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2018	Income 2019				Expenditure 2019				Reimbursements to donors / Transfer to a new FIT	Balance as of December 31, 2019
			Funds received	ULO/Other income	Exch. Rate diff.	Total income	Staff expenditure	Other direct expenditure	Administrative support costs	Total expenditure		
Accredited indigenous and local communities	W_IGC	96.50	50,655.66			50,655.66		12,915.85		12,915.85		37,836.31
Australia	WAUS2	575,266.78		45.42	(34.27)	11.15		356,693.79	44,818.15	401,511.94		173,765.99
Australia	WAUS3		537,792.40			537,792.40						537,792.40
China	WCNSP	324,094.56	297,009.49	3,195.50	(0.22)	300,204.77		302,916.14	33,332.67	336,248.81		288,050.52
China (HR)	WCNPR	296,772.05	420,283.00			420,283.00	467,868.25		60,822.87	528,691.12		188,363.93
El Salvador	WELSA	54,556.66									54,556.66	
France (Industrial Property)	WFRIP	125,893.17	300,000.00	398.36	386.84	300,785.20		237,681.77	30,796.60	268,478.37		158,200.00
Ibero-American Program on Industrial Property	WIBER	196,497.30										196,497.30
Italy	WITIP	109,900.26						58,496.59	7,604.55	66,101.14		43,799.12
Italy (Junior Professional Officers)	WITJP	17,149.43									17,149.43	
Japan (Copyright)	WJPCR	434,501.47	468,646.00		(25.72)	468,620.28	165,095.00	212,092.24	48,034.39	425,221.63		477,900.12
Japan (Industrial Property)	WJPIP	3,092,366.13		740.23	(403.97)	336.26	316,699.30	749,314.53	136,468.95	1,202,482.78	1,308,837.35	581,382.26
Japan (Industrial Property/Africa - LDCs)	WJPAF	1,312,086.45		1,293.86	(65.14)	1,228.72	57,024.00	117,776.26	22,240.10	197,040.36	695,000.00	421,274.81
Japan (Industrial Property) Global	WJPIG		7,783,837.35		(624.34)	7,783,213.01	1,057,559.41	2,684,866.98	486,177.15	4,228,603.54		3,554,609.47
Japan (Junior Professional Officers)	WJPOJ	135,646.27					(29,354.00)		(3,522.48)	(32,876.48)		168,522.75
Mexico	WMEXI	143,883.92						5,136.46	667.75	5,804.21		138,079.71
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	445,876.76	294,625.46		(91.37)	294,534.09		276,344.35	13,821.75	290,166.10		450,244.75
Republic of Korea (Copyright)	WKRCR	907,535.37	356,401.77	1,719.63	20.33	358,141.73	72,845.00	406,184.91	23,864.55	502,894.46		762,782.64
Republic of Korea (Copyright/Professional Officers)	WKRPO	178,590.57	186,755.00			186,755.00	143,464.95		17,215.85	160,680.80		204,664.77
Republic of Korea (Industrial Property)	WKIPO	1,235,031.84	44,343.67		(35.52)	44,308.15	65,290.00	509,633.81	3,753.15	578,676.96		700,663.03
Republic of Korea (IP Education)	WKRED	502,573.16	633,150.77		994.58	634,145.35		467,772.22	23,338.85	491,111.07		645,607.44
Republic of Korea (Professional Officers)	WKRJP	1,020,465.29	218,569.00			218,569.00	652,345.90		78,281.50	730,627.40		508,406.89
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	175,238.77	206,715.79		(355.11)	206,360.68		69,926.59	6,341.35	76,267.94		305,331.51
Republic of Korea (Ministry of Justice)	WKRJH		224,364.00			224,364.00	160,244.35		19,229.30	179,473.65		44,890.35
Spain	WESCH	206,973.27	164,694.58			164,694.58		142,942.82	18,582.61	161,525.43		210,142.42
Trusted Intermediary Global Accessible Resources pilot project	WTIGA	660.67						584.65		584.65		76.02
United Arab Emirates	WDUAE		100,000.00			100,000.00		49,672.12	4,470.49	54,142.61		45,857.39
Uruguay	WUYCH	101,951.44						4,423.45	309.65	4,733.10		97,218.34
TOTAL		11,593,608.09	12,287,843.94	7,393.00	(233.91)	12,295,003.03	3,129,082.16	6,665,375.53	1,076,649.75	10,871,107.44	2,075,543.44	10,941,960.24

Accredited Indigenous and Local Communities

Performance Data

I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP

Performance Indicators	Key Results in 2019	Beneficiary countries
On average, 4 participants from indigenous or local communities financed by the WIPO Voluntary Fund per IGC session, subject to the rules of the Fund as agreed by the WIPO General Assembly, and, in particular, to adequate funds being available.	IGC 39: none IGC 40: 4 recommended participants funded by the WIPO Voluntary Fund	Bolivia, Mali, Panama, the Philippines

Australia

Performance Data

II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs

Performance Indicators	Key Results in 2019	Beneficiary countries
Examiners with enhanced knowledge of patent search techniques and commercial and non-commercial patent databases	2 patent examiners from the Directorate General of Intellectual Property (DGIP) Indonesia increased their knowledge related to patent search techniques and commercial and non-commercial patent databases from a pre-training baseline of 'low' to 'medium' and 'high' following on-the-job training at IP Australia.	Indonesia

III.1 National innovation and IP strategies and plans consistent with national development objectives

Performance Indicators	Key Results in 2019	Beneficiary countries
No. of Asia-Pacific countries actively considering, formulating, endorsing or implementing national IP strategies	2 Asia-Pacific countries continued to formulate draft national IP strategies, further integrating IP considerations into policy-planning processes.	Lao People's Democratic Republic, Viet Nam

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

Performance Indicators	Key Results in 2019	Beneficiary countries
No. of hosting arrangements for developing country scientists, resulting in new knowledge with respect to research into neglected tropical diseases being generated and transferred back to home countries	An additional 6 scientists from developing and least developed countries were hosted by research institutions in Australia (4) and the United States of America (2).	Madagascar, Papua New Guinea, United Republic of Tanzania
ABC - no. of accessible books and educational tools produced by local partners/NGOs in the Asia Pacific region involved in capacity building projects	Through training and funding provided by ABC, partners/ NGOs in 4 Asia-Pacific countries: <ul style="list-style-type: none"> – produced 853 books in accessible formats (Bangladesh (170); Indonesia (300); Mongolia (138); Viet Nam (245)); – produced a voice-to-text software in Mongolian; – produced software on math conversion in Vietnamese braille; – created a website on the Ulaanbaatar Public Library for the upload of accessible books; and – enhanced capacity of government officials and publishers on the production of accessible books, the 'right to read' (Viet Nam), and the Marrakesh Treaty (Indonesia). <p>Additionally, 275 reading devices (DAISY readers) were provided by ABC to entities for use by visually impaired persons and training was provided in their use: (Bangladesh (100); Indonesia (127); Mongolia (33); Viet Nam (15)).</p>	Bangladesh, Indonesia, Mongolia, Viet Nam

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

Performance Indicators	Key Results in 2019	Beneficiary countries
Level of satisfaction of participants in capacity building activities on the administration of Industrial Property and online services for Pacific Island IP Offices	Overall level of satisfaction: 92% <ul style="list-style-type: none"> – Effectiveness: 93% – Organization: 95% – Quality of documents: 88% – Quality of speakers: 97% – Design and content: 92% – Networking: 88% – Usefulness: 88% – Relevance: 88% – Satisfaction: 90% 	Papua New Guinea, Samoa, Tonga, Vanuatu
Countries engaged in the creation of cooperation mechanisms to further provide Pacific Island Countries with extensive training on WIPO-developed IP office systems, and to share experiences among IP office users	An agreement was reached by 4 participating countries to create a Pacific Island IP database in order to enhance access to, and use of, IP information by IP institutions and the public to promote innovation and creativity.	Papua New Guinea, Samoa, Tonga, Vanuatu
Additional educational materials available to enhance capacity building activities	A patent drafting book to complement the WIPO manual on patent drafting and for use as part of regional and national patent drafting training was completed.	All Member States, particularly developing and least developed countries and countries in transition

III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation

Performance Indicators	Key Results in 2019	Beneficiary countries																					
Usage levels of the WIPO IP Toolkit for Academic Institutions	By the end of 2019, the WIPO IP Toolkit for Academic Institutions had seen a cumulative total of 8,344 downloads since publication in February 2019: <ul style="list-style-type: none"> – IP policies template (2,249) – IP policies guidelines (3,110) – IP policies checklist (1,278) – Model agreements (788) – Assets map (547) – Case studies (372) <p>The number of unique page views in 2019 amounted to 17,584:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th></th> <th>Volume I</th> <th>Volume II</th> </tr> </thead> <tbody> <tr> <td>English</td> <td>11,266</td> <td>1,007</td> </tr> <tr> <td>Spanish</td> <td>2,075</td> <td>499</td> </tr> <tr> <td>Arabic</td> <td>1,063</td> <td>98</td> </tr> <tr> <td>Russian</td> <td>828</td> <td>59</td> </tr> <tr> <td>French</td> <td>324</td> <td>61</td> </tr> <tr> <td>Chinese</td> <td>197</td> <td>107</td> </tr> </tbody> </table> <p>The Toolkit represents a “one-stop shop” for academic and research institutions seeking guidance on how to shape and implement their institutional IP policies. It is comprised of 2 volumes:</p> <ul style="list-style-type: none"> – Volume I comprises the IP policy template and guidelines for its customization and the policy writers’ checklist: and – Volume II, developed with support from the FIT Australia, contains the academic intellectual assets map, models of agreements, and hypothetical cases. 		Volume I	Volume II	English	11,266	1,007	Spanish	2,075	499	Arabic	1,063	98	Russian	828	59	French	324	61	Chinese	197	107	All Member States, particularly developing and least developed countries and countries in transition
	Volume I	Volume II																					
English	11,266	1,007																					
Spanish	2,075	499																					
Arabic	1,063	98																					
Russian	828	59																					
French	324	61																					
Chinese	197	107																					

China

Performance Data

II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs

Performance Indicators	Key Results in 2019	Beneficiary countries
Countries with increased awareness about the Hague System	IP professionals from 3 countries and 1 regional organization increased awareness and understanding of the advantages of the Hague System with a view to acceding to and using the Hague System	Brazil, Ecuador, Ethiopia, ARIPO

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

Performance Indicators	Key Results in 2019	Beneficiary countries
Increased awareness and enhanced cooperation and exchange of ideas on IP and cultural products, in particular among Belt and Road countries	Increased awareness and strengthened cooperation between CNIPA (The China National Intellectual Property Administration) and IP professionals from Belt and Road countries with a view to creating an enabling environment for IP in development.	Albania, Armenia, Bosnia and Herzegovina, Brazil, Belarus, Cambodia, Hungary, Kyrgyzstan, Kuwait, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Russia Federation, Saudi Arabia, Serbia, Tajikistan, Turkmenistan, Turkey, Ukraine, Uzbekistan
IP professionals with enhanced understanding of GIs, in particular with a view to implementing successful GI value chains to foster local economic and social development	Some 28 IP professionals from 18 countries enhanced their understanding and exchanged experiences through the High Level Regional Roundtable on GI in Africa.	Benin, Burkina Faso, Cameroon, Central African Republic, Côte d'Ivoire, Gabon, Ghana, Guinea, Kenya, Madagascar, Malawi, Mozambique, Namibia, Senegal, Togo, Uganda, Zambia, Zimbabwe
Increased awareness about the value of IP, in particular for youth, with a view to fostering creativity and inventiveness among future generations	Increased access to information for the general public, especially adolescents and young scholars, to better understand: (i) the relationship between IPRs and innovations, type of IPRs and the main features thereof; (ii) the specific role of various type of IPRs in protecting innovations; and (iii) the consequences of infringing IPRs.	All countries, in particular developing countries, LDCs and countries in transition
Enhanced capacity of IP professionals, particularly in the area of GIs and designs	Contributed to the enhanced knowledge of IP professionals from developing countries in the core areas of IP with a focus on design protection through the provision of scholarships for 2 students.	Algeria, Zimbabwe
Enhance capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	As part of the Project on the GI Koh Trung Pomelo, enhanced capacity of the Koh Trung Pomelo Producer Association for the collective management of the GI, in particular for control and certification, through targeted coaching sessions and a study visit.	Cambodia

IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity

Performance Indicators	Key Results in 2019	Beneficiary countries
No. of countries having taken steps to strengthen their Technology and Innovation Support Center (TISC) networks with a view to ensuring sustainability	Successful exchange of TISC-related experiences in 12 countries participating in the Belt and Road initiative with a view to strengthening existing TISC networks and establishing new TISCs.	Algeria, Chile, Cuba, Egypt, Georgia, India, Mongolia, Morocco, the Philippines, Russian Federation, South Africa, Viet Nam
Increased access to patent information in Chinese	Increased access to IP information in Chinese through an interactive e-tutorial and translation, to be launched in early 2020, that covers the foundations of patent documentation, patent search strategies, and patent analysis and its numerous uses.	China

France (Industrial Property)

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Participants using enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 36 participants from IP Offices, private sector, Governments, universities and R&D institutions in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; and (ii) technology transfers, licensing, IP commercialization and IP valuation as well as related European and international IP Law.	16 participants from Benin, Belarus, Brazil, Burkina Faso, Cameroon, Democratic Republic of Congo, Côte d'Ivoire, Gabon, Haiti, Madagascar, Mauritius, Moldova, Romania, Senegal, Togo, Viet Nam
% of trainees who are satisfied with WIPO Academy training programs	98% of the participants were fully satisfied with the WIPO-INPI ²³⁰ OMPIC ²³¹ Training Course on Trademarks in Casablanca and the WIPO-CEIPI ²³² Advanced Training Course on IP, Technology Transfer and Licensing with CEIPI in Strasbourg	20 participants from Algeria, Argentina, Belarus, Brazil, Chile, Cuba, Dominican Republic, Egypt, Ethiopia, Iran, Kenya, Kuwait, Malaysia, Mexico, Mongolia, Nigeria, Oman, Pakistan
Judges from OAPI Member States using new reference materials	Enhanced use by judges in OAPI Member States of a collection of commentaries and annotations of court decisions with a view to harmonize their decisions and serve as a training material for magistrate students.	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, Togo
No. of countries engaged in South-South Cooperation	24 developing countries benefited from cooperation with OMPIC and OAPI in various capacity building programs.	Algeria, Benin, Belarus, Brazil, Burkina-Faso, Cameroon, Democratic Republic of Congo, Côte d'Ivoire, Djibouti, Gabon, Guinea-Bissau, Haiti, Madagascar, Mali, Mauritania, Mauritius, Moldova, Morocco, Niger, Romania, Senegal, Togo, Tunisia, Viet Nam
% of trainees who are satisfied using enhanced IP knowledge and skills in their work	85% of the participants who took part in the training programs (Summer School at the Center for International IP Studies, and the Training Program <i>Certificat d'Animateur propriété industrielle (CAPI)</i> both in Casablanca), organized in collaboration with the WIPO Academy, indicated that they were using the acquired knowledge and skills in their work. The training programs aimed at: (i) raising awareness of the IP System, in particular IP Rights related to the European Union's legal system, issues related to industrial property legal dispute in Europe, European and international IP Law and French and European registrations procedures; and (ii) enhancing skills in the management of industrial property rights and the use of search tools, improving efficiencies in the management and valuation of intangible asset and raising awareness of challenges related to IP.	4 participants from Chile, Colombia, India and Viet Nam 12 participants from Algeria, Djibouti, Tunisia, and OAPI Member States (Burkina-Faso, Cameroon, Comoros, Guinea-Bissau, Mali, Niger, Mauritania, and Togo)

²³⁰ National Institute of Industrial Property

²³¹ Moroccan Office of Industrial and Commercial Property

²³² Property Centre for International Intellectual Property

Japan (Copyright)

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
No. of institutions that have taken measures to advance the development of their copyright frameworks	6 institutions ²³³ in 5 countries took measures to enhance their understanding of national copyright frameworks for the effective promotion and management of copyright and related rights.	Bhutan, Cambodia, Myanmar, Solomon Islands, Viet Nam
Cooperation among South Asia countries to enhance capacity and modernize national copyright frameworks with a view to building a well-functioning copyright system	The Paris Action Plan for Copyright Development was adopted by 6 South Asia countries to facilitate the modernization of their national copyright frameworks and enhance capacities.	Bangladesh, Bhutan, Maldives, Nepal, Pakistan, Sri Lanka

Japan (Global)

Performance Data

I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP

Performance Indicators	Key Results in 2019	Beneficiary countries
Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	93% of the participants were highly satisfied or satisfied with: - Policy Dialogue on Utilizing the IP System for Economic, Social and Cultural Development; - Policy Dialogue on the Role of IP for Economic, Social and Cultural Development: Innovation, IP and Value Addition for Business Competitiveness in Africa	Bahrain, Egypt, Japan, Kuwait, Morocco, Saudi Arabia, Sudan, United Arab Emirates Angola, Benin, Botswana, Burkina Faso, Cabo Verde, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Eswatini, Ethiopia, Gabon, the Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Sudan, Togo, Uganda, United Republic of Tanzania, Zambia, Zimbabwe

II.1 Wider and more effective use of the PCT system for filing international patent applications

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of the capacity building and promotional events	88% of participants provided positive feedback on: - Workshop on patent examination in the PCT National Phase at OAPI; - IP in-country Roadshow to Increase Usage of Global System	Cameroon Viet Nam

²³³ Bhutan (Department of Intellectual Property, Ministry of Economic Affairs); Cambodia (Department of Copyright, Ministry of Culture and Fine Arts); Myanmar (Intellectual Property Department, Ministry of Education); Solomon Islands (Registrar General's Office, Ministry of Justice and Law); Viet Nam (Copyright Office; Vietnam Association for Rights Protection of Music Performing Artists)

II.6 Wider and more effective use of the Madrid System, including by developing countries and LDCs

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of capacity building events	96% of participants provided positive feedback on:	Australia, Bhutan, Cambodia, Indonesia, Japan, Malaysia, Myanmar, Pakistan, Papua New Guinea, the Philippines, Thailand, Singapore, Sri Lanka, Viet Nam
	- Sub-regional Meeting of IP Office Officials responsible for operating and/or acceding to the Madrid System; and - Advisory Workshop on the Madrid System	Lao People's Democratic Republic, Thailand

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

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of capacity building events and training tools	97% of the participants provided positive feedback on:	
	- Branding Projects	Botswana, Ghana, Kenya, Mauritius
	- WIPO Patent Drafting Courses for "Technology Intermediaries" in Africa	Botswana, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sierra Leone, Somalia, South Africa, Sudan, Uganda, Zambia, Zimbabwe
	- Short-term Fellowship in Japan for MIP Graduate from Africa University	Kenya
	- Master's Degree in Intellectual Property (MIP) programs offered jointly by WIPO, OAPI and University of Yaoundé II, Yaoundé, Cameroon and WIPO, ARIPO and Africa University, Mutare, Zimbabwe, respectively.	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Guinea, Mali, Democratic Republic of the Congo, Senegal
	- MIP Text Book Project at Africa University	Cameroon, Eswatini, the Gambia, Ghana, Liberia, Nigeria, Rwanda, Sierra Leone, Uganda, United Republic of Tanzania, Zambia
	- WIPO-South Africa Summer School	Zimbabwe
	- Commentary and Annotations Project on the Bangui Agreement of OAPI	Botswana, Burkina Faso, Cameroon, Kenya, Malawi, Nigeria, Uganda, United Republic of Tanzania, Zambia, Zimbabwe
	- Video Tool for Building Respect for IP	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo
	- Regional workshop on the PCT for Selected PCT Contracting States as well as two non-PCT in Africa	Zimbabwe
	- Sub-regional Workshop on Patent Examination Quality Management	the Gambia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Mauritius, Mozambique, Rwanda, South Africa, Tanzania, Zimbabwe
	- Short and long-term Fellowship Training/Practicum/Internship	Brazil, India, Indonesia, Malaysia, Mexico, the Philippines, Singapore, Thailand, Viet Nam
	- Regional workshop on promotion of IP education for Young People (In 2019, IP text for the workshop was prepared. The workshop will be organized in 2020 or later.)	India, Malaysia, Sri Lanka
- Long-term Fellowship and Internship	All countries	
	Malaysia	

III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of capacity building programs	93% of the participants provided positive feedback on: <ul style="list-style-type: none"> - IP Advantage Initiatives - Regional Case-Study workshop on Support for IP management in SMEs - IP Weeks: IP Policy Guidelines and SMEs Related Activities 	All countries Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Thailand, Viet Nam Cameroon, Ghana, Kenya, Rwanda

IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of the programs	97% of the participants provided positive feedback on: <ul style="list-style-type: none"> - Promotion of IP awareness in Seventh Tokyo International Conference on African Development (TICAD7) - Establishing a sub-regional ARIPO TISC Network - Creating an Enabling Intellectual Property Environment for the management and commercialization of IP Assets. - National Patent Drafting Course - Patent Searching Courses for TISCs - Development of the ASEAN Regional TISC Network 	Botswana, Cabo Verde, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia, Nigeria, Sierra Leone, Sudan, Uganda, United Republic of Tanzania, Zambia, Zimbabwe Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam Thailand Cambodia Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand

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

Performance Indicators	Key Results in 2019	Beneficiary countries
New features implemented for IP Offices in WIPO systems per year	Automated two-way exchange module for Madrid notifications	All countries using WIPO IPAS
	WIPO File module to support fully online submissions of IP applications and subsequent transactions	All countries using WIPO File
	WIPO Publish module to enable IP Offices to provide online access to published IP information and to facilitate the exchange of data and documents with international IP systems such as PCT and Madrid and with regional and international databases	All countries using WIPO Publish
	Workshops and Training	Botswana, Brunei Darussalam, Cambodia, Eswatini, Ethiopia, the Gambia, Indonesia, Kenya, Lao People's Democratic Republic, Lesotho, Madagascar, Malawi, Malaysia, Mauritius, Mozambique, Myanmar, Namibia, the Philippines, Rwanda, Seychelles, Singapore, Thailand, Uganda, United Republic of Tanzania, Viet Nam, Zambia, Zanzibar, Zimbabwe, ARIPO, OAPI
	Support for Improving Digital Environments in Individual IP Offices	Viet Nam, Philippines, Myanmar, Laos, Madagascar, Botswana, Malawi, Zambia, Eswatini, Ethiopia, Egypt, Mauritius
	ASEAN PATENTSCOPE Development and Support	ASEAN Member States

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

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants providing positive feedback on the relevance of the program	94% of the participants provided positive feedback on the Master Class on Enforcement of IP Rights	Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Viet Nam

VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges

Performance Indicators	Key Results in 2019	Beneficiary countries
Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	14 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan	All countries

Mexico

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary countries
% of participants who expressed satisfaction with the content and organization of the event	100% of participants (4 Japanese government officials and 80 local participants) indicated that they were highly satisfied with the content and organization of the workshop on "The Mexican IP system and tech transfer" in the context of the Mexico-Japan Strategic Global Association.	Japan, Mexico
Government officials with enhanced understanding of the Mexican IP system and its importance for technology transfer in the context of the Mexico-Japan Strategic Global Association	4 Japanese government officials indicated that they had enhanced their knowledge following the above workshop.	Japan, Mexico

Republic of Korea (Alternative Dispute Resolution)

Performance Data

II.7. International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods

Performance Indicators	Key Results in 2019	Beneficiary countries
Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	In 2019, the first year of the FIT Korea ADR, 300 participants from 6 countries enhanced their awareness of WIPO's ADR services through ADR, copyright and content-related workshops, seminars and conferences.	Canada, Kenya, Republic of Korea, United Kingdom, United Republic of Tanzania, United States of America
No. of responses from stakeholders ²³⁴ to the WIPO-MCST ²³⁵ Survey on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business to Business (B2B) Digital Copyright- and Content-related Disputes ²³⁶ to assess the current use of ADR mechanisms (e.g., mediation, arbitration) as compared to court litigation to resolve such disputes	By the end of 2019, 89 responses from stakeholders in 39 countries had been received. The survey was ongoing.	Argentina, Australia, Brazil, Canada, Chile, China, Colombia, Croatia, Dominican Republic, France, Germany, Hungary, India, Indonesia, Israel, Italy, Jamaica, Japan, Kenya, Lithuania, Malaysia, Mexico, Morocco, Netherlands, Nigeria, the Philippines, Poland, Republic of Korea, Romania, Russian Federation, Singapore, South Africa, Spain, Switzerland, Trinidad and Tobago, Ukraine, United Kingdom, United Republic of Tanzania, United States of America

Republic of Korea (Building Respect for Copyright and Related Rights)

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Level of satisfaction of participants in WIPO training and capacity-building activities on enforcement of copyright and related rights and its challenges	Based on the evaluation of 16 participants (representatives of copyright offices and the judiciary in 9 WIPO Member States) of the Inter-regional Workshop on Copyright Enforcement, organized jointly by WIPO and the Ministry of Culture, Sports and Tourism of the Republic of Korea (MCST), 100% were satisfied with the workshop and 99% found the workshop to be useful.	Brazil, China, Colombia, India, Indonesia, Singapore, Sudan, Uganda, Ukraine
Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement policy making	A study on IP enforcement measures, especially anti-piracy measures in the digital environment, was completed and presented at the fourteenth session of the WIPO Advisory Committee on Enforcement. It is expected to facilitate policy making in WIPO Member States considering legislative and regulatory measures aimed at mitigating online piracy and enhance the dialogue on these issues in WIPO fora.	All
Increased access to tools aimed at raising public awareness, in particular among youth, of the importance of respect for copyright	Several tools aimed at raising public awareness of the importance of respect for copyright were created and launched to WIPO Member States for use in national awareness-raising campaigns, including: <ul style="list-style-type: none"> A new episode of the children's animation series <i>Pororo the Little Penguin</i>, entitled Picture Frenzy for Pororo, was developed in English, French, Spanish and Korean and complemented the existing five WIPO Pororo episodes on IP rights. A short video to build respect for copyright among young people was produced by the Intellectual Property Office of Trinidad and Tobago (IPOTT) and the Trinidad and Tobago Music Company Limited (MusicTT), in cooperation with WIPO. 	All

VI.2. Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP

Performance Indicators	Key Results in 2019	Beneficiary Countries
Countries engaged in dialogue to share experiences, increase awareness and enhance understanding of online copyright infringements	Succeeded in facilitating dialogue among policy makers, copyright industries and online intermediaries on the complex, changing profile of online copyright infringement and the diverse voluntary arrangements.	Australia, Brunei Darussalam, Cambodia, China, Hong Kong Special Administrative Region of China, Indonesia, Japan, Lao People's Democratic Republic, Malaysia, Myanmar, New Zealand, the Philippines, Republic of Korea, Russian Federation, Spain, Thailand, United Kingdom, United States of America, Viet Nam

²³⁴ Stakeholders include Center contacts, copyright- and content-intensive companies, online intermediaries and platforms, in-house and external counsel, creators, entrepreneurs, collective management organizations, mediators, arbitrators, industry associations, government bodies, and any other entities that may be involved in B2B digital copyright- and content-related disputes.

²³⁵ Ministry of Culture, Sports and Tourism of the Republic of Korea

²³⁶ https://www.wipo.int/amc/en/center/copyright/copyright_survey.html

Republic of Korea (Copyright)

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary countries
No. of institutions that have taken measures to improve/advance the development of their copyright framework	5 institutions ²³⁷ in 5 countries took steps to develop or strengthen national copyright policies and strategies with a view to building a well-functioning copyright system.	Botswana, Cook Islands, Guatemala, Solomon Islands, Vanuatu
Countries taking measures to strengthen their national copyright frameworks as guided by the pillars of the Seoul Action Plan	By the end of 2019, 12 countries had taken concrete measures to strengthen their national copyright frameworks as guided by the pillars of the Seoul Action Plan. IP professionals from a total of 24 Asia Pacific countries engaged in knowledge sharing and enhanced capacities on how to modernize national copyright frameworks.	Bangladesh, Bhutan, Cambodia, China, Cook Islands, Fiji, Kiribati, Lao People's Democratic Republic, Maldives, Malaysia, Mongolia, Myanmar, Nepal, Pakistan, Papua New Guinea, the Philippines, Samoa, Singapore, Solomon Islands, Thailand, Tonga, Tuvalu, Vanuatu, Viet Nam
No. of accessible books in Spanish produced by the local partner in Argentina	Through funding and technical assistance provided by ABC, the partner NGO in Argentina produced 1,250 titles of educational materials in Spanish for primary and secondary students in the EPUB3 format.	Argentina

Republic of Korea (Industrial Property)²³⁸

Performance Data

I.2. Tailored and balanced IP legislative, regulatory and policy frameworks

Performance Indicators	Key Results in 2019	Beneficiary countries
Countries with enhanced IP policies and legislation	Initiation of accession to the Madrid Protocol	Bangladesh

III.1. National IP strategies and plans consistent with national development objectives

Performance Indicators	Key Results in 2019	Beneficiary Countries
Enhanced knowledge of government officials for the formulation of IP policies and strategies	Enhanced knowledge of 15 government officials through study visits programs	Cambodia, Kyrgyzstan, Lao People's Democratic Republic

²³⁷ Botswana (Companies and Intellectual Property Authority), Cook Islands (Ministry of Cultural Development), Guatemala (*Registro de la Propiedad Intelectual*), Solomon Islands (Registrar General's Office, Ministry of Justice and Law), Vanuatu (Intellectual Property Office of Vanuatu)

²³⁸ In addition to the activities listed, an evaluation and planning meeting was also conducted.

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

Performance Indicators	Key Results in 2019	Beneficiary countries
Increased IP awareness among children	Enhanced use of dubbed versions for two new episodes of the Pororo IP Animation Series in Arabic, French and Spanish.	Arabic, French and Spanish speaking countries
No. of IP Authorities with increased awareness of ADR procedures	Enhanced awareness following ADR seminars held in two countries	Trinidad and Tobago, Ukraine
No. of countries that have taken measures to create an enabling environment for strengthening business competitiveness through brands and designs	6 countries took measures to strengthen business competitiveness through brands and designs	Bangladesh, Bhutan, Cambodia, Iran, Lao People's Democratic Republic, Mongolia

IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity

Performance Indicators	Key Results in 2019	Beneficiary Countries
No. of countries that have promoted the importance of inventions and patent information in solving frequently occurring technical problems	Appropriate Technology Competitions were held in 3 countries.	Dominican Republic, the Philippines, Viet Nam
No. of counties which benefited from the Grand Symposium on Appropriate Technology (AT)	Participants from 17 countries with enhanced understanding of effective and sustainable ways of developing, utilizing, disseminating and commercializing appropriate technologies	Bhutan, Cambodia, Dominican Republic, Ethiopia, Ghana, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Papua New Guinea, Samoa, Singapore, Sri Lanka, Thailand, the Philippines, Uganda, Viet Nam.

Republic of Korea (IP Education)

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Increase in the no. of participants following the Academy's DL courses	Blended (online and face-to-face) learning on IP management. Out of 1,286 public and private sector professionals from developing countries, LDCs and countries in transition, 39 participants from 32 countries were selected for face-to-face training.	Belarus (1), Botswana (1), Brazil (2), Bulgaria (1), Chile (1), China (2), Congo (1), Colombia (1), Cyprus (1), Egypt (1), Ethiopia (1), Georgia (1), Ghana (1), India (2), Indonesia (1), Italy (1), Jamaica (1), Jordan (1), Kenya (2), Mexico (1), Morocco (1), Nigeria (2), the Philippines (1), Republic of Korea (2), Romania (1), Russian Federation (1), South Africa (1), Thailand (1), Turkey (1), Ukraine (1), United Kingdom (1), Viet Nam (1), Zambia (1)
Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of senior students, graduates, and young professionals from developing countries, LDCs and countries in transition (24 students and professionals from 13 countries participated in short term education and training programs).	Bangladesh (2), Cambodia (1), Cameroon (1), China (2), India (2), Kenya (1), Malaysia (1), Nepal (1), Nigeria (1), Peru (1), Republic of Korea (9), Viet Nam (1), Zimbabwe (1)
	Enhanced knowledge and skills of educators, curriculum developers, and education policy makers in the field of youth IP education and innovation (36 educators (23 female and 13 male)) from 12 developing countries were trained).	Antigua and Barbuda (2), Brazil (2), Chile (1), Cuba (2), Dominican Republic (2), Ecuador (1), Guyana (2), Jamaica (2), Paraguay (2), Peru (16), Trinidad and Tobago (2), Uruguay (2)

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Trainees who are satisfied with the training programs	Enhanced practical patent examination skills of patent examiners from developing countries (17 patent examiners (11 female and 6 male)) from 13 countries were trained. Participant satisfaction: 100% of which strongly satisfied: 81%	China (1), Egypt (2), Ethiopia (1), India (1), Indonesia (2), Moldova (2), Nepal (1), Nigeria (2), Pakistan (1), Romania (1), Serbia (1), Venezuela (1), Zambia (1)
	Enhanced capacities in the area of IP dispute settlement of judges and members of the judiciary from developing countries (21 members (11 female and 10 male) of the judiciary from 17 countries were trained).	Bangladesh (1), Cambodia (1), China (1), Costa Rica (2), Egypt (1), Ghana (1), Kenya (1), Kyrgyzstan (1), Lebanon (2), Mauritius (1), Mongolia (1), Nepal (2), Nicaragua (1), Nigeria (2), Romania (1), Viet Nam (1), Zambia (1)

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Participants using enhanced knowledge and skills in various areas of IP	Enhanced capacities of IP officials working on designs from developing countries (18 officials (14 female and 4 male)) from 14 countries were trained). Participant satisfaction: 96%, of which, strongly satisfied: 59%	Armenia (1), Bangladesh (1), Brazil (1), Ethiopia (1), the Gambia (1), Kazakhstan (2), Kyrgyzstan (1), Jordan (1), Lao People's Democratic Republic (1), Mongolia (1), Nigeria (2), Serbia (1), Sri Lanka (3), Uganda (1)
	Enhanced knowledge and skills of trademark examiners from developing countries (20 trademark examiners (13 female and 7 male) from 17 countries were trained).	Bangladesh (1), Belarus (1), Brazil (1), Ethiopia (1), Georgia (1), India (1), Indonesia (2), Kazakhstan (2), Kenya (1), Lesotho (1), Nigeria (2), Oman (1), Moldova (1), Tajikistan (1), Trinidad and Tobago (1), United Republic of Tanzania (1), Zimbabwe (1)
Trainees who are satisfied with the training programs	Enhanced capacities of patent examiners in the IP Office of the Philippines (IPOPPL) to perform functions related to the Office's role as an International Searching Authority and International Preliminary Examination Authority (30 officials were trained).	the Philippines (30)

Spain

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
% of participants in WIPO events who express satisfaction with the content and organization of WIPO capacity building workshops and find them relevant and useful	More than 270 professionals from national IP Offices and users of IP systems in 18 countries enhanced their capacities to deal with the broad range of requirements for the effective use of IP for development.	Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
	91% of participants were satisfied with the content and organization of the events.	
	96.5% of participants found the events relevant	
	96.1% of participants found the events useful	
% of participants in WIPO workshops who apply the skills learned in their work/enterprise	83% of participants indicated that they applied the skills learned in their work/enterprise.	Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

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

Performance Indicators	Key Results in 2019	Beneficiary Countries
Countries engaged in knowledge-sharing with a view to enhancing capacities for the effective use of IP for development	2 countries (Cuba and Chile) actively engaged in a new knowledge-sharing program (through the financing of Spanish experts), covering IP enforcement and technology transfer, to benefit the region.	Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

III.4. Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs

Performance Indicators	Key Results in 2019	Beneficiary Countries
No. of new or strengthened cooperation mechanisms, programs or partnerships supported to promote/strengthen sub-regional or regional cooperation in IP	<p>Within the framework of the SPTO agreement with the Latin American Center for Development Administration (CLAD), a Workshop on IP was held as a tool for economic and social development and for the achievement of the Sustainable Development Goals (SDGs), during the 2019 CLAD Congress, held in Buenos Aires in November 2019.</p> <p>A new alliance was established to strengthen IP governance with CLAD.</p> <p>Building on existing relationships, a new cooperation alliance framework with the Ibero-American General Secretariat (SEGIB) and the Ibero-American IP Program (IBEPI) was established.</p>	Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

United Arab Emirates

Performance Data

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

Performance Indicators	Key Results in 2019	Beneficiary countries
No. of accessible books in Arabic produced by local partners/NGOs in Tunisia	<p>Through training and funding provided by ABC, the partner NGO in Tunisia:</p> <ul style="list-style-type: none"> produced 70 titles of educational materials in Arabic for primary, secondary and university students in EPUB3 to augment the small collection of accessible format works available in the country in Arabic; and, embossed 180 copies of those educational titles in Braille, which were then distributed to 6 public educational centers located in various regions of the country for visual impaired students. <p>Additionally, 16 reading devices (DAISY readers) were provided by ABC to entities, including the National Library of Tunisia for use on the premises by visually impaired persons and training was provided in their use.</p>	Tunisia
Arab countries engaged in dialogue to share experiences, increase awareness and enhance understanding of how the IP system can contribute to development	6 countries engaged in sharing experiences to increase awareness and enhance understanding of the IP system through the facilitation of the Arab-Asia dialogue conference on IP- Dialogue on Utilizing the IP System for Economic, Social and Cultural Development in the Digital Era – Japan and Selected Arab Countries ²³⁹	Bahrain, Egypt, Kuwait, Morocco, Saudi Arabia, United Arab Emirates

²³⁹ Jointly implemented and financed by FIT/UAE and FIT/Japan Global

Uruguay

Performance Data

I.2 Tailored and balanced IP legislative, regulatory and policy frameworks

Performance Indicators	Key Results in 2019	Beneficiary countries
Ratification/accession by Uruguay to select WIPO-administered treaties, in particular the Budapest Treaty, PCT and Singapore Treaty	Preparation of the deposit of instrument to the Singapore Treaty with Uruguay's ratification anticipated in January 2020	Uruguay

ANNEX XIII Capital Master Plan Progress Report 2019

Reserve-Funded Projects Progress Report

Introduction

Progress reports on all Reserve-Funded Projects under implementation in 2019 are included as an annex to the WPR 2018/19.

This report provides Member States with an overview of progress made during the period January to December 2019, milestones reached and resource utilization rates under the following projects:

Capital Master Plan (CMP) Projects:

- CMP 1 Security Enhancement: Data Encryption and User Management
- CMP 2 Enterprise Content Management (ECM) Implementation
- CMP 3 Renovation of the facades and cooling/heating installation of the PCT building
- CMP 8 WIPO IP Portal - Phase I
- CMP 9 PCT Resilient and Secure Platform - Phase I
- CMP 10 Madrid IT Platform
- CMP 11 Integrated Conference Services Platform (ICSP)
- CMP 12 Multimedia Studio
- CMP 13 PCT Building Additional Works
- CMP 14 Power Outage Mitigation in AB Building - Phase I
- CMP 15 Functional Lighting System in AB Building
- CMP 16 Elevators in AB Building - Phase I
- CMP 17 Installation of Fire Doors and Walls in GB Building
- CMP 18 Dynamic Incident Management (DIM)
- CMP 19 Migration of Email to the Cloud
- CMP 20 Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications

Other Reserve-Funded Projects:

Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP) System

Reserve-Funded Projects as at December 31, 2019

(in thousands of Swiss francs)

	Project Budgets	Expenditure ¹			Remaining Balance	Budget Utilization
		Expenditure up to end 2017	2018/19 Expenditure	Total Expenditure		
<u>ICT Related Projects</u>						
The Madrid System Goods and Services Database (approved in MM/A/42) ²	1,200	1,124	10	1,134	-	94%
Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP) System (approved in A/48) ³	25,341	20,876	2,057	22,933	2,409	90%
Enterprise Content Management (ECM) Implementation	2,068	1,338	638	1,977	91	96%
WIPO IP Portal - Phase I	4,547	-	3,390	3,390	1,157	75%
PCT Resilient and Secure Platform - Phase I	8,000	-	2,410	2,410	5,590	30%
Madrid IT Platform	6,000	-	-	-	6,000	-
Integrated Conference Services Platform (ICSP)	930	-	100	100	830	11%
Migration of Email to the Cloud	912	-	199	199	713	22%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications	2,095	-	452	452	1,643	22%
WIPO IP Portal - Phase II	6,960	-	-	-	6,960	-
Hague Externalization Project	3,001	-	-	-	3,001	-
ECM Implementation - Phase II	2,718	-	-	-	2,718	-
Web CMS Technology Replacement	911	-	-	-	911	-
Treasury Management System (TMS)	250	-	-	-	250	-
Sub-total	64,933	23,338	9,256	32,594	32,272	50%
<u>Building Related Projects</u>						
Renovation of the facades and cooling/heating installation of the PCT building ³	6,000	1,064	4,781	5,845	155	97%
Arpad Bogsch Building – phase 1 of basement renovation (resizing of data center and renovation of the printshop) ²	960	793	164	956	-	100%
Multimedia Studio ⁴	2,360	-	1,969	1,969	391	83%
PCT Building Additional Works ³	1,950	-	1,727	1,727	223	89%
Power Outage Mitigation in AB Building - Phase I	700	-	61	61	639	9%
Functional Lighting System in AB Building ³	600	-	574	574	26	96%
Elevators in AB Building - Phase I	430	-	73	73	357	17%
Power Outage Mitigation (AB and GB Buildings) - Phase II	1,750	-	1	1	1,749	0%
Modernization of Elevators Motorization Systems - Phase II	1,420	-	1	1	1,419	0%
Sub-total	16,170	1,856	9,352	11,208	4,958	69%
<u>Safety and Security Related Projects</u>						
Security enhancement: data encryption and user management	700	221	-	221	479	32%
Installation of Fire Doors and Walls in GB Building	220	-	186	186	34	84%
Dynamic Incident Management (DIM)	400	-	29	29	371	7%
Fire and Gas Safety	325	-	-	-	325	-
Renewal of Critical Physical Security Systems Hardware	602	-	-	-	602	-
Upgrade of Critical SCS Security ICT Systems	447	-	-	-	447	-
Sub-total	2,694	221	214	435	2,259	16%
GRAND TOTAL	83,796	25,415	18,822	44,238	39,489	53%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

² These projects have been closed and their remaining budget balances have been returned to the Accumulated Surpluses.

³ These projects have been completed. They will be closed and their remaining budget balances will be returned to the Accumulated Surpluses.

⁴ Includes additional budget of 660,000 Swiss francs, approved in A/59 (document A/59/7) for the finalization of the project

Safety and Security-Related Project

CMP 1	SECURITY ENHANCEMENT: DATA ENCRYPTION AND USER MANAGEMENT
Project Manager:	Mr. R. Lane
Expected Result:	<i>IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</i>

Project Progress Report

Objectives, Scope and Approach - Background

This project serves three primary objectives: protecting the essential data, enabling more cost-effective sourcing options, and holistically managing user access rights.

WIPO has already taken multifaceted approaches in protecting confidential information. These approaches include traditional perimeter defense mechanisms, security information and event management systems, and intrusion detection and prevention, among others. However, in response to increasingly sophisticated security threats, information security best practices have now also put emphasis on protecting the source directly.

In addition, having cost-effective sourcing options available is a necessity in today's world of information technology management, which expects diversified and rapidly changing competencies on the one hand, and the ability to quickly mobilize the workforce in response to changing business priorities on the other. However, the increase of sourcing options also brings the increase of information security exposures.

Enterprise data encryption technologies can provide effective solutions in response to these two challenges. Such solutions complement other information security measures by encrypting the data source. They also allow more flexibility in choosing cost-effective service providers by keeping the encryption under tight control while enabling the service providers to perform their support functions.

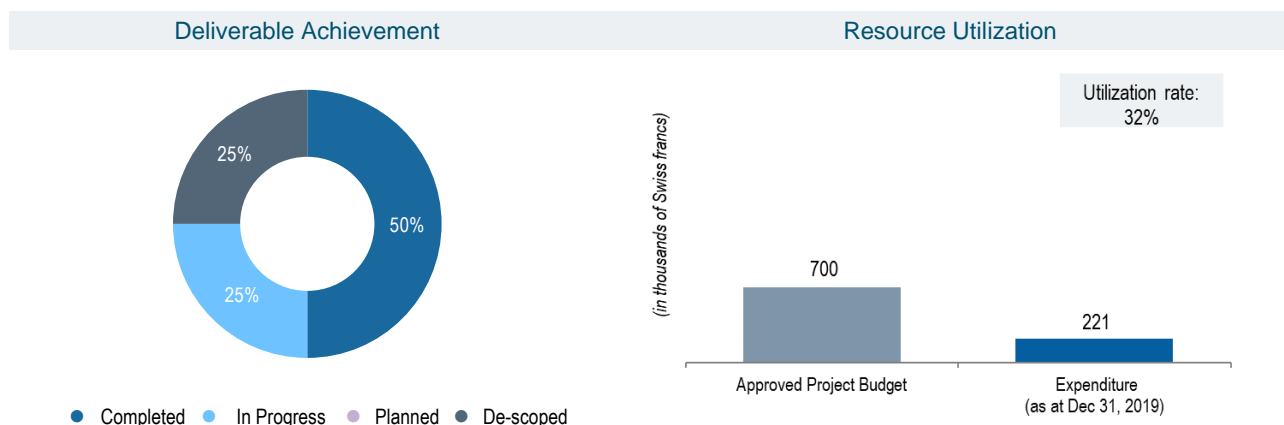
Effective access rights management further complements the investments in enterprise data encryption solutions. Traditionally, access rights management is focused on systems. That is, given a system, it should be clear who has access to what. This mechanism can be effective when the number of users and software applications is relatively small.

However, it is expected that, as WIPO continues to enhance its online services, the number of users will steadily increase in the coming years. Investments are needed for solutions that focus the access rights management on users. That is, given a user, it should be clear what access rights the user has across the entire spectrum of the systems.

In the future, technologies may become even more mature to manage access rights according to users' roles within and across complex systems, such as ERP. At present, it is difficult to forecast where and how such technologies will evolve. Therefore, this has not been included as part of the scope of this project.

Due to the higher-than-anticipated costs for the Identity and Access Governance (IAG) solution and associated professional services, the Public Key Infrastructure (PKI) technology that provides the encryption capability, was de-scoped from the project in 2019.

Project Progress Overview



Key Achievements in 2019

In 2019, the following progress was made:

- In order to ensure continued cloud-readiness, the Identity Access Management (IAM) roadmap and reference architectures were adapted and applied to two new applications that migrated to the cloud in 2019; and
- The procurement process for an Identity and Access Governance (IAG) solution was successfully completed in October 2019 and the contract awarded.

Benefits Realization

Benefits Delivered 2017	Benefits Delivered 2018	Benefits Delivered 2019	Future Expected Benefits – 2020 and onwards
The standardization of IAME reference security architectures was achieved for limited systems and applications that reused these architectures as a standard.	The standardization and reuse of IAME reference security architectures was applied to 5 additional critical WIPO systems and applications.	The standardization and reuse of IAME reference security architectures was applied to 2 critical WIPO systems and applications.	The standardization and reuse of IAME reference security architectures across additional critical WIPO systems and applications. The enhanced protection of sensitive information assets from unauthorized access and/or disclosure.

Due to the tender process and negotiations taking longer than anticipated, the implementation of the IAG solution was delayed, ultimately resulting in the delay of expected benefits until 2020.

Risk and Mitigation Actions

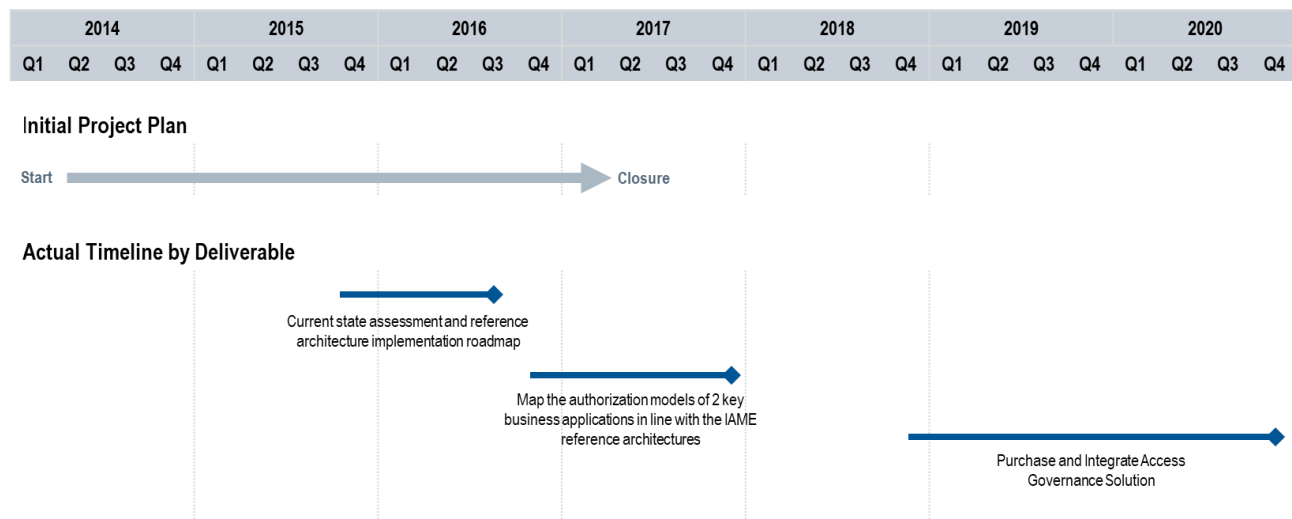
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Lack of adequate budget to implement the full IAM and Encryption roadmap.	This risk occurred.	Prioritization of high risk elements in WIPO's Information Assurance (IA) roadmap did not have the desired result since the whole solution cost more than originally forecasted when the project was proposed in 2015.	The realization of this risk resulted in the access management and data encryption elements not being implemented as planned in 2019.
The cloud first strategy will impact the type of encryption and authentication methods selected and may lead to several approaches being required. It may also result in delays owing to project interdependencies.	The risk exposure remained constant throughout the reporting period, as the ongoing move to the cloud and launch of new services continued to have a potential impact on people, processes and the choice of technology solutions.	Both mitigation measures were effective: (i) Cross-cutting information security architectures and design patterns were developed and security requirements factored into all cloud implementation decisions, vendor contracts, and the software development lifecycle (SDLC). (ii) The Security and Information Assurance (SIA) governance structure reviewed bi-directional project dependencies and provided a robust decision framework.	The mitigation measures had a positive impact, and the risk had not significantly affected the performance as at December 31, 2019.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Current state assessment and development of IAME reference architectures, strategy and implementation roadmap	130,000	130,000	129,400	100%	100%
Map the authorization models of 2 key business applications in line with the IAME reference architectures	95,000	95,000	91,400	96%	100%
Purchase and integrate Access Governance solution	375,000	475,000	-	-	30%
Internal Public Key Infrastructure (PKI) solution ²⁴⁰	100,000	-	-	-	-
Total	700,000	700,000	220,800	32%	40%

Project Timeline



The procurement process for the IAG solution took longer than expected and was only completed end of 2019. The timeline for this deliverable has been extended as indicated above.

Looking Forward

- The implementation of a self-service IAG solution, which represents a significant change management initiative for the Organization, was identified as a future challenge that will need to be carefully managed in order to ensure optimal success.

²⁴⁰ As explained above, a decision was taken to remove this project element from the scope of CMP 1. The project budget was adjusted accordingly.

ICT-Related Project

CMP 2 ENTERPRISE CONTENT MANAGEMENT (ECM) IMPLEMENTATION

Project Manager: Mr. G. Beaver

Expected Result: *IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results*

Project Progress Report

Objectives, Scope and Approach - Background

The project aims at introducing a central enterprise repository to store documents. This will enable users to work together (collaborate) on document creation, to search and access information more easily, and will allow documents to be linked to transactions in the ERP system as required.

During the planning phase of the implementation of the ECM project, changes to the approach and scope were proposed whilst maintaining the original objectives. These changes to approach and scope serve to further increase the probability of successful delivery of both the organizational changes and technical implementation elements of ECM. The revised approach is based upon a phased implementation with a number of 'early wins' (detailed below), where business benefits will be realized by specific business sectors, through the automation of a number of their document-centric processes, prior to the corporate level deployment of ECM.

The objectives of the ECM project are:

- the implementation of an organizational wide system for the storage, retrieval and management of WIPO documents, records and archives (the ECM application);
- the implementation of process-specific configurations of the ECM Processes within the ECM Application to support content rich business processes. These processes may be sector specific or organization-wide;
- integration with the sub components of the ERP to allow the linkage of supporting content (held in ECM) to transactional records (held in ERP) where the business processes implemented in ERP so require;
- the ECM application and supporting infrastructure will be hosted and managed in a manner to meet the service availability and security objectives of such a system based upon its business criticality;
- the implementation of the records and archives components of the ECM application and supporting processes will be compliant with the updated WIPO Records Management and Archiving Policy;
- end users will be trained in the use of the system, as well as the processes and procedures (ECM processes);
- the system will implement sufficient security controls to maintain compliance with the WIPO Information Security policies; and
- the ECM Application design, license procurement, implementation, base configuration, individual 'early win' project specific configurations, full organizational wide base ECM capability, user training and transition to live operation will be delivered within the budget allocated to the project under the Capital Master Plan (see WO/PBC/21/18, July 31,2013).

The project will be broken down into a number of phases/sub-projects, each delivering a set of business benefits to one or more business areas. Each sub-project will include:

- business analysis required to specify the business process and information management needs, which the ECM solution will support;
- the identification and documentation of the interfaces to existing systems, including the ERP system where required;
- the design of the ECM configuration based upon the business process and information management needs;
- the implementation of the ECM system configuration to support the business process and information management needs;
- the system testing and user acceptance testing of the ECM system configuration to support the business process; and
- the training for the end-users on the business process specific ECM configuration.

The sub-projects in order of implementation are:

Corporate Records and Archives—a sub-project to increase the functionality of the records and archive service, including the enhancement/replacement of document scanning processes, as well as the implementation of an incoming and outgoing mail scanning and tracking process (scan and workflow), and the implementation of automated records management functions based upon the WIPO records management policy (records & archive management).

Translation request—the automation of a document based workflow with tracking and reporting, for the allocation of documents to be translated by the Languages Division.

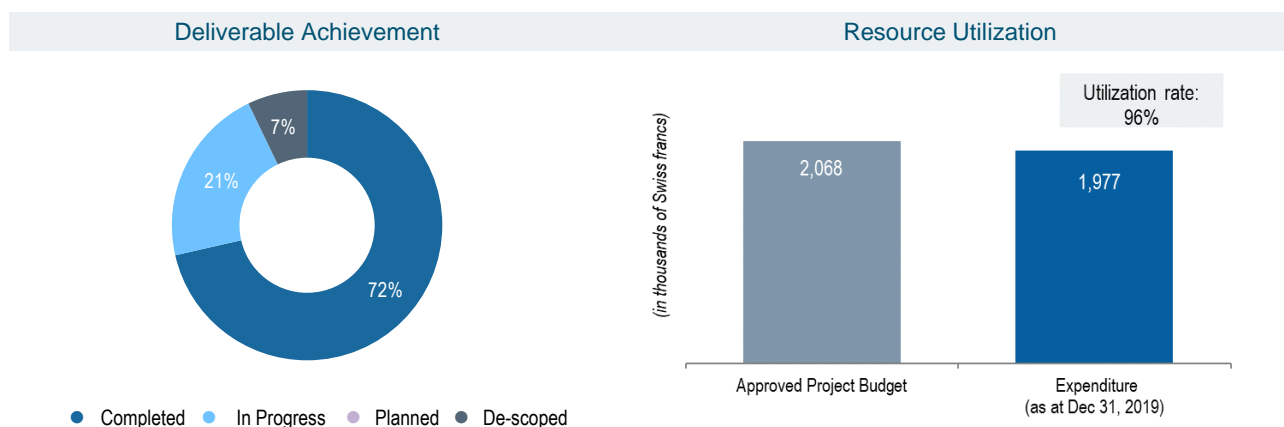
Vendor and Contract Management System—an ‘early win sub-project’ to implement a solution/processes to manage contract information, allowing for creation of contract documents (document management), the storage of documents related to a contract (case management), the reporting and alerting of events during the contract lifecycle (workflow and case management), and the searching against the contracts (search).

Human Resources (Staff eFile)—the creation of secure HR folders (cases) for each employee, to contain the electronic documents and records for that employee, with the inclusion of electronic scans of the existing paper records (imaging & scanning). HRMD staff will have the ability to search across the eFiles to identify and retrieve any required files (search).

Mission Reports—the management of the creation of mission reports (document management), the processes of review and publication of the mission report (work flow), and the searching of previous mission reports (search) based upon categorization (locations, personnel, topic and organizations visited).

Organizational wide ECM Capability—the integration of ECM into the standard WIPO Corporate Desktop so allowing all WIPO users to be migrated onto the ECM platform and perform Document Management (storage, categorization, search & retrieval, and version control) on user, unit and organizational created content. The content will include user desktop created content such as word processing files (e.g. Microsoft Word and PDF documents), spreadsheets (e.g. Microsoft Excel), presentations (e.g. Microsoft PowerPoint), diagrams (e.g. Microsoft Visio), project plans (e.g. Microsoft Project) emails. The sub-project will also deliver the tools and methodology for the migration and restructuring of existing content onto the ECM platform.

Project Progress Overview



Key Achievements in 2019

In 2019, the following progress was made:

- Deployment, acceptance and end-user training was completed for the Human Resources Staff eFile configuration, enabling go-live in September 2019;
- Deployment, acceptance and end-user training was completed for the Business File Plan creation and file migration tool kits for the Organizational wide ECM Capability sub-project;
- The migration of content from the existing storage to the ECM platform was completed for the Income Section of the Finance Division, thus validating the migration strategy and tool kits;
- Design and proof of concept was completed for the Mission Reports configuration; and
- By the end of 2019, there were over one million documents and records hosted in the ECM system, as well as over 450 unique users in Q4 2019.

Benefits Realization

Benefits Delivered 2017	Benefits Delivered 2018	Benefits Delivered 2019	Expected Future Benefits
<p>Following the operational deployment of the initial operating capability of the Corporate Records and Archives: The move from the management of paper- based bank statements (which were scanned) to full digitization (bank statements now being electronically searchable) reduced the time taken to respond to a query relating to an individual transaction from 4 minutes to 15 seconds.</p>	<p>Following the operational deployment of the final operating capability of the Corporate Records and Archives: An 'early win' benefit was the enhancement of document scanning processes including for incoming mail scanning, resulting in a reduction in staff time required.</p> <p>The longer-term benefits will be realized following the operational deployment of the organizational wide ECM configuration in 2018.</p> <p>Following the operational deployment of the Translation workflow and status ECM configuration: The creation of document translation work flow and status tracking system for the Language Division resulted in:</p> <ul style="list-style-type: none"> - A reduction in the staff effort required to report on the status of the translation requests, as the system will produce automated reporting; - The ability to ensure the translation service levels are achieved through active monitoring and reporting of the status of each translation request. <p>Following the operational deployment of the Contract & Vendor Management ECM system configuration: The Procurement Section will have a single searchable source of information relating to ongoing and concluded procurement tenders, resulted in:</p> <ul style="list-style-type: none"> - Reduction in the time taken to identify and retrieve current information; - Reduction in error and re-work by ensuring that the latest version of each document can be clearly identified. <p>The Procurement Section's single dashboard showing the progress of active tenders, as well as information on when existing contracts will need to be re-tendered, resulted in:</p> <ul style="list-style-type: none"> - Better forward planning of procurement activities and enhanced staff productivity. 	<p>Following the operational deployment of the electronic HR staff record ECM system configuration: The HR Management Department will have a single repository for the storage of documents relating to staff, covering both historical documents, which will be scanned, as well as the capture of newly created documents. This will result in:</p> <ul style="list-style-type: none"> - The continued capture, management and preservation of key HR files and related documents. The single repository of information will reduce the time and HR staff effort required to identify and extract relevant documents in support of key organizational processes; - The latest version of each HR document relating to WIPO staff will be clearly identifiable thereby reducing the time and effort required in identifying the latest version of documents, and reducing the level of re-work. 	<p>Following the operational deployment of the Mission Reports ECM system configuration: The contents of Mission reports, as well as information relating to planned missions, will be searchable across the Organization. This will result in:</p> <ul style="list-style-type: none"> - A reduction in mission costs through early identification of potential overlapping trips and agenda items; - An enhanced ability for staff to prepare for missions, given the access to greater amounts of information relating to previous missions to a particular country or organization, which will ultimately increase the added value and productivity of missions. <p>Following the operational deployment of the Organization wide ECM configuration: The implementation of ECM organization-wide will result in:</p> <ul style="list-style-type: none"> - The ability to search across the complete WIPO knowledge base, reducing the amount of duplicate knowledge creation and recording; - The ability to expand the compliance with the WIPO Records Management and Archiving Policy to a wider number of business units; - An ability to reduce the ongoing cost for physical archiving of documents as these documents become electronic; - A reduction in the cost of electronic storage of documents, as the ability to search across the complete organizational knowledge base will reduce the level of rework and duplication of the recording of knowledge.

- Due to the delay in the delivery of the Mission Report sub-project, as detailed below, the expected benefits will only be realized in 2020.
- Due to the delay in delivering the tools and methodology for the migration and restructuring of existing content onto the ECM platform for the pilot of the second business area, the expected benefits will only be realized in 2020.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
A degree of re-work could be required, due to a dependency on the deliverables from other ongoing organizational initiatives, including the development of Records and Archives management policies as well as Information Security Classification and Handling policies.	The risk exposure gradually receded during the reporting period, in particular following the issuance of the Records and Archives and Information Security Classification and Handling policies.	The mitigation measures were effective and included the ECM team closely monitoring the progress in the development of the two policies, to ensure that the ECM design and implementation were aligned with the agreed principles of the policies.	There was no adverse impact on the project.

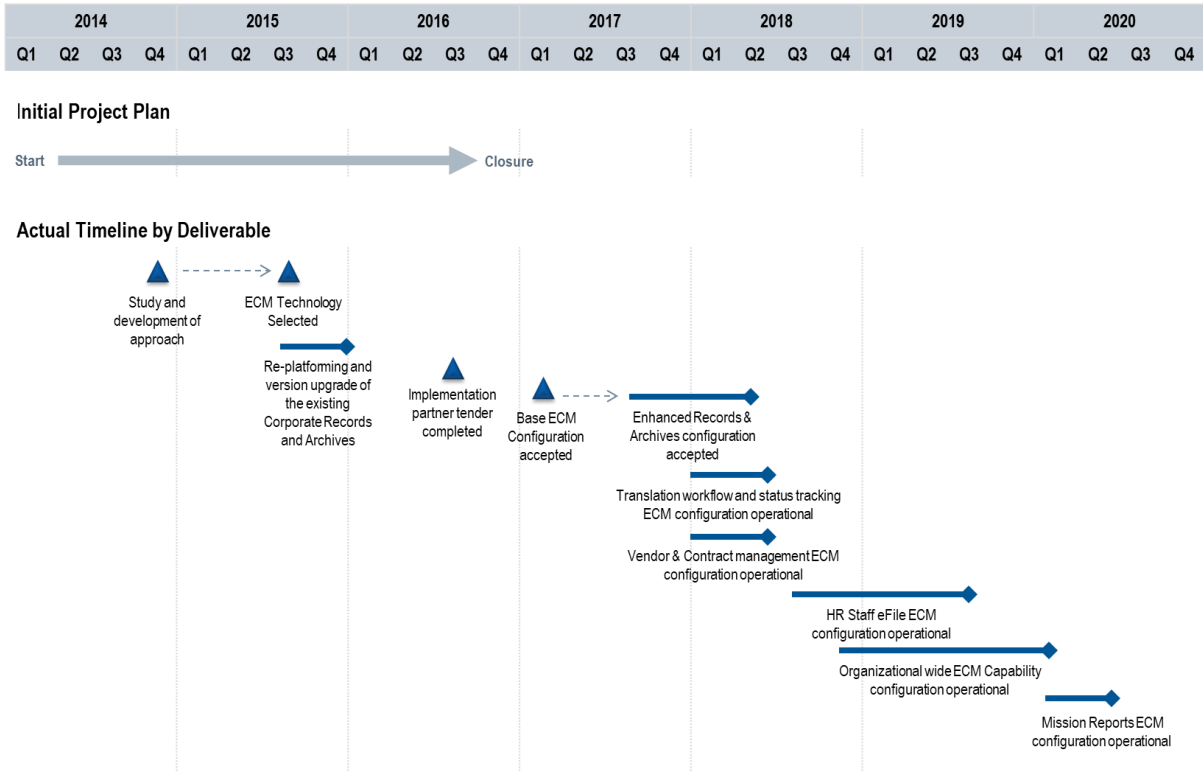
Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Study & development of approach, including the selection of the ECM technology	36,000	35,170	35,170	100%	100%
Re-platforming and version upgrade of the existing Corporate Records and Archives	42,000	40,000	40,000	100%	100%
Award of contract for Client side Project Manager and ECM Specialist	400,000	703,718	705,418	100%	100%
ECM hosting and maintenance fees	658,000	556,876	556,876	100%	100%
Infrastructure Installation		95,905	95,905	100%	100%
Corporate Records and Software Base Configuration	205,000	165,948	165,948	100%	100%
OpenText Upgrade	-	60,612	60,612	100%	100%
Project 1: Translation request management	58,000	112,735	112,735	100%	100%
Project 2: ODG Incoming Mail ²⁴¹	80,000	-	-	-	-
Project 3: Vendor & Contract management	46,000	53,128	53,128	100%	100%
Project 4: Mission Reports	37,000	58,805	13,024	22%	50%
Project 5: HR Staff Case Files	140,000	53,805	53,805	100%	100%
Project 6: Organizational wide ECM Capability	46,000	83,805	83,914	100%	75%
Project Completion Milestone Payment	-	37,167	-	-	85%
Miscellaneous and Unforeseen	320,000	10,326	-	-	-
Total	2,068,000	2,068,000	1,976,535	96%	94%

²⁴¹ The sub-project was removed from the scope. Please refer to the WPR 2018 Overview of Progress Section for more details.

Project Timeline



The development, deployment and user acceptance for the Mission Reports sub-project were delayed by one year due to the longer than anticipated timeframe to confirm the detailed data structure required.

Building-Related Project

CMP 3 RENOVATION OF THE FACADES AND COOLING/HEATING INSTALLATION OF THE PCT BUILDING

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Closure Report

Objectives, Scope and Approach - Background

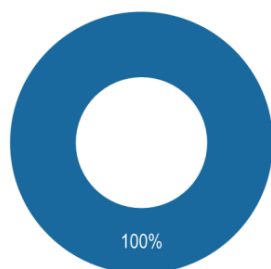
The project objectives are two-fold: (i) a complete replacement of the false ceiling installation for the cooling and heating system in the upper floors of the PCT Building; and (ii) a major renovation of structural elements of all the facades of that Building (in other words, the windows per se are generally not implicated). It has been determined in recent years that the minor low-scale reactive repairs, which have been ongoing for about 10 years, were no longer sustainable. Furthermore, a number of components of the current cooling/heating installation are no longer available on the market and spare parts can no longer be purchased, which would in the short-term put at risk the viability of the whole cooling and heating installation in the Building. The wasted energy consumption caused by the defective systems and installations and by the defective structural elements of the facades is significant and will only continue to increase year after year. A technical audit of the cooling and heating installation was carried out in 2011; a technical audit of the facades was carried out during the first semester of 2013.

The renovation will result in fully operational and reliable cooling and heating installations and facades, and significant energy consumption reduction by eliminating current waste.

The objectives of the project are to: (i) reduce energy loss (facades); (ii) reduce energy consumption (thermal false ceilings and facades); (iii) improve technical facilities to reduce the need for maintenance (thermal false ceilings and facades); (iv) improve the comfort of occupants; (v) use new, more environmentally-friendly technology; and (vi) modernize for longer life-cycles (thermal false ceilings).

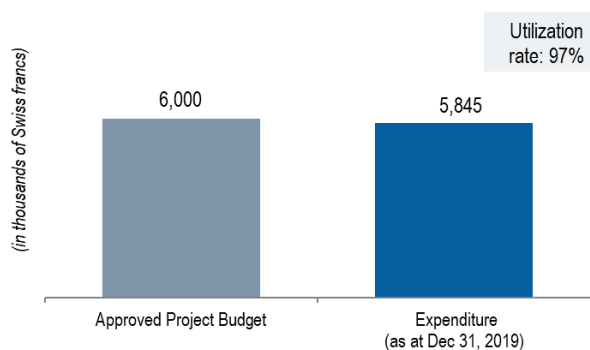
Project Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Project Achievements

- The false ceilings for the cooling and heating system in the upper floors of the PCT Building were fully renovated, and new thermal insulation was installed on the façades of the four gables and on the ground floor level of the PCT building.

Overall Achievement versus Plan

- The start of the project was dependent on the completion of the New Conference Hall (NCH). Following the delayed completion of the NCH, this project was delayed by nine months as compared to the original plan.

- In addition, the tendering processes for the work took longer than expected, resulting in an additional delay in the project timeline to Q3 2019.
- The renovation works of the cooling/heating installation and the false ceiling on all floors, as well as the renovation works of the façades of the buildings were successfully completed by October 2019 with all objectives, deliverables and benefits achieved as originally planned.

Lessons Learned

- A phased implementation approach, including the creation of a swing space for testing various prototypes and for validating the intervention methodology, eases disruption to staff and enables the completion of the renovation works in a timely and quality manner.
- Renovation works in an occupied building must be carefully planned to avoid disturbances to occupants and activities. A pro-active approach to address disturbances and timely, empathetic responses to complaints from staff concerned play an integral part in the smooth implementation of the project.

Benefits Realization

Benefits Delivered 2018	Benefits Delivered 2019
Partial improvements in HVAC and technical facilities.	Full improvement and increased life-cycle in HVAC and technical facilities.
Partial improvement in the comfort of occupants.	Full improvement in the comfort of occupants.
Partial reduction in energy loss due to improved facades.	Further reduction in energy loss due to improved facades.
Partial reduction in energy consumption due to new thermal false ceilings.	Further reduction in energy consumption due to new thermal false ceilings.
Increased life-cycle of new thermal false ceilings installed in 2018.	Increased life-cycle of new thermal false ceilings installed in 2019.
Reduced maintenance costs due to new thermal false ceilings installed in 2018.	Reduced maintenance costs due to new thermal false ceilings installed in 2019.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Unforeseen difficulties discovered when opening the construction site or when dismantling existing equipment, installations or ducting.	This risk did not materialize during project implementation.	The mitigation actions were not required as they were contingency plans to be invoked only if the risk materialized.	The risk did not affect the achievement of the project objectives.

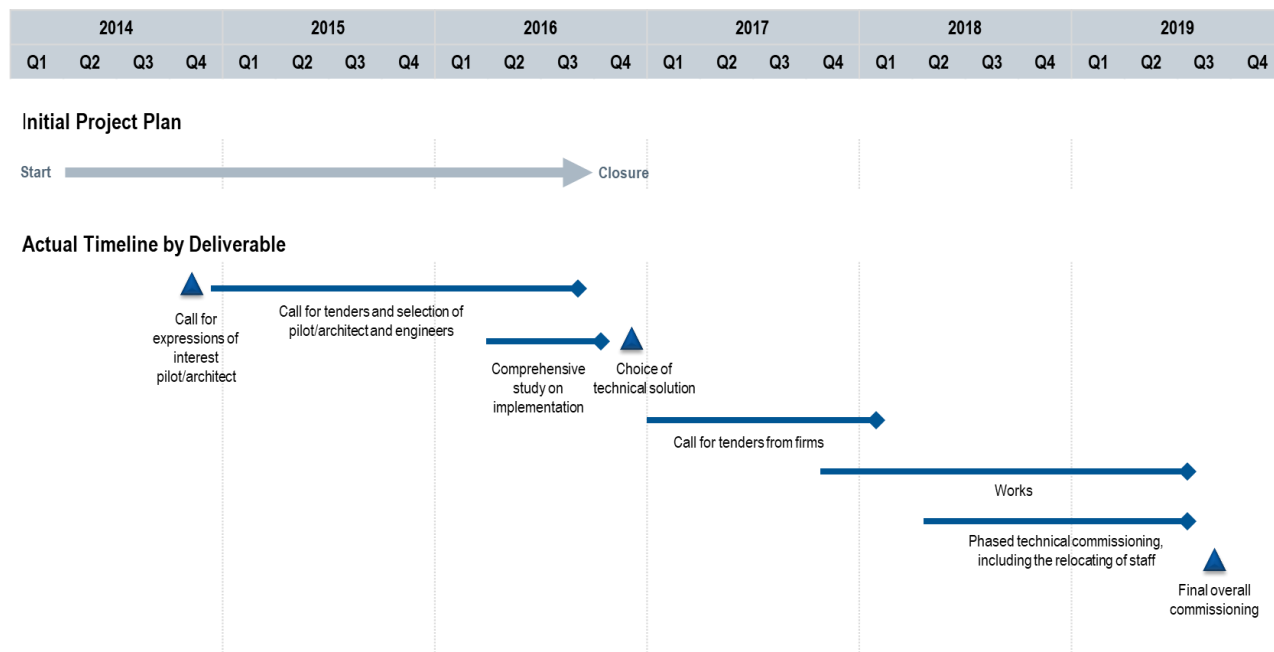
Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Award of contract to the pilot/architect	124,000	867,890	867,890	100%	100%
Award of contracts to agents	900,000	490,110	505,266	103%	100%
Internal and external resource commitment	867,000	734,000	595,697	81%	100%
Work and commissioning	4,109,000	3,908,000	3,876,003	99%	100%
Total	6,000,000	6,000,000	5,844,856	97%	100%

The project will be formally closed in 2020. The remaining budgetary balance amounting to 155,143.98 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline



Project Follow-up

Follow-up Actions

- The new installations will be closely monitored during the 2-year guarantee period to ensure that potential issues are addressed within the covered timeframe.
- Periodic analyses of the quality of water in the circuits, in accordance with the local legislation, will be undertaken.

ICT-Related Project

CMP 8 **WIPO IP PORTAL – PHASE I**

Project Manager: Mr. Y. Takagi

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

The program is aimed at introducing a single-entry portal to users of WIPO digital services, in particular, fee-paying services. The WIPO IP Portal connects multiple federated IT applications of WIPO’s fee-paying services such as PCT, Madrid, and the Hague Systems (WIPO Global IP Protection systems), each of which has been developed and operated as a separate IT application. Integration with a new global payment system is foreseen, and the program will also explore the possibility of connecting to IT systems supporting services provided by the WIPO Arbitration and Mediation Center (AMC). The WIPO IP Portal would provide a single-entry portal to users of WIPO Global IP Protection systems services and AMC services via a single WIPO account for each user and implement a user-friendly navigation policy, a common user interface and a central payment portal.

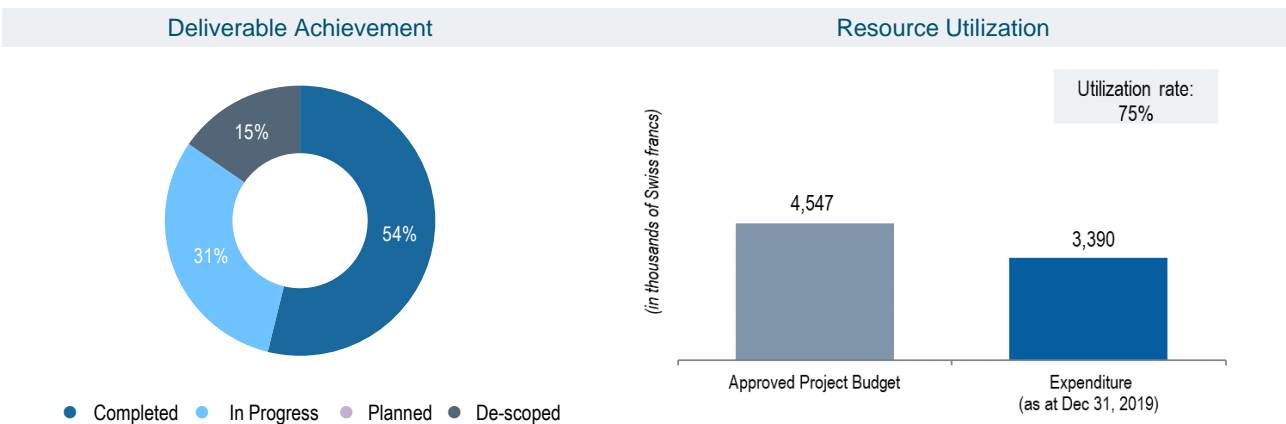
The integration of multiple federated applications is urgently needed for the International Bureau (IB) of WIPO to cope with a significant increase in the quantity and variety of IP data managed across different business areas. As use of the Global IP Protection systems increases, a more integrated approach to data processing is needed to mitigate the processing overheads that would otherwise be associated with fragmented and independent data processing solutions within each service’s IT systems.

The WIPO IP Portal will build upon ICT investments WIPO has made so far and provide opportunities to make more strategic cross-sector ICT decisions. Through strategic process and architectural standardization, the WIPO IP Portal will facilitate cost containment in ICT investments across business lines and improve the degree of scalability in business solutions, while assuring operations and data quality are not compromised. Greater responsiveness to changes in business requirements and improved system resilience are also expected.

The single-entry portal, which includes a modernized payment system, will enable novice customers such as universities, SMEs and individual businesses, particularly in developing countries and LDCs, to better access WIPO’s services with little prior knowledge of IP and to easily manage fee payments.

Phase I aimed at establishing and validating a design; deploying an initial showcase portal; defining a plan and framework for IT systems to migrate to the portal during later phases; and developing procedures and policy to ensure greater convergence in data processing and IT solutions across business lines.

Project Progress Overview



Key Achievements in 2019

In 2019, the following progress was made:

- The WIPO IP Portal Program delivered an initial showcase version of the WIPO IP Portal in Q3 2019, including a navigation bar with 41 WIPO applications integrated as well as a customizable dashboard of 16 widgets that enables users to access WIPO business applications or summary information from the applications that are relevant to them;
- Some 16 WIPO applications were migrated to the common look and feel;
- The web analytics tracker and dashboard were migrated to production, and the web analytics tracker implemented in certain IP Portal application pages (Landing Page, Dashboard and About);
- Preliminary steps were undertaken for the establishment and implementation of a design for Application Program Interface (API) management;
- Relevant WIPO staff including technical support and customer support teams underwent extensive training to enhance the Organization's readiness to support the platform;
- In preparation for the launch of the portal, a targeted communication campaign was implemented to raise awareness of and promote the portal to WIPO's internal and external stakeholders; and
- Existing payment processing functionalities were integrated into the WIPO IP Portal.

In the context of the planning for Phase II of the Program, adjustments were made to the delivery of the benefits realization, deliverables and project timeline.

Benefits Realization

Benefits Delivered 2018	Benefits Delivered 2019	Future Expected Benefits
Increased organizational efficiency through the implementation of a program management framework.	A cohesive and uniform user experience across the breadth of WIPO's external facing ICT systems.	Increased positive perception of WIPO services and brand recognition.
	Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems.	Enhanced customer data quality and customer relationship management.
	Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information.	Increased number of visitors and users to the services integrated with the WIPO IP Portal.
	Increased cost efficiency and operational efficiency for IT development teams through synergies across business lines and IT applications.	Increased customer satisfaction with WIPO's service provision.
	Increased sustainability of the WIPO IP Portal and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted.	
	Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries.	

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The WIPO IP Portal will not adequately respond to customers' needs/expectations and that it could worsen the customer's experience including through the creation of confusion or frustration.	The inherent risk impact remains static, however the likelihood has been decreased through the mitigation planning.	In order to mitigate the risk, a customer journey exercise has been undertaken prior to the launch of the WIPO IP Portal, with the participation of Business Units. Additionally, a customer feedback mechanism will be in place in order to receive continuous feedback from customers and improve the WIPO IP Portal services. A review of the customer journey and a customer survey is planned for 2020.	There was no adverse impact on the project.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The benefits of the program will not be fully sustained after the program's closure.	The risk exposure has remained static.	Planning for transition of project outputs into ongoing operations is foreseen for the 2020-21 biennium.	There was no adverse impact on the project.
WIPO's policy/strategy on data privacy might affect the implementation/success of the analytics project.	This risk continues to be monitored closely, and is dependent on the Organization's approach to data policy/strategy.	A working group has been established in WIPO to understand challenges/solutions relating to data management of WIPO customers.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Business Analysis of WIPO Customers: identifying customers and analyzing the customer journeys of the main services, enabling the development of a common Customer Experience and analytics framework, including customer support and account management proposal	314,050	302,492	96%	95%
Establishment of a prototype portal as a proof of concept to confirm the technical choices and be used as a marketing tool for customer engagement purposes	81,406	81,406	100%	100%
Deployment of an initial showcase portal, delivery of high quality program administration, production & management of strategies/plans according to MSP methodology & the support & management of the Portal.	1,583,298	1,205,749	76%	95%
Standardization of technologies and common components across applications and the management of artefacts that enable applications, technologies and common components to be catalogued and their implementation across the Organization to be measured	23,817	23,568	99%	100%
The introduction of Master Data Management to the Organization	-	-	-	100%
Integration of payment processing functionality with the WIPO IP Portal	14,954	15,854	106%	100%
Establish and validate a design for the WIPO IP portal, based on, but expanding where necessary, the common look and feel for applications	145,375	267,805	184%	95%
Development of procedures & policy for greater convergence in data processing & IT solutions, including establishment, maintenance & population of a centralized corporate source code and component repository and pipeline.	349,614	305,449	87%	100%
Defining a plan and framework for IT systems to migrate to the portal, including implementation of the common look and feel and common navigation system with applications integrated with the WIPO IP Portal	263,668	447,826	170%	100%
Customizable dashboard of widgets that enables users to access WIPO business applications or summary information from these applications that is relevant to them, bringing IP services to users across mobile devices	547,897	449,929	82%	90%
Central collation and management of data about user behavior in the applications (systems) integrated with the WIPO IP Portal and identification of how this data can be used to optimize the design of the portal, the functionalities and the user experience	707,494	278,659	39%	100%
A platform that enables WIPO to create new assets and add value to its existing services via strategic application of data science*	400,000	5,752	1%	5%
Establishment and implementation of a design for Application Program Interface management*	115,427	5,427	5%	5%
Total	4,547,000	3,389,916	75%	81%

* Deliverables will be completed under Phase II.

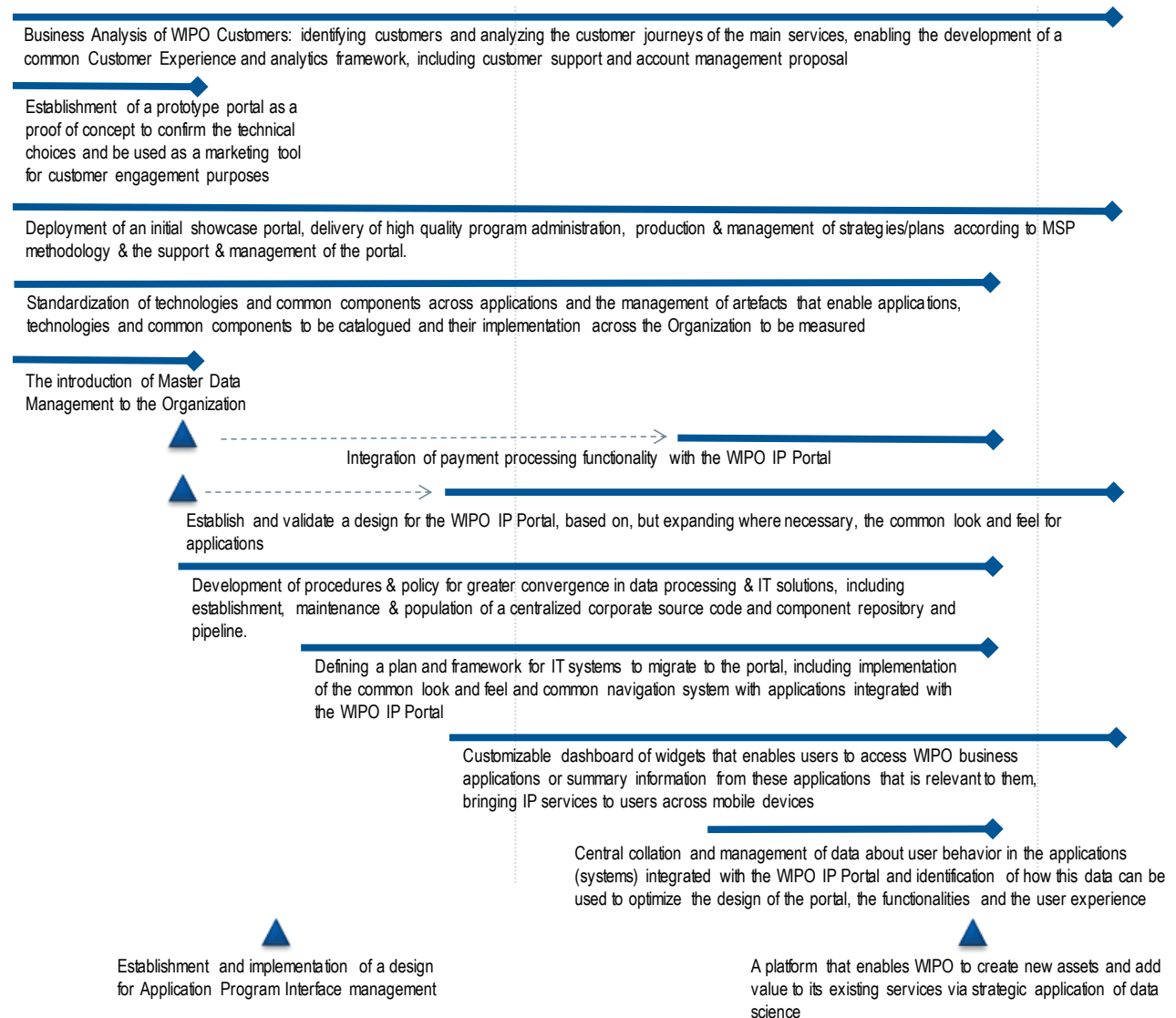
Project Timeline

2018				2019				2020
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1

Initial Project Plan

Start  Closure

Actual Timeline by Deliverable



ICT-Related Project

CMP 9 PCT RESILIENT AND SECURE PLATFORM - PHASE I

Project Manager: Mr. G. Bos

Expected Result: *II.2. Improved productivity and service quality of PCT operations*

Project Progress Report

Objectives, Scope and Approach - Background

The Patent Cooperation Treaty (PCT) is a cornerstone of WIPO's assets, as it provides WIPO with its main source of revenue.

Resilience of the PCT's services is therefore critical to the business operations of PCT applicants and Offices. Service interruptions have the potential to lead to backlogs at WIPO, as well as backlogs and/or loss of rights for WIPO's customers. Medium to large scale service disruptions are likely to damage WIPO's reputation and income. As organizations become increasingly more digitized, an assured continuity of services is a critical means to maintain the confidence of users of the PCT's services and to attract new customers.

Currently, the PCT infrastructure is sharing its core services with other WIPO corporate services. Any potential threat impacting WIPO (cyber attack, natural disaster, major technical failure) may therefore impact the PCT.

In order to be responsive, efficient and ensure the highest level of security, WIPO needs to make sure that it builds a responsive communications interface between itself and its Member States, customers and key stakeholders. This implies:

- increasing the security of the systems storing and processing WIPO's sensitive and critical PCT data;
- increasing the availability and resiliency of WIPO's critical PCT business processes and related systems;
- improving data identification, classification and protection; and
- improving PCT business systems agility and uniformity.

The Resilient and Secure Platform proposes a "System high" approach for PCT production data, with segregation of the PCT information and information systems (where possible, taking into consideration external facing applications constraints such as ePCT) from the rest of WIPO's corporate network. The highly confidential network will be protected using a high security segregation solution, with connections to other PCT environments (TEST, DEV) tightly controlled.

Phase I of the project aims at establishing a first Data Center (DC1), replacing the current Primary Data Center during the biennium 2018/19. This will include an Application Architecture design project, a User Access project, and a Data Architecture review project.

During the implementation of Phase I, the Secretariat continuously monitored ICT developments in the external environment to ensure that the technology choices foreseen for the project remained the best-of-breed and, at the same time, financially sustainable in the long term. Following the detailed analysis and design phase, it was determined that a solution based on emerging industry trends would be able to provide the same high security features as compared to the physical data centers originally envisaged by the project, as well as a more cost-effective solution for recurring costs.

Phase I now aims at delivering a secure desktop environment and a hybrid cloud infrastructure for the PCT, taking into account the architectural design and organizational transformation model, already delivered, which are expected to underpin the emerging solution.

Project Progress Overview



Key Achievements in 2019

In 2019, the following progress was made:

- Studies on the relevance of a public cloud strategy in place of the original private cloud for PCT were undertaken, resulting in the business decision to adopt a public cloud strategy. The project business case, deliverables, timeline and delivery of benefits were revised accordingly;
- As a result, the original Request for Proposal (RFP) for procurement of two data centers, application hosting and managed services, and desktop management and support was cancelled, as it no longer aligned with the public cloud strategy;
- The Virtual Desktop Infrastructure (VDI) solution for accessing PCT applications in a secure environment was installed and a minimal viable product delivered; and
- The PCT IT services to be transformed and/or migrated to the public cloud were identified.

Benefits Realization

Future Expected Benefits – 2020 and onwards

- Reduced likelihood of malicious or accidental disclosure of sensitive data.
- Reduced likelihood of cyber-attacks in PCT IT network.

Risk and Mitigation Actions

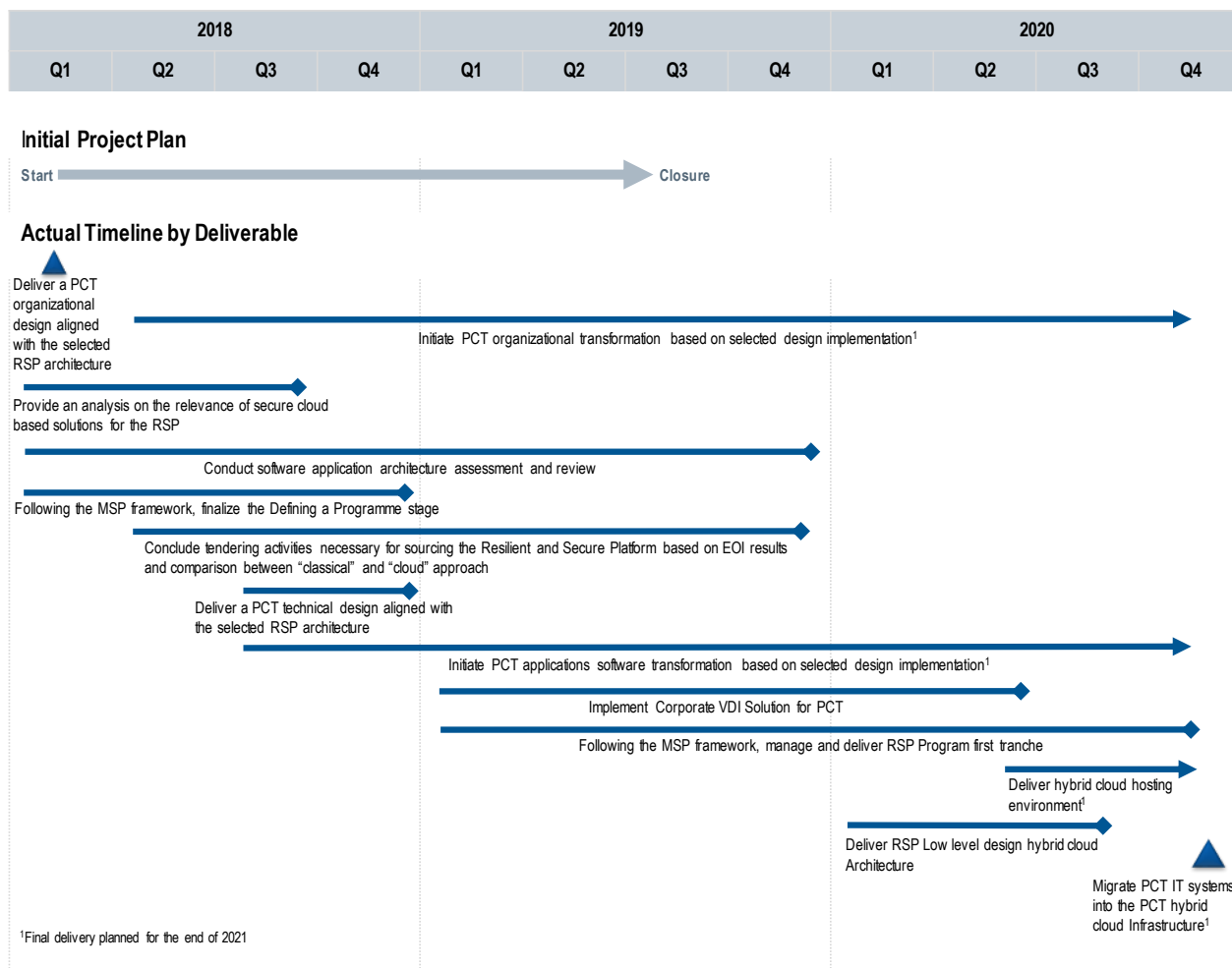
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The RSP program will use a number of external service providers, which increases the risk of losing management control over the external environment, potentially leading to a compromise (or loss) of PCT information and information systems, hence impacting PCT's applicants, WIPO's revenue stream, and reputation.	Although the likelihood of the risk occurring was reduced during the reporting period, the risk still remained in terms of maintaining control over the management of the environments.	Following the business decision to adopt a public cloud strategy, cloud capabilities will be selected, resulting in a more limited number of services required, as compared to the full RFP.	There was no adverse impact on the project.
WIPO's public cloud infrastructure initiative is building in momentum. By the time of the DC delivery, PCT could potentially wish to move some of its applications or components in the public cloud, but Managed Services contract (Lot 2 under RFP) might not allow to sustain this change.	The risk materialized.	WIPO adopted a public cloud strategy for PCT during Q3 2019, which led to the cancellation of the RFP (all lots).	The materialization of the risk resulted in deliverables being postponed.
VDI solution will be provided by UNICC, which might create a vendor/provider lock-in situation.	The risk remained stable during the reporting period.	The business decision to adopt a public cloud strategy, with AWS as the cloud service provider, effectively mitigated the risk, transforming it into an opportunity for vendor diversification.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Deliver a PCT organizational design aligned with the selected RSP architecture	164,475	164,475	100%	100%
Initiate PCT organizational transformation based on selected design implementation	860,199	534,135	62%	100%
Provide an analysis on the relevance of secure cloud based solutions (Infrastructure as a Service, Platform as a Service, Software as a Service) for the Resilient and Secure platform	285,671	285,671	100%	100%
Conduct software application architecture assessment and review	134,659	83,913	62%	100%
Following the MSP framework, finalize the Defining a Programme stage	62,065	62,065	100%	100%
Conclude tendering activities necessary for sourcing the Resilient and Secure Platform based on EOI results and comparison between "classical" and "cloud" approach	220,426	162,463	74%	100%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	100%	100%
Initiate PCT applications software transformation based on selected design implementation	1,009,562	615,444	61%	7%
Implement Corporate VDI Solution for PCT	486,500	142,360	29%	30%
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	132,764	90%	50%
Deliver hybrid cloud hosting environment	300,000	-	-	-
Deliver RSP Low level design hybrid cloud Architecture	500,000	50,399	10%	10%
Migrate PCT IT systems into the PCT hybrid cloud Infrastructure	3,731,084	77,802	2%	7%
Total	8,000,000	2,409,849	30%	21%

Project Timeline



Looking Forward

Future challenges identified are the following:

- The VDI solution will be rolled out in Q2 2020, representing a significant change for the PCT internal user community. Satisfactory performance and user experience will be key success factors for this deliverable.
- Following the decision to adopt a public cloud strategy, the skillsets of internal and external resources will need to be reinforced to ensure the success of the transformation and future initiatives, in particular given the focus in 2020 on the public cloud capability ramp use.
- A first iteration of the migration to the public cloud will be performed using a hybrid cloud environment, increasing the number of complexities, in particular around the establishment of new communication channels and protocols between the internally hosted systems and the public cloud ones.

ICT-Related Project

CMP 10	MADRID IT PLATFORM
Project Manager:	Mr. F. Scappaticci
Expected Result:	<i>II.6. Improved productivity and service quality of Madrid operations</i>

Project Progress Report

Objectives, Scope and Approach - Background

The Madrid IT modernization program was completed in 2016, achieving the goal of migrating IT systems based on outdated 1990s legacy approach to a more modern IT technology and adding functions to enable selected electronic transactions. However, this IT system continues to be based on processes and administrative practices that have evolved over the long history of the Madrid Registry, rather than designed specifically to take advantage of the possibilities offered by state-of-the-art technological solutions. There is, therefore, a need for a technological leap forward that can support optimized, efficient, resilient and flexible IT business processes that are customer-focused.

The objective of the Madrid IT Platform project is to design, plan and implement the core components of a comprehensive, robust and agile business solution for all Madrid System services. In addition, it is expected to enable future integration of the Madrid System into the WIPO IP Portal, through adopting, where possible, common architecture and “look and feel”, and achieving efficiencies through the provision of common functionalities in areas such as identity management, security and financial administration. The completed project is further expected to promote alignment between the ICT systems of national Offices and the IB, thereby improving the quality of data interchange and minimizing manual intervention.

The Madrid IT Platform is expected to constitute a single, resilient hub for international trademark registrations and for interaction between the IB and the Offices of Madrid System members. The Madrid IT Platform is therefore expected to provide the following longer-term benefits:

- provide applicants and holders of international registrations, Offices of Contracting Parties and the IB with real-time, synchronous access to all information and data relating to international applications and registrations;
- eliminate uncertainty related to the transmittal or manual processing of data exchanged between applicants and holders, Offices of Contracting Parties and the IB, through improving reliability, quality and verifiability of data products and reducing the requirements for manual intervention by Madrid examiners;
- deploy an effective, consistent and modern notification system to keep users apprised of developments on trademarks, and reduce the volume of paper communication;
- provide a simplified, transparent and comprehensive means of executing transactions online, including payments, and following the life cycle of those transactions within the system; and
- create a streamlined and resilient Madrid System where customer-focus is the primary driver, including, if necessary, the adaptation of the legal framework and operational practices.

Key Achievements in 2019

In 2019, the following progress was made:

- High-level business requirements for the new IT platform were defined, and IT design principles were established;
- High-level concepts for each of the four primary work streams (functionalities, data, architecture and infrastructure) were developed;
- An approach to transition from the current IT system to a new IT system was identified. The approach will include a series of coherently-sequenced steps, in order to avoid undue risks (i.e. no “big bang”), deliver external and internal benefits in a continuous manner throughout implementation, and contain costs; and
- A process was initiated to confirm the technical feasibility of the proposed approach and to facilitate the establishment of a robust project management plan, including determining detailed resource requirements and ensuring effective governance. The outputs of the analysis and planning phase will inform decision-making for subsequent phases.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable)
(in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Madrid IT Platform	6,000,000	-	-	10%

ICT-Related Project

CMP 11	INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)
Project Manager:	Ms. Catherine Reymond
Expected Result:	<i>IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</i>

Project Progress Report

Objectives, Scope and Approach - Background

Conference management is a core WIPO function, supporting virtually all other domains of WIPO activity. The quality of our conference services has a direct impact on the experience of key customers, notably Member State delegates, and hence on their perceptions of WIPO.

WIPO's conference management activities, which include the WIPO Assemblies, meetings of governing bodies, and all other official meetings, are currently supported by a set of stand-alone conference services systems and databases. These have been developed and maintained in-house over a number of years but are now reaching their end-of-life. They lack key functionalities and integration capabilities, are not scalable, and are built on tools that are not part of WIPO's enterprise-level solutions. The ongoing maintenance of these disparate systems and databases is becoming increasingly difficult and expensive, and the lack of integration hinders efficiency and results in data re-entry in multiple systems.

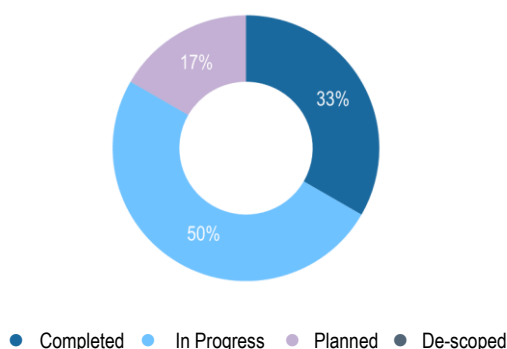
The current systems include the Meeting Documents & Contacts System (MDCS); the WebReg online registration application; the Electronic Documentation (E-docs) repository for web-publishing; and the Conference Room Booking (CRB) tool²⁴². In 2013, an internal audit report highlighted the challenges of working with such stand-alone IT tools in the conference services area, and recommended the development/identification of an integrated, high-performance conference management solution for WIPO.

This project addresses the requirements, analysis, design, acquisition and implementation of an appropriate solution, which will be referred to as the Integrated Conference Services Platform (ICSP). The project will also address other high-level strategic considerations and business requirements relating to facilitating integrated access to the external outputs of WIPO's conferences, including user-friendly access to video recordings of WIPO conferences.

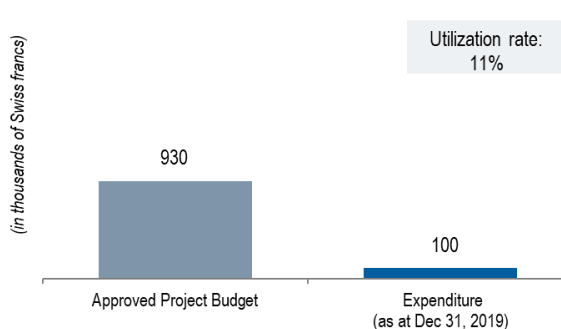
The objectives of the project are to: (a) enhance the customer experience of the delegates to WIPO conferences; (b) improve integrated access for delegates to externalized outputs of meetings; (c) deliver internal efficiencies; and (d) generate insights from improved analytics.

Project Progress Overview

Deliverable Achievement²⁴³



Resource Utilization



²⁴² Based on the business and stakeholder analysis, it was concluded that the upgrading/integration of the Interpreter Contacts and Skills Database (IRCS) tool will be excluded from the project scope.

²⁴³ Does not include cross-cutting deliverables (e.g. Project management) or contingency, unallocated or change budgets

Key Achievements in 2019

In 2019, the following progress was made:

- The webcasting technology solution, notably access to indexed Video-on-Demand (VoD) for WIPO conferences, was selected and successfully tested, procured, implemented and launched, enabling users to easily: (i) navigate and search by speaker or agenda item; (ii) directly access documents under discussion, in all language versions; and (iii) share video clips by email or on social media. The solution will allow for same-day availability of video recordings, in all language interpretation channels;
- Based on the requirements established, an extensive market analysis was conducted to identify the best-fit solution for the main Integrated Conference Services Platform (ICSP) technology, replacing WIPO's current stand-alone tools for managing online registration, contact data, conference documents, reporting, and room-bookings; and
- A state-of-the-art, integrated solution was selected and a Proof of Concept (PoC) was conducted.

Benefits Realization

Benefits Delivered 2019	Future Expected Benefits – 2020 and onwards
Delegates enabled to navigate VoD by agenda items and speakers.	Provide delegates and entities a single entry-point where they have consolidated access to their contact details and registering for conferences.
Reduction in staff time required for extraction of general statements and other video clips for WIPO Assemblies.	Reduction in the average time taken for a returning customer (delegate) to complete online registration. Reduction in the number of non-pre-registered participants. Elimination of duplicate entry of contact data in different repositories. Reduction in the number of paper-based processes for conference-related services. Ability to send automated in-session notifications to registered delegates, utilizing a single system.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Division/Conference Section staff essential to the project are constrained in meeting the competing demands of conference-servicing and active participation in the project planning and implementation. This could result in project delays and excessive work-pressures on staff.	The risk exposure gradually receded throughout the reporting period.	The mitigation strategy to engage additional resources to support certain functions was effective in relieving certain constraints on Conference Section staff.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Architectural Blueprint and Transition Roadmap	-	-	-	100%
Selection of the main platform technology and implementation partner	-	-	-	100%
Implementation of indexable webcasting/Video-on-Demand solution	155,500	100,266	64%	95%
Main platform implementation: Online registration; contact data management; room-booking; and reporting	272,800	-	-	10%
Digitization/automation of conference support processes; conference documents repository	140,000	-	-	5%
Conference Portal for delegates and for staff	50,000	-	-	-
Project management	150,000	-	-	30%
Contingency budget	65,100	-	-	-
Change budget	46,500	-	-	-
Unallocated	50,100	-	-	-
Total	930,000	100,226	11%	35%

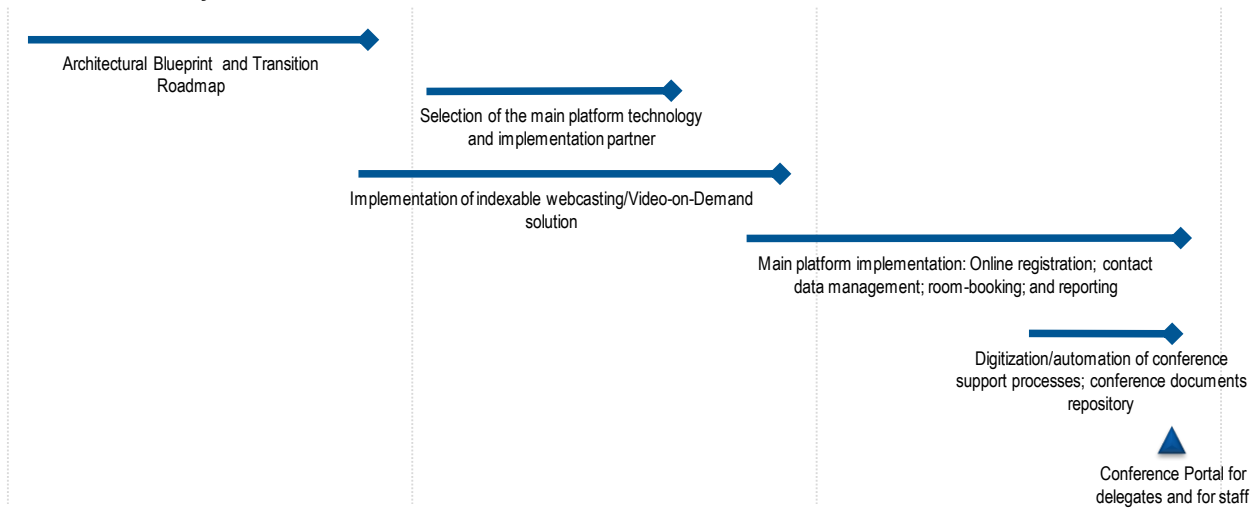
Project Timeline

2018				2019				2020			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan



Actual Timeline by Deliverable



Building-Related Project

CMP 12 MULTIMEDIA STUDIO

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

With the increasing importance and power of video as an effective external and internal communication tool, demand within the Organization for video productions and photos has increased. A multimedia studio is an essential tool to complete the modernization of resources required to position WIPO's communications operations effectively for the future²⁴⁴.

The objectives of the Multimedia Studio are to:

- enhance WIPO's reputation as an innovative organization by distributing engaging video/visual communication using contemporary visual tools and techniques;
- increase the level of public interest generated in WIPO events/achievements through the use of video and other visual assets; and
- deliver more effective communication to WIPO's key stakeholders as well as the informed public about WIPO's role and activities.

A wide variety of video footage will be produced by the Multimedia Studio, including productions suitable for:

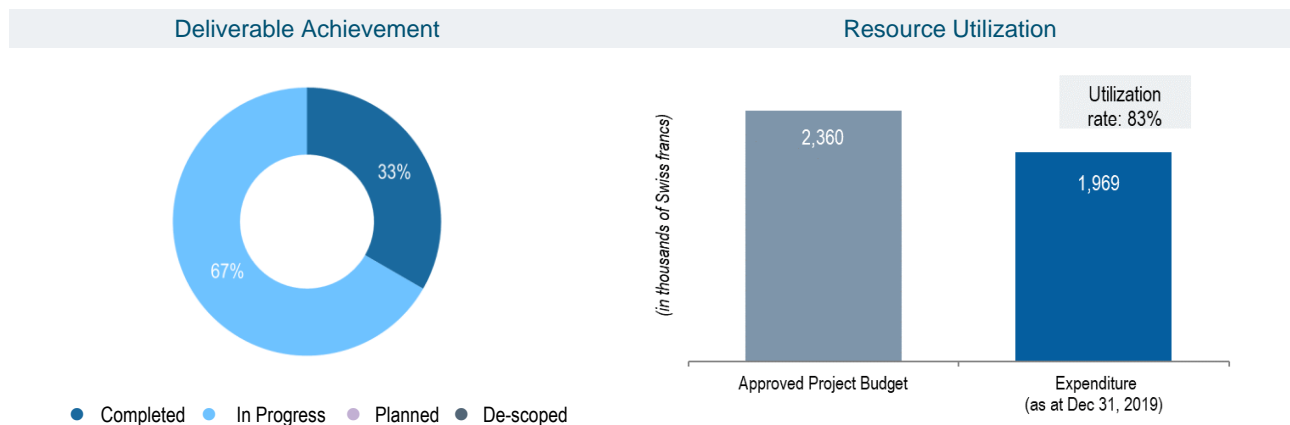
- News: Institutional video messages, public interest announcement videos;
- "Current affairs" productions: WIPO initiated panel discussions, debates and interviews, footage for inclusion in news and documentaries;
- Promotion, publicity material and marketing videos: explainer videos, corporate videos, testimonials, event announcements, promotion and filler pieces;
- Audio recordings for use in video, radio and podcast productions;
- Learning/training tutorials; and
- Live session recordings for the website/social media, duplex mode, live feeds etc.

The Multimedia studio includes:

- studio floor/film set including a video recording and a photo shooting area;
- recording booth with sound proofing;
- a video, audio control and editing room; and
- a VIP-type waiting room and other amenities (restrooms, storage area, etc.).

²⁴⁴ It is recalled that the basic foundation structure for the Multimedia studio was built in 2014 in order to benefit from worksite opportunities on the occasion of the adjacent worksite for the New Conference Hall project.

Project Progress Overview



Key Achievements in 2019

In 2019, the following progress was made:

- Contracts for the specialists - engineers and audio visual - for the technical studies were awarded;
- The scope and development of the architectural, technical and audio-visual implementation plan were defined;
- The application for the building permit was obtained;
- The building infrastructure works and other related works were completed;
- The delivery and installation of the audio-visual equipment was completed; and
- The studies by the architect and engineers for the VIP area were completed; the construction companies and suppliers contracted; and infrastructure works executed.

Benefits Realization

Future Expected Benefits – 2020 and onwards

Improved engagement through the WIPO website.

Improved engagement of content on WIPO's social media channels: Twitter, YouTube, Flickr.

Improved engagement through media, press agencies and TV networks around the world.

Increased number and diversity of video and photo products to support marketing, promotion efforts and media outreach.

Risk and Mitigation Actions

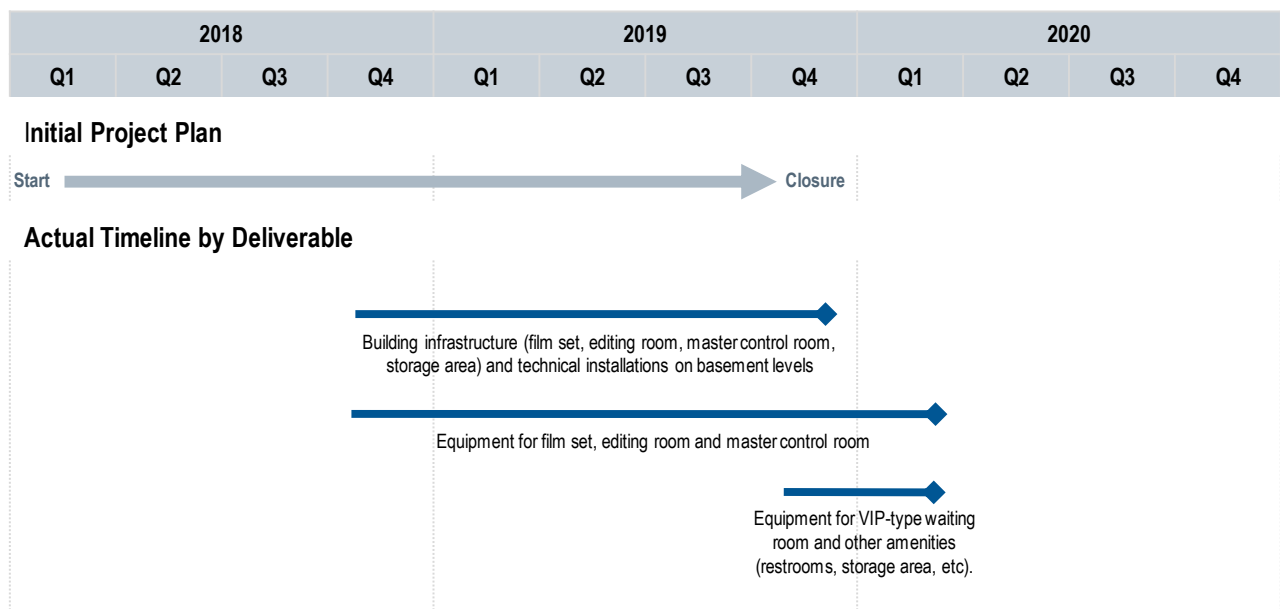
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Given the need for a dust-free environment, the presence of dust could result in reduced life expectancy for the AV equipment and/or the deterioration of AV signal quality over time.	The likelihood of the risk decreased as project implementation progressed.	Completed areas were sealed off between the delivery phases to prevent dust infiltration, and an additional cleaning of the premises and AV equipment was carried out after the completion of the works to remove any residual dust.	There was no negative impact on project deliverables, owing to the mitigation taken.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Initial Project Budget	Adjusted Project Budget ²⁴⁵	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Building infrastructure (film set, editing room, master control room, storage area) and technical installations on basement levels	1,000,000	1,460,000	1,129,959	77%	100%
Equipment for film set, editing room and master control room (3)	700,000	700,000	811,627	116%	85%
Equipment for VIP-type waiting room and other amenities (restrooms, storage area, etc)	-	200,000	27,703	14%	60%
Total	1,700,000	2,360,000	1,969,289	83%	85%

Project Timeline



²⁴⁵ The total budget of the Multimedia studio was originally estimated at 1.7 million Swiss francs. Following the in-depth studies and updated quotes performed by the architects, engineers and specialists, including for the audio-visual equipment, an additional 660,000 Swiss francs was estimated to be required for the finalization of the studio. The latter amount was approved by Member States at the WIPO Assemblies in 2019.

Building-Related Project

CMP 13

PCT BUILDING ADDITIONAL WORKS

Project Manager:

Mr. A. Favero

Expected Result:

IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders

Project Closure Report

Objectives, Scope and Approach - Background

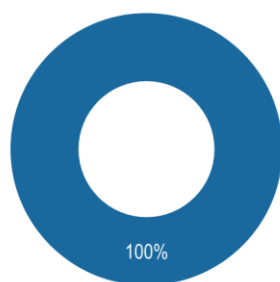
CMP 3 approved in 2013, covered renovations to the façade and cooling/heating systems via “active” false ceilings in the PCT building. The bulk of these renovations are now scheduled to take place during the 2018/19 biennium. As part of the review of the implementation of the project scope, it was determined that during the renovation phase, other renovations to the PCT Building could be completed concurrently, thereby minimizing the disruption of the work of PCT staff, reducing the requirements for temporary movement of staff during the construction period, benefitting from worksite opportunities, cost efficiencies and cost avoidance, more efficient integration of new technologies for various technical, electrical, security and safety appliances and systems and avoiding the need to re-open another major worksite after having commissioned the initial renovation.

The following additional renovations are the subject of CMP 13 approved in 2017, and include:

- replacement of “non-active” false ceilings linked to the improvement works of the electrical, security and safety systems;
- upgrading of smoke detection and extraction systems;
- modifications to doors and installation of new emergency exits to meet Swiss regulations on building evacuation;
- additional ventilation mechanism in certain upper floors;
- installation of a new generation public address system; and
- major upgrading of the emergency lighting system.

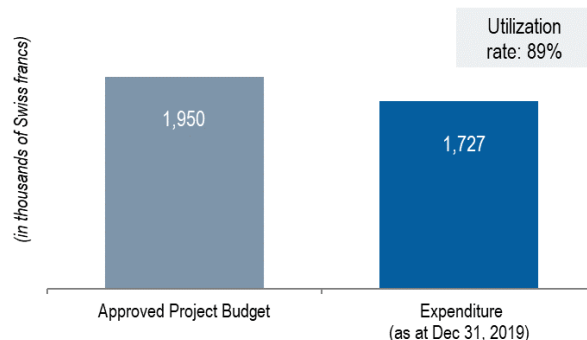
Project Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Project Achievements

- All floors of the PCT building were fully renovated, including: (i) the replacement of “non-active” false ceilings linked to the improvement works of the electrical, security and safety systems; (ii) the upgrade of smoke detection and extraction systems; (iii) new doors were installed or replaced and existing ones renovated, including new emergency exit doors; (iv) installation of an additional ventilation mechanism on certain upper floors; (v) installation of a new generation public address system; and (vi) a major upgrade to the emergency lighting system.
- All renovations underwent the requisite safety and security tests and were deemed to be fully compliant with Swiss regulations.

Overall Achievement versus Plan

- The renovation works were completed by Q3 2019.
- The 12 phases of the work schedule were implemented in accordance with the plan, and the project was successfully completed on time, with all objectives, deliverables, and benefits achieved as originally planned.

Lessons Learned

- A phased implementation approach, including the creation of a swing space for testing various prototypes and for validating the intervention methodology, eases disruption to staff and enables the completion of the renovation works in a timely and quality manner.
- Renovation works in an occupied building must be carefully planned to avoid disturbances to occupants and activities. A pro-active approach to address disturbances and timely, empathetic responses to complaints from staff concerned play an integral part in the smooth implementation of the project.

Benefits Realization

Benefits Delivered 2018	Benefits Delivered 2019
Improvement in the safety and security systems in the areas completed in 2018.	Improvement in the safety and security systems in the areas completed in 2019.
Improvement in the safety and security of occupants in the areas completed in 2018.	Improvement in the safety and security of occupants in the areas completed in 2019.
Reduction in energy loss due to improved thermic insulation of the new doors installed in 2018.	Reduction in energy loss due to improved thermic insulation of new doors and windows installed in 2019.
Increased life-cycle of new safety and security equipment in areas completed in 2018.	Increased life-cycle of new safety and security equipment in the areas completed in 2019.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Unforeseen difficulties discovered when opening the construction site or when dismantling existing equipment, installations or ducting.	This risk did not materialize during project implementation.	The mitigation actions were not required as they were contingency plans to be invoked only if the risk materialized.	The risk did not affect the achievement of the project objectives.
Unforeseen defects discovered during the global test to verify all new safety and security installations.	This risk did not materialize during project implementation.	The mitigation actions were not required as they were contingency plans to be invoked only if the risk materialized.	The risk did not affect the achievement of the project objectives.

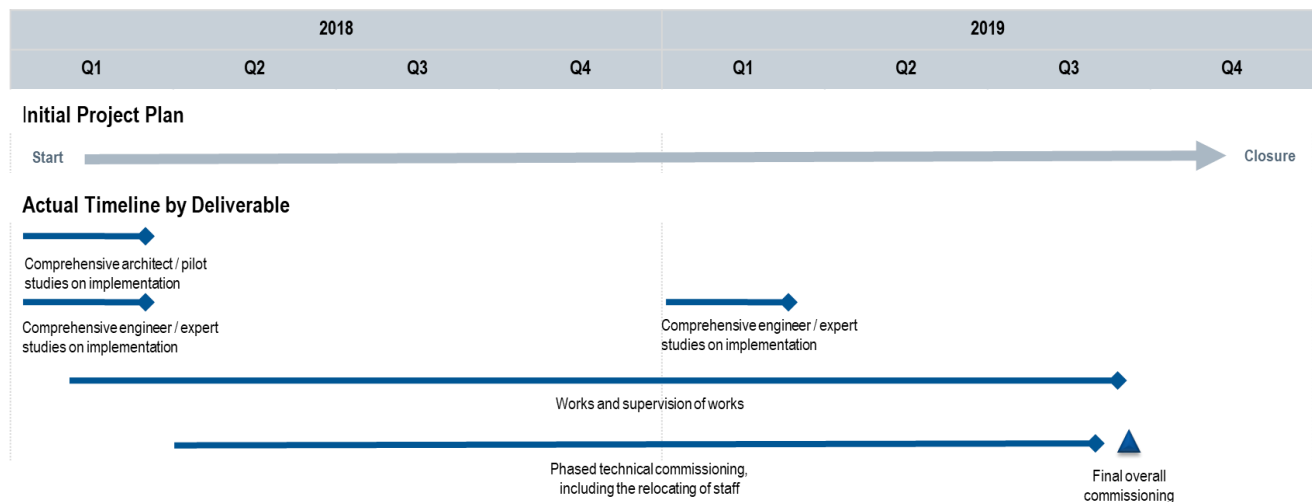
Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Studies by pilot/architect	38,000	38,000	100%	100%
Studies by engineers/specialists	7,500	7,500	100%	100%
Works and commissioning, including supervision of works	1,904,500	1,681,773	88%	100%
Total	1,950,000	1,727,273	89%	100%

The project will be formally closed in 2020. The remaining budgetary balance amounting to 222,726.79 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline



Project Follow-up

Follow-up Actions

- The installations will be closely monitored during the 2-year guarantee period to ensure that potential issues are addressed within the covered timeframe.
- Periodic responsiveness tests of the safety and security installations, in accordance with the local legislation and applicable WIPO internal safety and security protocols, will be undertaken.

Anticipated Recurring Operational Costs

- The annual maintenance cost for the remaining lifetime of the public address system (20 years from 2020) will amount to 2,500 Swiss francs.
- The annual maintenance costs for the remaining lifetime of the emergency lighting system (20 years from 2018) will amount to 11,200 Swiss francs.

Building-Related Project

CMP 14 POWER OUTAGE MITIGATION IN AB BUILDING - PHASE I

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

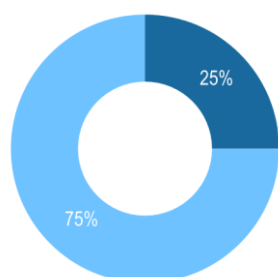
The primary objective of the project is to upgrade the standby power systems in the AB Building to the level of those in recently-completed buildings, through the installation of a larger power generator to connect the entire network, to mitigate power outages and to add redundancy for additional equipment and installations. In addition to guaranteeing a higher level of mitigation, the upgraded systems will also reduce the technical maintenance and ad hoc interventions otherwise required.

The main components of the upgraded power system would include:

- a new standby generator;
- the modification of the dedicated room for the main power distribution ("TGBT" room); and
- connection of the installations currently secured by the existing generator and related systems.

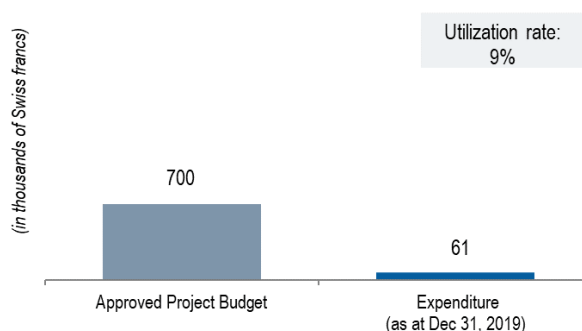
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- The technical assessment and feasibility studies were completed²⁴⁶;
- The Terms of Reference (ToRs) and the tender process for the new generators in the AB and GB Buildings were completed;
- The existing AB Standby Power System was temporarily connected to the NB Building generator, ensuring the functional continuity during the entire length of replacement works, and allowing for the removal of the current AB Building generator;
- The studies on the infrastructure works for: (i) the creation of a main power distribution in the AB Building basement were started in Q3 2019; and (ii) the connection of the existing secured installations of the AB Building to the new standby power system were started in Q4 2019.

²⁴⁶ The studies took duly into account the requirements for the works to be completed under Phase II - CMP 26.

Benefits Realization

Future Expected Benefits – 2020 and onwards

New more powerful generator for the AB Building able to sustain increased capacity needs in future years
New life-cycle of the new generator for the AB Building

Risk and Mitigation Actions

Risk	Risk Evolution
Accumulated delays of more than one month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk pertains to the implementation phase of the project, planned for 2020.
Unforeseen technical problems discovered during installations/interventions.	The risk pertains to the implementation phase of the project, planned for 2020.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Technical assessment and feasibility studies	38,000	39,576	104%	100%
Acquisition and installation on the roof of AB Building of a new generator which will replace the existing one (with decommissioning and dismantling of the existing one)	467,000	21,270	5%	50%
The infrastructure works for the modification in the AB Building basement of the separated room for the segregation of the function of main power distribution ("TGBT" room)	130,000	270	0%	10%
The connection to the new standby system of the installations currently secured on the existing system: (i) all the critical (without interruption) and (ii) the non-critical (except for the first 10 seconds after the power cut)	65,000	-	-	10%
Total	700,000	61,117	9%	40%

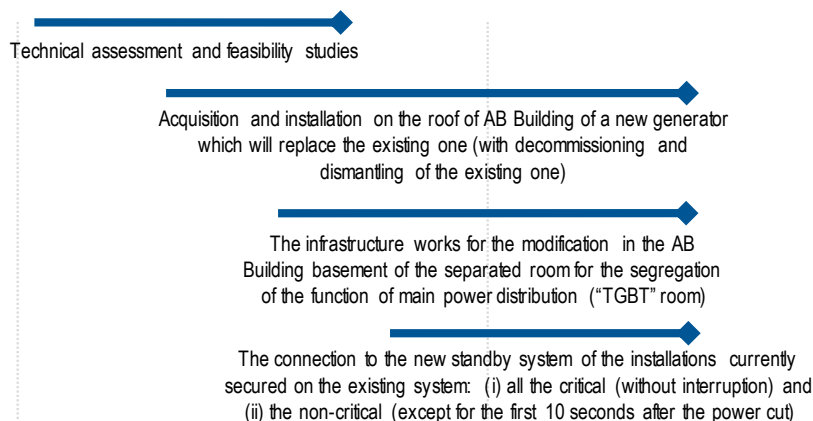
Project Timeline

2018				2019				2020		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3

Initial Project Plan

Start  Closure

Actual Timeline by Deliverable



Building-Related Project

CMP 15

FUNCTIONAL LIGHTING SYSTEM IN AB BUILDING

Project Manager:

Mr. A. Favero

Expected Result:

IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders

Project Closure Report

Objectives, Scope and Approach - Background

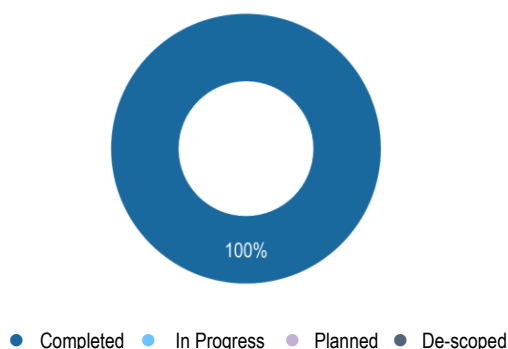
A number of electrical installations, including the light fixtures in the AB Building, require enhancements. Since the current fixtures (neon tubes) and spare parts are no longer manufactured, they must be replaced with new generation fixtures, i.e. LED lights. LED lights have already been installed in recent constructions (WIPO Conference Hall and ancillary areas) and renovated parts of the AB Building, and are being installed as part of the ongoing renovation of the PCT Building.

This intervention will be carried out in two major phases: (i) the office floors; and (ii) meeting rooms on various floors as well as certain areas on several basement levels.

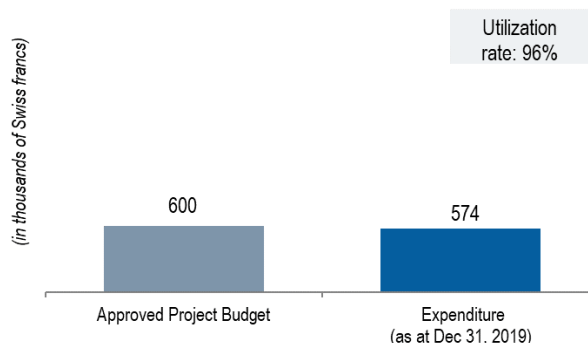
Moving to the new LED lighting technology is expected to generate significant additional benefits in terms of reduced energy consumption and increased comfort for occupants of office floors.

Project Overview

Deliverable Achievement



Resource Utilization



Key Project Achievements

- The replacement of the old lighting fixtures with new LED fixtures in the AB Building for all offices floors, ground floor meeting rooms and certain areas on several basement floors was completed.

Overall Achievement versus Plan

- All milestones of the project were completed on time.

Lessons Learned

- Prototype and in-situ tests in an office environment allow for the validation of a solution prior to manufacturing and execution and ensures that the solution is fit-for-purpose, contributing to the smooth implementation of a project.
- The sequencing of works, e.g. carrying out works outside of business hours when staff are not present and during the summer months when no meetings are held, allows for minimal disruption to WIPO staff and visitors and WIPO's meeting schedule.

- The use of large scaffolding to cover the entire surface of the room, instead of intermittent lifting equipment, ensures the optimization of work operations, accelerates the sequence of each phase, and reduces the risk of accident or damage to furniture.

Benefits Realization

Benefits Delivered 2018	Future Expected Benefits – 2020 and onwards
Increased lifetime up to 25 years of the new light fixtures.	Minimum maintenance work and ability to replace and repair light fixtures in the future.
Partial reduction in electricity consumption for office floors based on industry standards (Phase I).	Full realization of the reduction in electricity consumption for office floors based on industry standards (Phase I).
Partial reduction in electricity consumption for meeting rooms and certain areas on several basement levels based on industry standards (Phase II).	Full realization of the reduction in electricity consumption for meeting rooms and certain areas on several basement levels based on industry standards (Phase II).

Resource Utilization

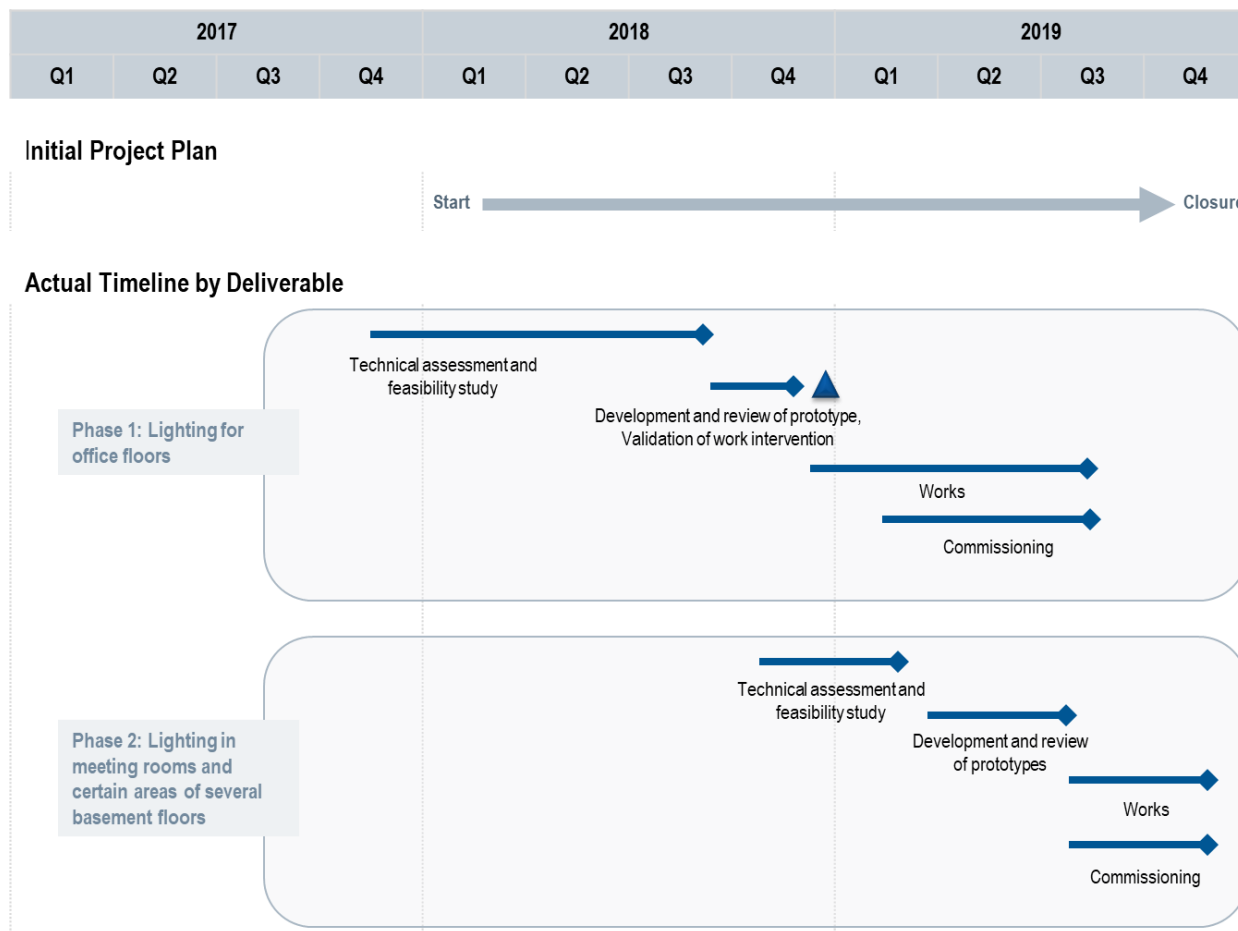
Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Phase 1: Lighting for office floors: Technical assessment and feasibility study	10,000	7,000	70%	100%
Phase 1: Lighting for office floors: Development and review of prototype and validation of work intervention ²⁴⁷	1,000	-	-	100%
Phase 1: Lighting for office floors: Works (dismantling current light fixtures, installing new light fixtures)	242,100	243,545	101%	100%
Phase 1: Lighting for office floors: Commissioning (handover following fully satisfactory inspection)	26,900	27,061	101%	100%
Phase 2 - Lighting in meeting rooms and certain areas on several basement floors: Technical assessment and feasibility study	15,000	6,600	44%	100%
Phase 2 - Lighting in meeting rooms and certain areas on several basement floors: Development and review of prototypes (one for each type of location)	2,000	2,281	114%	100%
Phase 2 - Lighting in meeting rooms and certain areas on several basement floors: Works (dismantling current light fixtures, installing new light fixtures)	272,700	265,959	98%	100%
Phase 2 - Lighting in meeting rooms and certain areas on several basement floors: Commissioning (handover following fully satisfactory inspection)	30,300	21,313	70%	100%
Total	600,000	573,759	96%	100%

The project will be formally closed in 2020. The remaining budgetary balance amounting to 26,240.85 Swiss francs will be subsequently returned to Accumulated Surpluses.

²⁴⁷ Expenditure reported under "Phase 1: Lighting for office floors: Works (dismantling current light fixtures, installing new light fixtures)"

Project Timeline



Project Follow-up

Follow-up Actions

- Launch a satisfaction survey in Q1 2020 to occupants of the offices in the AB Building to garner feedback to incorporate into lessons learned for future projects.

Anticipated Recurring Operational Costs

- The annual maintenance costs for the remaining lifetime of the fixtures (25 years from 2020) in the AB Building office floors will amount to 2,980 Swiss francs, based on an estimated 2 per cent of fixtures to be replaced or repaired per year.
- The annual maintenance costs for the remaining lifetime of the fixtures (25 years from 2020) in meeting rooms in the AB Building will amount to 10,000 Swiss francs, based on an estimated 5 per cent of fixtures to be replaced or repaired per year and including installation.

Building-Related Project

CMP 16 ELEVATORS IN AB BUILDING - PHASE I

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

The project aims to modernize the automation control systems of certain elevators in the AB Building to ensure full continuity of elevator service and start a new lifecycle.

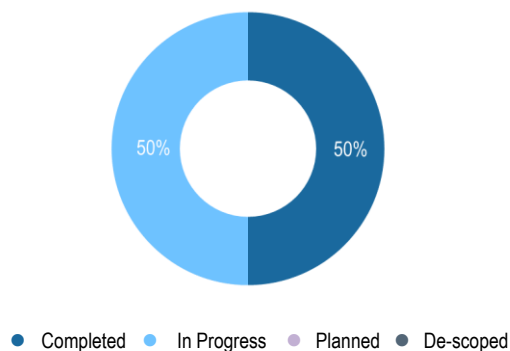
The objectives of the project are to:

- reduce the number, frequency and cost of technical interventions;
- improve elevator availability for all users, employees and delegates; and
- start a new lifecycle of the automation control system..

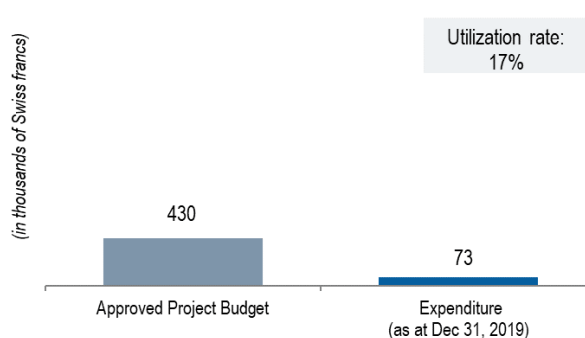
Following detailed feasibility studies conducted in early 2019, the respective scopes of Phase I and Phase II of the project were adjusted versus the Capital Master Plan for Premises, Safety and Security for the Period 2018-2027, in order to accommodate technical constraints. As a result, the modernization of the elevator motorization system of only one elevator in the AB Building is included as part of Phase I, with the work on the four central elevators in the AB building included as part of Phase II²⁴⁸.

Project Progress Overview

Deliverable Achievement



Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- Award of contract to the elevator specialist engineer;
- The technical assessment and feasibility studies were completed and enabled a more detailed definition of the strategy and approach for both phases of the project; and
- The tender process to select the company to carry out the works, initially launched in Q2 2019, was re-launched in Q4 2019 in order to include Terms of Reference (ToRs) more closely aligned to what the market could offer, following lessons learned from the initial, unsuccessful launch.

²⁴⁸ Please refer to document WO/PBC/30/11 for the Phase II proposal.

Benefits Realization

Future Expected Benefits – 2020 and onwards

Improved responsiveness of one elevator in the AB Building.

New life-cycle of the elevator motorization system for one elevator in the AB Building .

Risk and Mitigation Actions

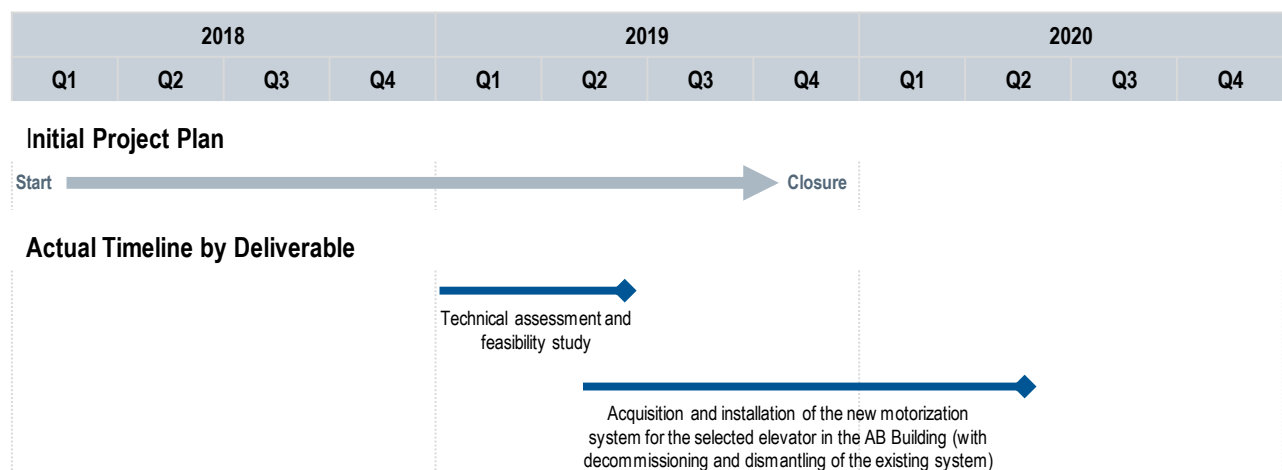
Risk	Risk Evolution
Accumulated delays of more than one month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk pertains to the implementation phase of the project, planned for 2020.
Unforeseen technical problems discovered during installations/interventions.	The risk pertains to the implementation phase of the project, planned for 2020.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Technical assessment and feasibility study	20,000	12,200	61%	100%
Acquisition and installation of the new motorization system for the selected elevator in the AB Building (with decommissioning and dismantling of the existing system)	410,000	61,096	15%	20%
Total	430,000	73,296	17%	25%

Project Timeline



Safety and Security-Related Project

CMP 17 INSTALLATION OF FIRE DOORS AND WALLS IN GB BUILDING

Project Manager: Mr. O. Bruyere

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach - Background

Following a safety and security audit carried out by a specialized institute at the request of WIPO in 2010, a number of recommendations related to safety and fire protection measures were identified for implementation in older WIPO buildings, specifically the GB I and GB II building.

CMP 7 'Safety and Fire Protection Measures' was a multi-year project spanning 2014 to 2017, centered on the compartmentalization of fire protection measures between the AB and GB buildings. The focus of CMP 17 addresses a package of work that was de-scoped from CMP 7 due to project complexity and cost constraints.

The work was identified with the goal of ensuring that WIPO buildings are compliant with the Swiss Federal *Association des Etablissements cantonaux d'Assurance Incendie* (AEAI) 2015 approved rules and regulations. Through the installation of updated safety and fire protection measures, WIPO will be better equipped to isolate fire or smoke, and protect staff and assets during an incident and evacuation procedure.

CMP 17 aligns with the implementation of strategies aimed at enhancing physical safety and security and protection of staff, visitors and delegates as indicated by the Strategic Security Plan (SSP) 2016-2021.

The project objectives are to:

- enhance business resilience through isolation and mitigation of fire incident impacts;
- ensure compliance with AEA1 2015, align with UN Fire Safety Policy and Geneva Canton Fire Safety Standards and adopt industry best practices; and
- improve workplace safety for WIPO HQ staff, visitors and third parties through better-quality fire safety management and building materials.

The scope of the project is to:

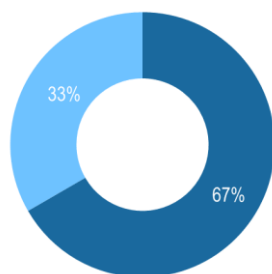
- implement a two-layered compartmentalization consisting of fire protective walls and fire doors on each floor in the WIPO Headquarter GB I and GB II building, to better isolate a single area or part of a building in case of a fire or resulting smoke which may spread during an incident; and
- install fire dampers in selected areas. The building partition will be done by modifying and upgrading building infrastructure and/or adding or changing specific doors in existing corridors or pathways in alignment with automatic fire incident management systems.

The technical assessment completed by a certified external fire safety expert in Q1 2019 indicated that a comprehensive redesign of the interiors of GB I and GB II buildings would be required to align with current AEA1 2015 standards²⁴⁹, as per Swiss regulations. Several options and cost benefit analyses were presented to the WIPO Construction Committee. A solution was approved to install fire-partitioning of the GB I and GB II basement to allow for the safe exit of personnel working in GB I and GB II in case of a fire/smoke event, given that that floor comprises technical rooms that are exposed to a higher risk of fire hazards.

²⁴⁹ The buildings are compliant to AEA1 standards as at the date of construction.

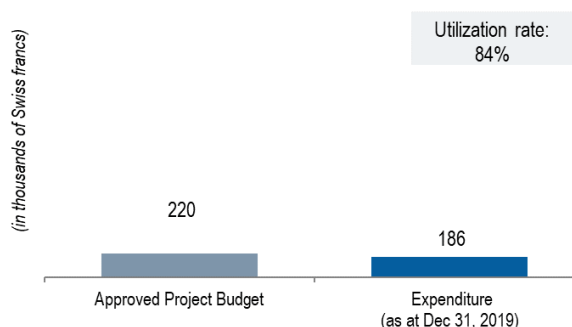
Project Progress Overview

Deliverable Achievement²⁵⁰



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- A full fire hazard and risk assessment of the GB I and GB II buildings with options to ensure compliance with current AEAI regulations was completed;
- All offices and rooms in the GB I and GB II basement were equipped with fire doors compliant with AEAI 2015 and connected to the main fire detection management panel;
- AEAI 2015-compliant fire dampers were installed in the GB II basement and connected to the main fire detection management panel in order to contain smoke from a fire in the basement infiltrating the rest of the building;
- As a result of the above-referenced changes, emergency lighting and evacuation signage were upgraded to reflect the new evacuation paths; and
- A new fireproof wall was installed in the GB II basement to contain a storage area and the ventilation room.

Benefits Realization

Benefits Delivered 2019

Improved workplace safety for staff by ensuring safe access to emergency exits, in line with duty of care responsibilities, and reduced risk to staff and visitors and other users of the buildings

Future Expected Benefits – 2020 and onwards

Enhanced business resilience through the upgrade and installation of AEAI 2015-compliant fire compartmentalization that will help isolate and mitigate the impact of a fire incident in the GB I and GB II basement

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Unanticipated discoveries during the case studies or technical needs assessments may prompt significant changes in the project approach, affecting scope, cost or time.	The risk materialized in 2019.	The mitigation plan to engage highly qualified experts to advise, integrate and manage the technical objectives of the project, combined with ongoing monitoring and evaluation of progress was partially effective at reducing impact, however the project scope was impacted.	The project scope was significantly reduced, as described above, resulting in AEAI 2015 certification limited to the basement of the GB I and GB II, as opposed to full certification for the two buildings.

²⁵⁰ Does not include the risk budget

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Project coordination/support	11,489	11,495	100%	100%
Technical Assessment, Design Study Report and costings	37,500	23,057	61%	100%
Installation of selected Fire door / fireproof walls (equipment and services)	134,298	151,287	113%	100%
Integration of fire doors and fire dampers into an automatic fire system management	14,000	-	-	100%
Quality Control Report	2,744	-	-	-
AEAI Certification	3,000	-	-	-
Risk budget	16,969	-	-	-
Total	220,000	185,839	84%	99%

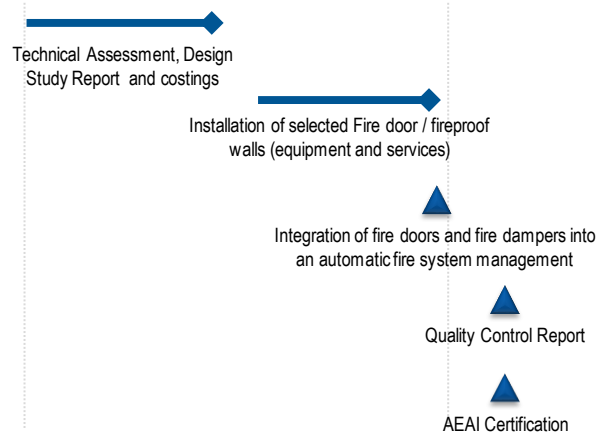
Project Timeline

2018				2019				2020			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan



Actual Timeline by Deliverable



There was a slight delay in quality control and AEAJ certification due to the unavailability of the external Subject Matter Expert (SME).

Safety and Security-Related Project

CMP 18 DYNAMIC INCIDENT MANAGEMENT (DIM)

Project Manager: Mr. D. Smith

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach - Background

The Strategic Security Plan (SSP) 2016-2021 describes the strategy for the Organization to become better prepared for future risks and opportunities. This is consistent with the goals set out in the WIPO Medium Term Strategic Plan (MTSP) 2016-2021 and follows consultations with senior management, external experts, United Nations Security Management System (UNSMS) personnel, and other stakeholders within WIPO.

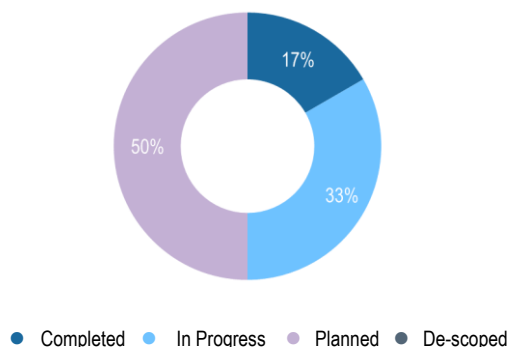
It is essential that the roll-out of CMP 18 is done in tandem with, and as part of, the wider SSP and in consultation with those responsible for creating a culture of security within the Organization to ensure maximum compliance, minimum disruption and sustainability of the DIM solution in the long-term.

The objectives of the project are to:

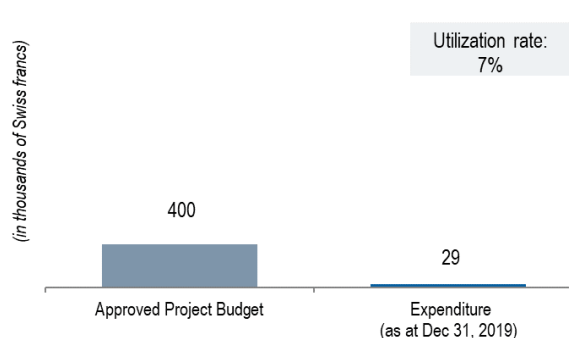
- enhance organizational capabilities to manage and respond to critical incidents anywhere they impact WIPO staff i.e. at HQ, External Offices, overseas conferences, events and staff travel;
- improve organizational resilience in relation to dynamic security incidents by ensuring that WIPO is better informed, prepared and empowered to address dynamic incidents;
- enhance the WIPO deterrence mitigation posture (fully licensed by the competent authorities);
- enhance the WIPO incident management platform (roles & responsibilities, process, practice); and
- improve awareness and preparedness levels throughout the organization (to include all staff).

Project Progress Overview

Deliverable Achievement²⁵¹



Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- Acceptable mitigation options to handle a Dynamic Incident were developed and presented to the Construction Committee in March 2019. The committee selected an option that will provide for an upgrade of the mass communication system, discreet physical enhancements to building entry points, upskilling of selected guard force members and the provision of awareness courses and educational materials to staff;

²⁵¹ Does not include the cross-cutting deliverable: Project management

- Responses to a range of threat scenarios were developed, including the use of lockdown and deadly force;
- Key upgrades to the Everbridge (communications) and UMS (automated response) systems were initiated to link to an alert state matrix;
- Gunshot Detection System (GDS) technology was identified as the preferred communications (alert system) solution. In addition, best practices for key core areas (communications, physical building enhancements and training/upskilling) were identified; and
- WIPO continued to engage with other UN agencies (IFAD, ITU) as well as private sector organizations in order to knowledge-share and benchmark solution options.

Benefits Realization

Future Expected Benefits – 2020 and onwards

Reduced risk level for active shooter and associated incidents.

Reduced business impact, loss of life and recovery times post-incident.

Improved awareness and preparedness levels throughout the Organization (to include all staff).

Reduction in organizational risk related to terrorism as noted in WIPO's risk heat map.

Risk and Mitigation Actions

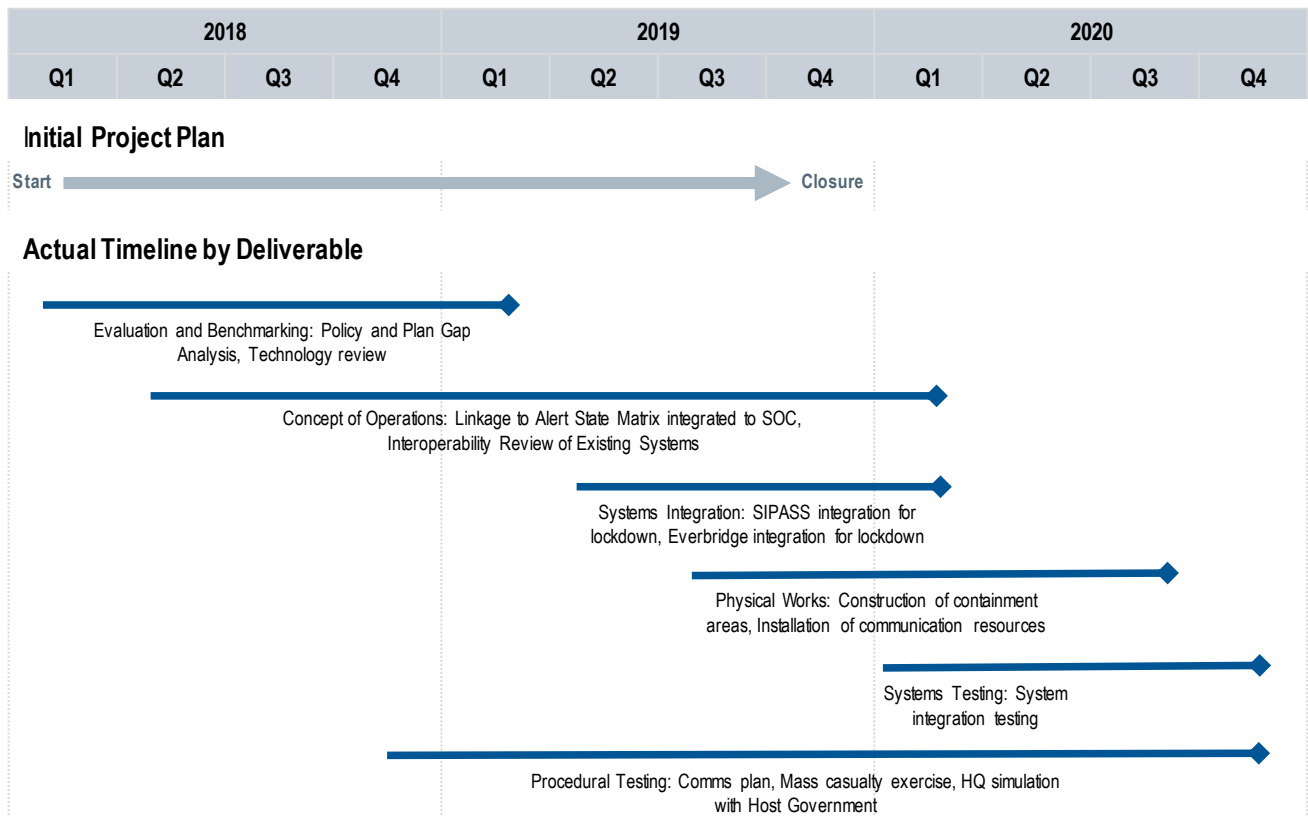
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delays to the project schedule resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk remained stable in 2019.	Close engagement with the Premises Infrastructure Division and other key stakeholders to mitigate delays was effective.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Evaluation and Benchmarking: Policy and Plan Gap Analysis, Technology review	17,100	17,100	100%	100%
Concept of Operations: Linkage to Alert State Matrix integrated to SOC, Interoperability Review of Existing Systems	7,422	7,422	100%	90%
Systems Integration: SIPASS integration for lockdown, Everbridge integration for lockdown	79,073	4,073	5%	50%
Physical Works: Construction of containment areas, Installation of communication resources	264,000	-	-	-
Systems Testing: System integration testing	-	-	-	-
Procedural Testing: Comms Plan, Mass casualty exercise, HQ simulation with Host Government.	15,000	-	-	-
Project Support	17,405	-	-	63%
Total	400,000	28,595	7%	63%

Project Timeline



Unforeseen technical challenges and the unavailability of the necessary technical expert resulted in a delay in the completion of the linkage to the alert state matrix. In addition, due to a delay in sourcing and evaluating critical technical systems and managing upgrades, the timeline for the construction of the containment areas was slightly delayed.

Looking Forward

- Conducting the final HQ simulations with Host Government participation, which will depend upon the operational demands of the Host Government security forces, was identified as a future challenge.

ICT-Related Project

CMP 19 **MIGRATION OF EMAIL TO THE CLOUD**

Project Manager: Mr. A. Makadi

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

WIPO relies upon an email system as its primary means for daily internal and external communication, between its staff, customers, Member States and other stakeholders. This has therefore become critical to the everyday business operations of WIPO. Any disruption to this service has a significant impact upon WIPO’s ability to operate.

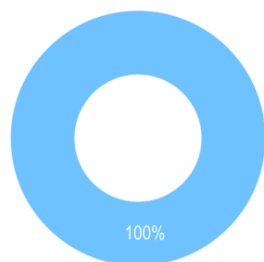
Currently the WIPO email service is hosted on a dedicated environment at the UN International Computer Center (UN-ICC).

The objective of the project is to successfully migrate all the contents of the email system, including the archive function, to a cloud based email service. Such a diversification strategy reduces the exposure on reliance on one sole service provider for IT infrastructure.

The implementation of a cloud based email system will also allow WIPO to take advantage of the reduced recurring operational costs for email services. In addition, it will allow WIPO to realize greater levels of service resilience, as the hosting of the email service can be split across multiple datacenters with a greater geographical distribution than the current service. This increased distribution will allow for the ongoing operation of the email service to support a number of WIPO operations even if there was a significant incident within the Geneva area. Additionally, WIPO will be able to leverage the in-built security mechanisms provided by the cloud-based service provider to further protect its email service against cyber threats.

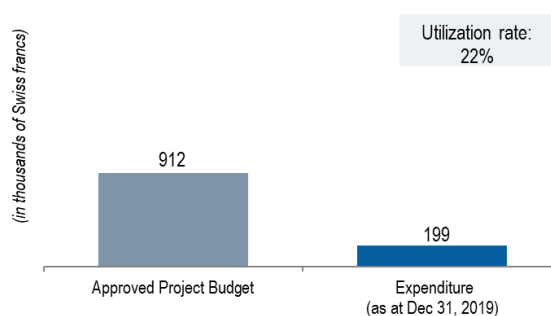
Project Progress Overview

Deliverable Achievement²⁵²



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- Detailed analysis and design of the technical solution was completed;
- Significant advancement was made in consolidation of WIPO’s legacy “dual Active Directory model”, laying the foundation for the email migration; and
- A new Enterprise Agreement that more accurately reflects WIPO Privileges and Immunities was concluded with the cloud service provider, following a lengthy negotiation process. As a result, the delivery of the benefits realization and project timeline were amended accordingly.

²⁵² Does not include unallocated budget

Benefits Realization

Future Expected Benefits – 2020 and onwards

Decrease in operational costs
Cost avoidance
Improved service resilience
Improved security

Risk and Mitigation Actions

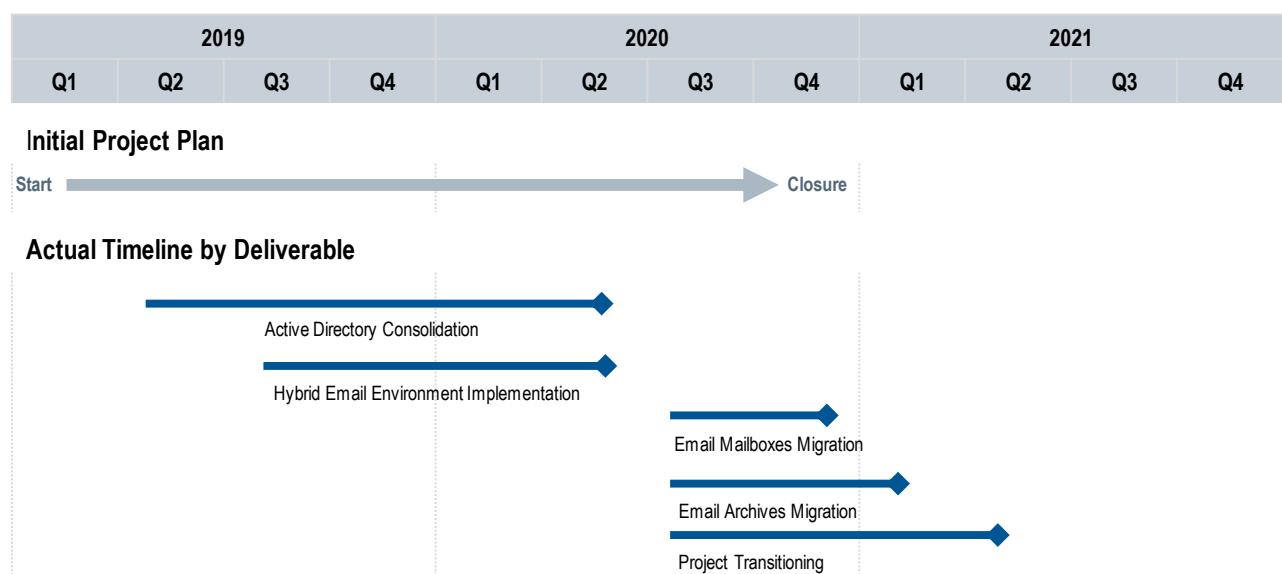
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Data confidentiality and security risks as a result of inadequate contractual clauses in the standard Microsoft Enterprise Agreement.	The risk was closed once the mitigation was completed.	Ensuring that the specific terms related to WIPO Privileges and Immunities were included in the new agreement with Microsoft effectively mitigated the risk.	The lengthy negotiation process resulted in delays to the project timeline.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Active Directory Consolidation	81,500	53,766	66%	85%
Hybrid Email Environment Implementation	115,250	35,580	31%	10%
Email Mailboxes Migration	138,750	40,001	29%	5%
Email Archives Migration	212,750	42,565	20%	5%
Project Transitioning	263,750	27,143	10%	5%
Unallocated	100,000	-	-	-
Total	912,000	199,056	22%	33%

Project Timeline



- Following the lengthy negotiation process with Microsoft, the project completion is expected in Q2 2021.

Looking Forward

Future challenges identified are the following:

- To ensure the sustainability of the cloud migration, specific business requirements not fully covered by the standard O365 offering will need to be addressed.
- A prolonged transition process and subsequent retention of certain on-premises services, if required, will need to be carefully managed.

ICT-Related Project

CMP 20 ESTABLISHMENT OF LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS

Project Manager: Ms. M. DEDU

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

Starting in 2017, the Secretariat investigated options for improving the cost effectiveness, resilience, security and agility of providing ICT infrastructure to support a wide range of business services. A landscape survey of service providers was conducted in 2017 and a tender process was completed in 2018 to contract cloud service providers for ICT infrastructure and related services. The strategy consisted of signing contracts with multiple service providers so that risk could be diversified and the most appropriate service provider could be used for each service.

At the time of commencing the project, there were more than 100 ICT applications maintained by the Secretariat, of which around 60 provided services to external users such as the Global IP systems (PCT, Madrid and the Hague), online databases, platforms for data exchange, public-private partnerships and other applications. These were almost exclusively hosted by the UN International Computing Centre (UN-ICC) at two data centers in Geneva.

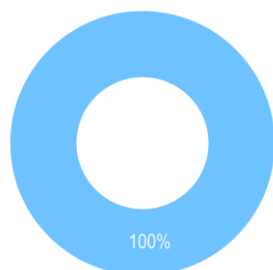
Since the adoption of the “cloud first” strategy and the establishment of contracts with cloud service providers, WIPO embarked on utilizing cloud services and preparing a strategy for full or partial cloud migration for its ICT applications.

The overall objectives for cloud migration are the following:

- **Increased agility and flexibility:** It will be possible to quickly provision ICT infrastructure for new applications, one-off needs (e.g. resources for AI) and for unplanned changes in demand;
- **Improved service delivery to external stakeholders:** By distributing services worldwide on the cloud, response times will be improved;
- **Improved business continuity:** Correct utilization of cloud infrastructure will enable backup and recovery to be implemented quickly and cheaply. Dependencies on single service providers will be reduced; and
- **Cost optimization:** Costs should be saved by reducing the amounts currently spent on support, maintenance and management of ICT infrastructure. Costs can also be optimized by right-sizing the resources allocated in the cloud.

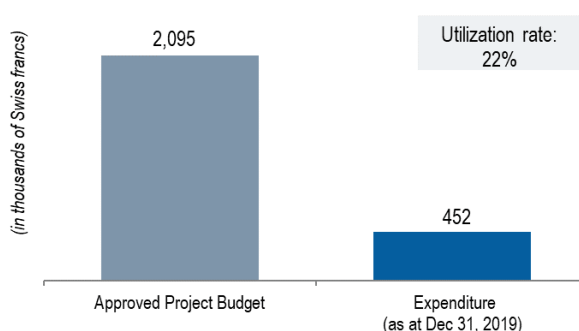
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2019

In 2019, the following progress was made:

- Strategies were established for the following: (i) Cost Optimization; (ii) Software Delivery Standards; (iii) Networking; and (iv) Data Management;
- Security Governance was established and the security architecture optimized to reflect industry standards and best practice;
- Relevant staff were trained on “Amazon Web Services (AWS) Architecting and Developing”; and
- Eleven applications were migrated to the WIPO AWS cloud (production).

Benefits Realization

Benefits Delivered 2019	Future Expected Benefits – 2020 and onwards
Reduced cost of application hosting.	Increased Organizational efficiency through the ability to automate processes and scale resources. Reduced risk of unavailability of international registration systems. Reduced risk of cyber attacks and malicious data breaches.

Risk and Mitigation Actions

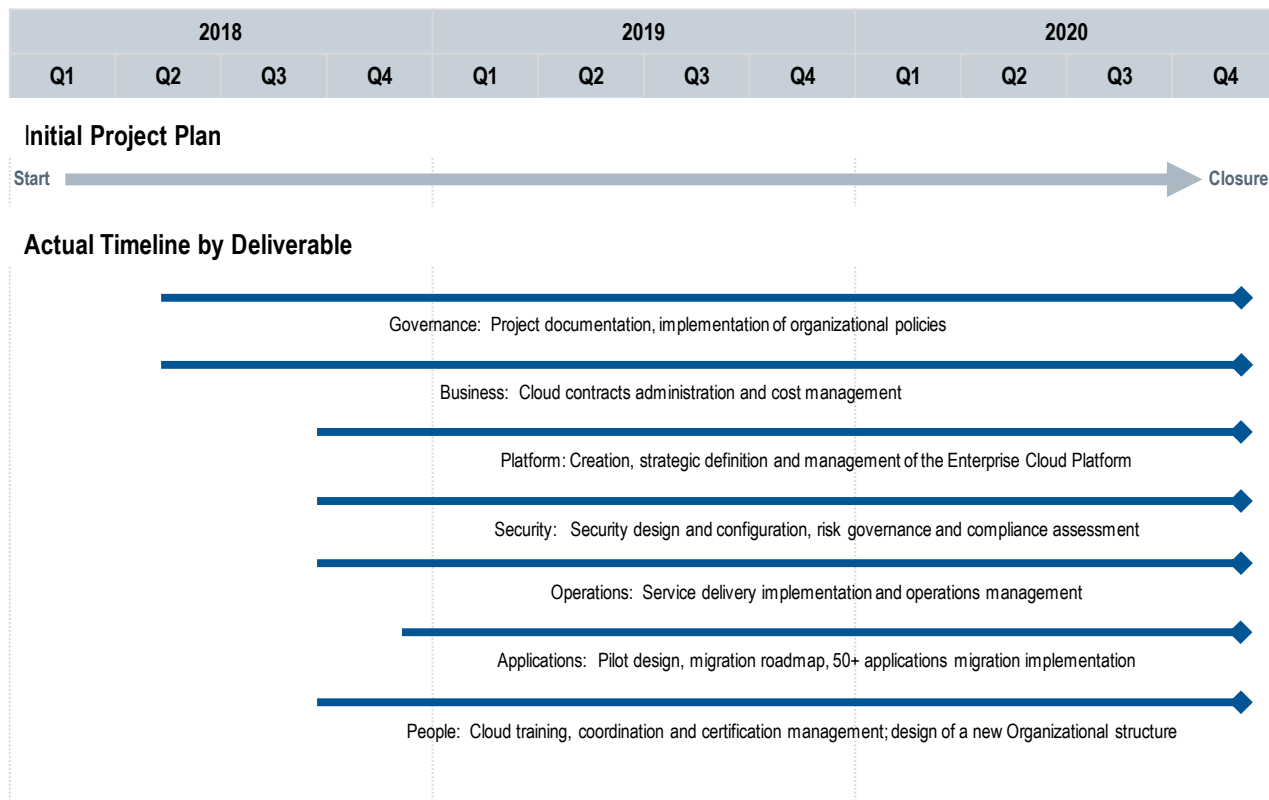
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The Organization’s readiness for adopting a cloud environment may be overestimated potentially leading to delays in the implementation of the project.	The risk did not materialize.	The establishment of an Organization-wide Cloud First policy, providing cloud training for all internal development teams, adopting standards and hiring of experienced cloud experts to build an increasingly mature cloud environment effectively ensured WIPO’s readiness for adopting a cloud environment.	As the risk did not materialize, there was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Governance: Project documentation, implementation of organizational policies	-	-	-	70%
Business: Cloud contracts administration and cost management	69,500	6,480	9%	75%
Platform: Creation, strategic definition and management of the Enterprise Cloud Platform	42,900	-	-	65%
Security: Security design and configuration, risk governance and compliance assessment	293,000	84,620	29%	85%
Operations: Service delivery implementation and operations management	34,000	33,891	100%	46%
Applications: Pilot design, migration roadmap, 50+ applications migration implementation	1,462,400	152,742	10%	22%
People: Cloud training, coordination and certification management; design of a new Organizational structure	192,700	174,550	91%	60%
Total	2,094,500	452,282	22%	60%

Project Timeline



Looking Forward

- The smooth operationalization and long-term sustainability of the migrated cloud applications was identified as a future challenge. To address this, a detailed operating framework will be put in place in the second half of 2020.

ICT-Related Project

PROJECT	IMPLEMENTATION OF A COMPREHENSIVE INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM
Project Manager:	Mr. R. Lawton
Expected Result:	<i>IX.2. An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results</i>

Project Closure Report

Objectives, Scope and Approach - Background

The ERP system is being implemented through a portfolio of inter-related projects, gradually evolving the Administrative Integrated Management System (AIMS Evolution).

The first stream of projects planned to establish a comprehensive set of tools to strengthen Human Resource Management (HR), comprising position management, benefits and entitlements, payroll, recruitment, staff performance, skills, learning and development.

The second stream of projects was aimed at embedding a set of tools to strengthen and support the implementation of Results-Based Management (RBM), namely Enterprise Performance Management (EPM), Enterprise Risk Management (ERM) and Business Intelligence (BI), comprising biennial planning, annual work-planning, implementation monitoring and performance assessment, reporting and analytics.

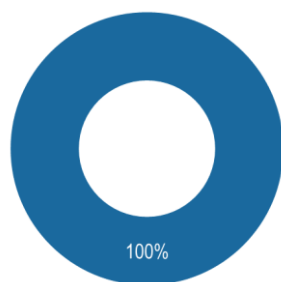
The third stream of projects targeted enhancements to the existing tools, used by the Finance, and Procurement and Travel Divisions, through configuration changes and upgrades to introduce new functionality and improvements to business processes.

The fourth stream of projects planned to deploy tools to enable WIPO to start gaining experience in the area of Customer Relationship Management (CRM), comprising mailing lists, contact database, access management and customer analytics.

WIPO's approach is based on the phased implementation of projects, which help the ERP capabilities to evolve and embed progressively in a coherent and measured manner. The approach is also driven by business needs and priorities and takes into account the capacity of concerned organizational units to absorb and integrate changes.

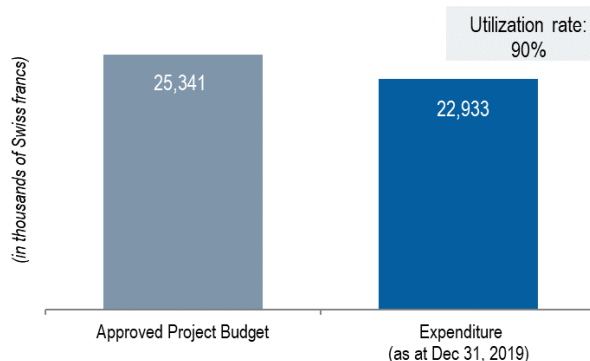
Project Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



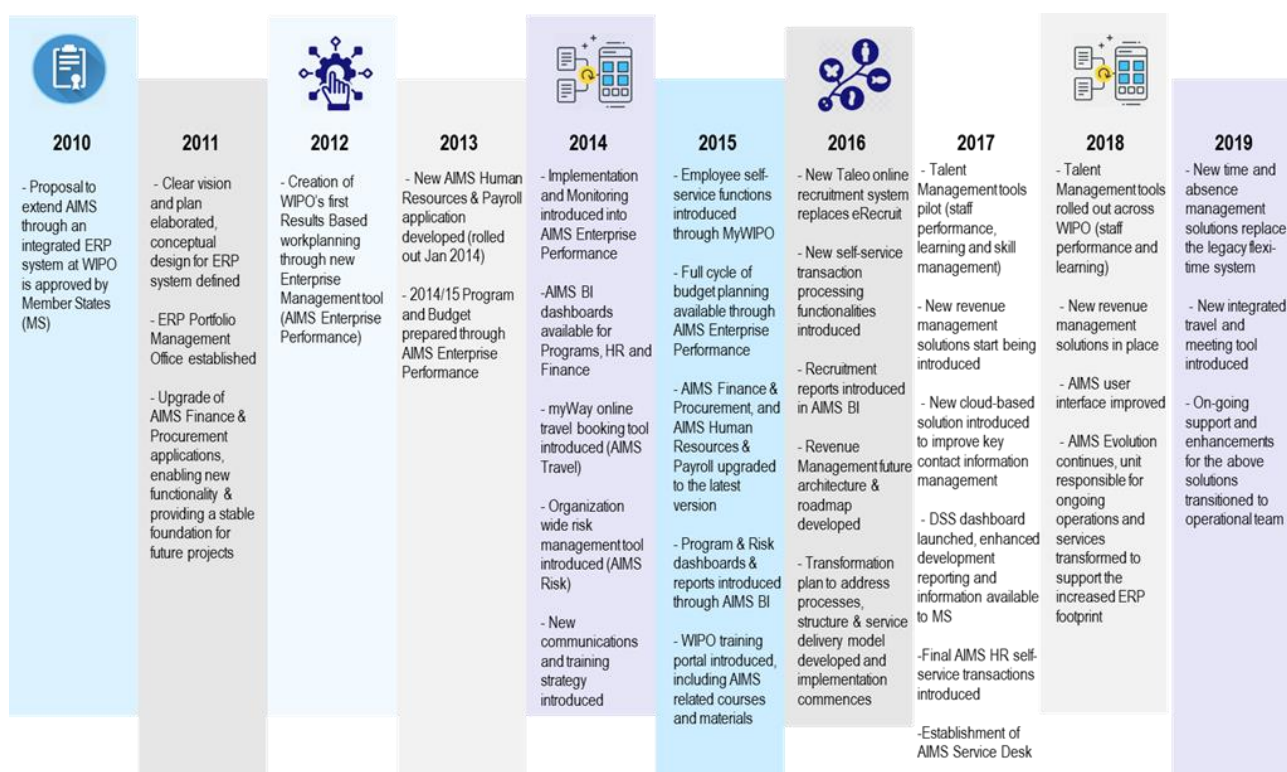
Key Project Achievements

[The Final Progress Report on the Implementation of a Comprehensive Integrated Enterprise Resource Planning \(ERP\) System](#) (document WO/PBC/27/10)₁, summarizing the key achievements of the project until mid-2017 was presented to the twenty-seventh session of the Program and Budget Committee.

Additional achievements in 2018/19 include the:

- Roll-out of Talent Management tools across WIPO including a Staff Performance Management tool integrated with workplans and an Enterprise Learning Management (ELM) system;
- Introduction of a streamlined Revenue Management solution, including the launch of a new single, organization-wide payment portal;
- Launch of a new Absence Management solution to support flexible working arrangements, replacing the legacy Flexi-time system;
- Introduction of a new travel and meeting solution integrated with the Online Booking Tool (OBT) and the financial system;
- Deployment of a cloud-based Customer Relationship Management (CRM) solution improving key contact information management and customer analytics;
- Launch of a Development Sector System (DSS) dashboard enabling enhanced reporting on development activities, including for Member States; and
- Transformation of the operational team support structure, processes, tools and resources, including the establishment of an AIMS Service Desk, ensuring support for the increased ERP footprint.

The below diagram shows the evolution of the portfolio's achievements:



Overall Achievement versus Plan

- Overall, the portfolio delivered the objectives of modernizing and improving the quality, efficiency and productivity of WIPO's management, administrative and customer service functions, enhancing the Organization's capacity to provide better information to Member States, stakeholders and management.
- The portfolio schedule, originally presented as a five-year project, was impacted by a number of delays and subsequently revised, as reported in annual progress reports. Some delays occurred in relation to the delivery of the core HR and Payroll projects, which impacted subsequent projects within the HR stream as well as other dependent projects. Other delays resulted from the Organization's capacity to absorb the changes that were introduced by the new IT solutions and the time needed to embed the skills and competences to support the new technologies before starting another implementation.
- The project was delivered under budget and with an expanded scope in order to meet business needs.

Lessons Learned

- Please refer to the Annex in the '[Final Progress Report on the Implementation of a Comprehensive Integrated Enterprise Resource Planning \(ERP\) System](#)' (document WO/PBC/27/10).

Benefits Realization²⁵³

Benefits Delivered 2017	Benefits Delivered 2018	Benefits Delivered 2019
Reduced PeopleSoft HCM upgrade time / effort as a result of applying selective adoption.	Reduction of data entry efforts due to the integration of all HRMD systems sharing a single source of data.	Reduced cost / maintenance efforts in PeopleSoft Finance through the introduction of standardized processes.
Single source of truth for contacts with clear data ownership, providing a more efficient process for important external correspondence.	Real-time payment information provided to customers and WIPO staff and improved efficiency of payment and reconciliation business processes.	Reduced cost / maintenance of the WIPO travel system.
Time to identify contacts for events significantly reduced.	Enhanced regulatory compliance for bank payment files (new ISO XML standard).	Enhanced payment options for customers (UnionPay).
Reduced calls to the HR Service Desk following the implementation of automated approval workflows for HR Self-Service transactions.	Enhanced payment options for customers (Paypal).	Improvement of process maturity and efficiency in operational support and project management in AIMS service desk through implementation of industry best practices.
Duplicate customer records eliminated (where possible).	Improved customer experience following the update to new WIPO IP Portal standard for the WIPO Current Account portal.	Reduced cost/ time effort in IT service management processes.
Credit card reconciliation process improved.	Improved customer security following compliance with the new WIPO IP Portal standard for WIPO Current Accounts.	Improved work-life balance and well-being of staff with the introduction of flexible working arrangements.
Improved customer experience following the update to WIPO standard look and feel for the WIPO Current Account portal.	Improved customer payment experience through the new ePay payment platform based on the WIPO IP Portal standard.	Better quality HR data and reduced manual data entry effort with the integration of absence management and payroll.
Improved information to customers through automated notifications (bank details, top-up notices, dunning notices, payment confirmations).	Consistent and efficient performance evaluations for both staff and managers.	
Enhanced efficiencies in the income section due to the establishment of a work center and automated processes.	Enhanced staff development through easily identifiable learning opportunities and easier enrollment and participation in learning activities.	
Improved efficiency of temporary staff performance management through a new electronic performance system.	Improved user satisfaction with AIMS support through the establishment of AIMS first level support.	
Better quality HR data and reduced manual effort in maintaining training records as a result of the replacement of the legacy standalone database with an integrated learning management system.		
Increased accuracy and reduction of manual efforts as a result of updating the Development Sector databases using ERP data.		

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Completion of the portfolio scope within the closure time-frame.	The risk materialized.	Mitigation actions, including: (i) extending the portfolio timeline to 2019; (ii) excluding projects that did not meet defined criteria for inclusion in the portfolio; and (iii) splitting projects into defined stages so that a project could be prematurely closed at the end of a stage, ensured that the portfolio timeline did not have to be further extended.	The risk did not affect the achievement of the project objectives.

²⁵³ Please refer to previous ERP progress reports submitted to each PBC between 2011 and 2017 for benefits delivered between 2010-2016

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Inability to extract the maximum value and sustain the benefits from the ERP solutions introduced.	The risk was closed.	Mitigation actions included: (i) embedding a continuous improvement process into the Organization, through the portfolio, to ensure the maximum value would be extracted during the portfolio and in the future; (ii) post-implementation reviews to identify lessons and to capture future opportunities; and (iii) introduction of an enhanced governance structure to ensure ongoing delivery of benefits post-portfolio.	The risk was closed and, therefore, had no adverse impact on the achievement of the project objectives

Resource Utilization

Resource Utilization as at December 31, 2019 (by Deliverable) (in Swiss francs)

Deliverable	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Program and Change Management	3,830,200	4,626,285	4,439,322	96%	100%
Human Resource Management and Development	8,945,755	7,830,000	7,700,914	98%	100%
Enterprise Performance Management	6,017,982	5,996,058	5,996,058	100%	100%
Customer Relationship Management	1,955,690	427,495	427,495	100%	100%
AIMS Enhancements	4,591,840	4,341,980	4,369,026	101%	100%
Accrued Contingency	-	2,119,649	-	-	-
Total	25,341,467	25,341,467	22,932,815	90%	100%

The project will be formally closed in 2020. The remaining budgetary balance amounting to 2,408,651.78 Swiss francs will be subsequently returned to Accumulated Surpluses.

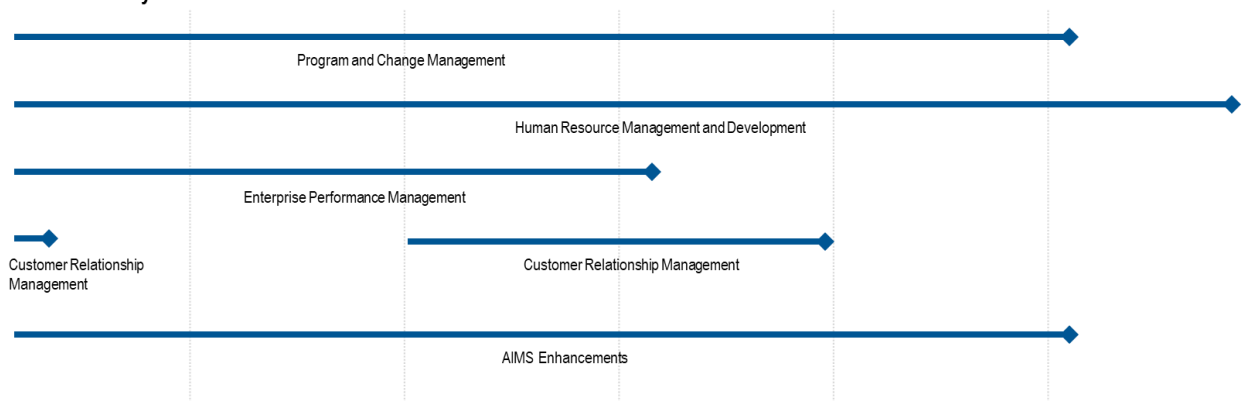
Project Timeline

2010-2014	2015				2016				2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Start  Closure

Actual Timeline by Deliverable



IV. APPENDIX

APPENDIX A Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons learned from past performance are duly incorporated into the future implementation of WIPO's activities. The WPR is a self-assessment by Program Managers based on the results framework approved by Member States in the Program and Budget 2018/19. To strengthen the validity of the information in the WPR, the Internal Oversight Division (IOD) carries out a validation of the performance data on a biennial basis. The validation of the WPR 2018/19 can be found in document WO/PBC/31/7.

The WPR 2018/19 is an end-biennium report and assesses progress made and/or achievement of the Expected Results, as measured by the Performance Indicators and with the resources approved in the Program and Budget 2018/19. A performance indicator could be measured by more than one target. In such cases, the rating for each target is provided, resulting in multiple ratings. In line with the External Auditor's recommendation, a more stringent set of assessment criteria has been used for the WPR 2018/19, as follows:

Key to Performance Indicator Evaluation (PIE) rating scale:

- Fully achieved ● is applied when achievement of the target is greater than or equal to 90 per cent;
- Partially achieved ● is applied when achievement of the target is between 60 per cent and 89 per cent;
- Not achieved ▲ is applied when achievement of the target is less than 60 per cent;
- Not assessable²⁵⁴ ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE, and;
- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Program.

The performance assessments for individual Programs in the WPR 2018/19 comprise:

Section I: Program Dashboard

This section provides a comprehensive, graphical summary of the Program's programmatic performance and resource utilization in the biennium.

Section II: Performance Data

- The table in this section summarizes the Expected Results to which the Program contributes and the Performance Indicators that measure the Program's contributions to the Results as approved by Member States in the Program and Budget 2018/19.
- Baselines were updated, as relevant, to reflect the status at the end of 2017. The performance data tables continue to reflect both the original baselines (as per the Program and Budget 2018/19), the updated baselines (as per the end of 2017), and targets (as per the Program and Budget 2018/19).

²⁵⁴ In line with Member States' requests, Programs were provided an opportunity to: (i) define targets that had not been defined in the Program and Budget 2018/19, i.e. "tbd" targets, during the baseline update exercise, using the year-end 2017 data as the basis. Targets that were not defined during this process remain undefined, and performance data are consequently rated as "not assessable."; and (ii) to update targets in cases where the target had already been met by the end of 2017, in line with the IOD Validation Report for the PPR for 2014/15.

The performance assessments for individual Programs in the WPR 2018/19 comprise:

Performance Indicators	Baselines	Targets	Performance Data	PIE
<p>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</p> <p>% of participants in WIPO activities who report enhanced capacity to understand and use IP principles, systems and tools for the protection of TK and TCEs and for addressing the interface between IP and GRs.</p>	<p>Updated baselines, where relevant, reflecting the situation at the end of 2017 (<i>Original baselines as approved in the P&B 2018/19</i>)</p>	<p>Defined/Updated targets (<i>Original targets as defined in the P&B 2018/19</i>)</p>	<p>Performance data for 2018/19 in relation to each indicator²⁵⁵</p>	<p>Assessment of performance using the Performance Indicator Evaluation (PIE) rating scale described above</p>
	<p>92% (91%)</p>	<p>90% (80%)</p>	<p>95% (333 out of 348) participants reported positively (feedback questionnaire used in 15 activities organized by the TK Division in 2018)</p>	<p>●</p>

Section III: Risks

In line with WIPO’s continued commitment to strengthening risk management, this section summarizes the risks as approved by Member States in the Program and Budget 2018/19 and their evolution during the biennium. The risk tables for individual Programs in the WPR 2018/19 comprise:

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
<p>Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States’ commitment to reach mutually agreed outcomes.</p>	<p>The risk concerned multilateral agreements, which inherently carried with it uncertainty like all norm developing activities. The risk exposure remained stable throughout the biennium, in line with a global risk to the effectiveness of multilateralism.</p>	<p>The Secretariat contributed to the mitigation of this risk by conducting its work in a neutral, balanced and transparent manner and through provision of timely, accurate and substantive information to Member States.</p>	<p>The materialization of the risk in the current reporting period resulted in Member States’ ongoing inability to reach consensus on the convening of a diplomatic conference for the adoption of the Design Law Treaty. Progress was made, however, towards agreement on current issues on the SCT Agenda.</p>

Section IV: Resource Utilization

The final section provides information on the 2018/19 Approved Budget, the 2018/19 Final Budget after Transfers, and actual expenditure and budget utilization in 2018/19.


The reporting in this section includes two tables:

- The **Budget and Expenditure (by result)** provides information indicated in the example below.

Expected Result	2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure
V.1 Wider and better use of WIPO IP statistical information	2,659	2,878	2,970
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,203	4,223
Total	6,918	7,081	7,193

²⁵⁵ As a general rule, where performance data are measured by percentage changes (increases or decreases), unless otherwise indicated, the percentage changes are in comparison to the previous year, i.e. the percentage change in 2018 as compared to 2017 and 2019 as compared to 2018.

- The Budget and Expenditure (personnel and non-personnel resources) provides information indicated in the example below.

Cost Category		2018/19 Approved Budget	2018/19 Final Budget after Transfers	2018/19 Expenditure	Utilization rate (%)
Personnel Resources		5,748	5,794	6,037	104%
Non-personnel Resources		1,170	1,287	1,156	90%
Total		6,918	7,081	7,193	102%