

## **Program and Budget Committee**

**Thirtieth Session  
Geneva, July 8 to 12, 2019**

### **WIPO PERFORMANCE REPORT (WPR) 2018**

*presented by the Director General*

1. The WIPO Performance Report (WPR) 2018 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 and reports performance against criteria established in the Program and Budget for the 2018/19 biennium. The WPR provides an assessment of the financial performance and progress made towards achieving the expected results in 2018.

2. The following decision paragraph is proposed.

*3. The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) for 2018 (document WO/PBC/30/7), and recognizing its nature as a self assessment of the Secretariat, recommended that the Assemblies of WIPO note the positive financial performance and Programs' progress towards achieving the expected results in 2018.*

[WIPO Performance Report (WPR) 2018 follows]



**World Intellectual Property Organization**  
WIPO Performance Report 2018



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# I. FINANCIAL AND RESULTS OVERVIEW

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

Key Financials	2018/19 Program & Budget	2018 Actuals	2018 Actuals compared to Program & Budget
<b>Income</b>	<b>829.3</b>	<b>420.0</b>	<b>51%</b>
IPSAS adjustment to Income	0.3	0.1	33%
<b>Total Income after IPSAS adjustments</b>	<b>829.6</b>	<b>420.1</b>	<b>51%</b>
<b>Expenditure</b>			
Personnel expenditure	460.0	208.9	45%
Non-personnel expenditure	265.9	130.5	49%
<b>Total Expenditure before IPSAS adjustments</b>	<b>725.9</b>	<b>339.4</b>	<b>47%</b>
IPSAS adjustment to expenditure	38.8	21.4	55%
<b>Total Expenditure after IPSAS adjustments</b>	<b>764.6</b>	<b>360.8</b>	<b>47%</b>
<b>Investment gains/(losses)</b>			
Investment gains/(losses)	0.0	(6.0)	n/a
IPSAS adjustments to Investment gains/(losses)	-	(6.2)	n/a
<b>Investment gains/(losses)<sup>1</sup>, after IPSAS adjustments</b>	<b>0.0</b>	<b>(12.2)</b>	<b>n/a</b>
<b>Operating Result</b>	<b>65.0</b>	<b>47.1</b>	<b>n/a</b>
Miscellaneous Revenue projects financed from Reserves <sup>2</sup>	-	0.0	n/a
Reserve expenditure	35.8 <sup>3</sup>	7.8	22%
IPSAS adjustments to Reserve expenditure	(27.3)	(3.2)	n/a
<b>Reserve expenditure after IPSAS adjustments</b>	<b>8.5</b>	<b>4.6</b>	<b>n/a</b>
<b>Surplus / (Deficit) (excl. special accounts)</b>	<b>56.5</b>	<b>42.5</b>	<b>n/a</b>
Special Accounts contributions	16.5	9.7	59%
IPSAS adjustment to Special Accounts contributions	-	0.8	n/a
Special Accounts expenditures	16.5	11.6	70%
IPSAS adjustment to Special Accounts expenditures	-	(1.2)	n/a
<b>Surplus / (Deficit)</b>	<b>56.5</b>	<b>42.5</b>	<b>n/a</b>

Net assets	
Net Assets as at December 31, 2017 - Actuarial Gains/(losses) excluded	341.4
Surplus / (Deficit)	42.5
<b>Net Assets as at December 31, 2018 - Actuarial Gains/(losses) excluded</b>	<b>383.8</b>
Actuarial Gains/(Losses) through Net Assets as at December 31, 2018	(122.4)
<b>Net Assets as at December 31, 2018</b>	<b>261.4</b>

<sup>1</sup> Investment gains/(losses) (in thousands of Swiss francs)

46.0

(12,239.8)

<sup>2</sup> Miscellaneous revenue for projects financed from Reserves (in Swiss francs)

5,418.0

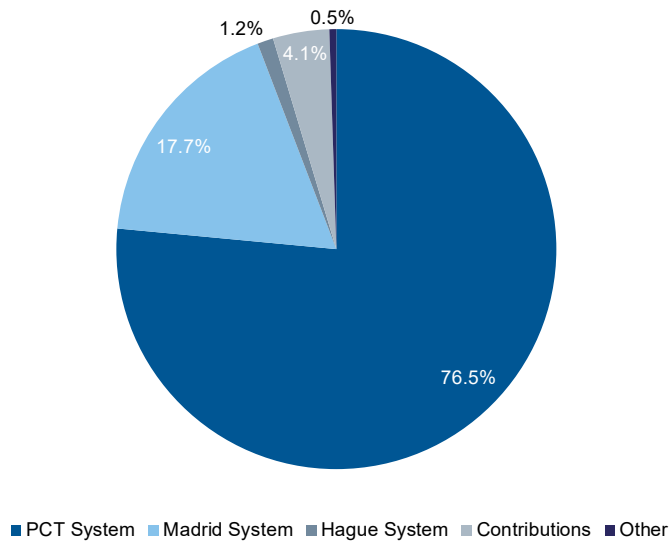
<sup>3</sup> Expenditure foreseen to be spent in 2018/19 (A/51/16, WO/PBC/15/17, WO/PBC/27/9 and WO/PBC/28/13).

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

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

Income	2018/19 Budgeted Estimates	2018 Actuals	2018 Actuals compared to Budgeted Estimates
<b>Income on accrual basis</b>			
Fees			
PCT	634.1	321.3	51%
Madrid	140.8	74.3	53%
Hague	11.3	4.9	43%
Lisbon <sup>1</sup>	0.0	0.0	78%
<i>Sub-total</i>	<i>786.3</i>	<i>400.6</i>	<i>51%</i>
<b>Income on a modified accrual basis</b>			
Contributions (unitary)	34.8	17.4	50%
Arbitration	3.1	1.8	58%
Publications	0.4	0.5	132%
Miscellaneous Income	4.8	(0.3)	-6%
<i>Sub-total</i>	<i>43.1</i>	<i>19.4</i>	<i>45%</i>
IPSAS adj. to Income on a modified accrual basis	0.3	0.1	33%
<b>Total Income after IPSAS adjustments</b>	<b>829.6</b>	<b>420.1</b>	<b>51%</b>
<sup>1</sup> Lisbon fee income (in thousands of Swiss francs)	40.0	31.0	78%

**Chart I. Income Share by Source in 2018**





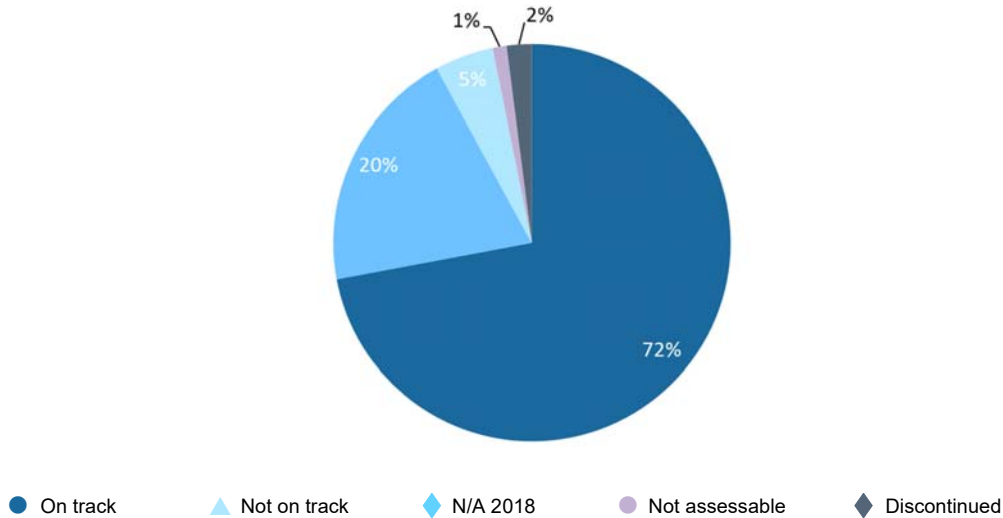
**Table 3. Estimates vs. Actual Demand for Services under the PCT, Madrid and the Hague Systems in 2018**

Registration Systems	2018/19 Budgeted Estimates	2018 Actuals <sup>1</sup>	2018 Actuals compared to Budgeted Estimates
<b>PCT System</b>			
IAs Filed	510,800	253,000	50%
<b>Madrid System</b>			
Applications	114,600	61,200	53%
Registrations	110,400	60,071	54%
Renewals	68,190	32,162	47%
<i>Sub-total Registrations &amp; Renewals</i>	<i>178,590</i>	<i>92,233</i>	<i>52%</i>
<b>Hague System</b>			
Applications	13,910	5,404	39%
Registrations	11,767	4,767	41%
Renewals	6,950	3,266	47%
<i>Sub-total Registrations &amp; Renewals</i>	<i>18,717</i>	<i>8,033</i>	<i>43%</i>

<sup>1</sup> 2018 Actuals as per the WIPO Statistical Database, except Madrid Renewals, which are as per the Madrid Registry.

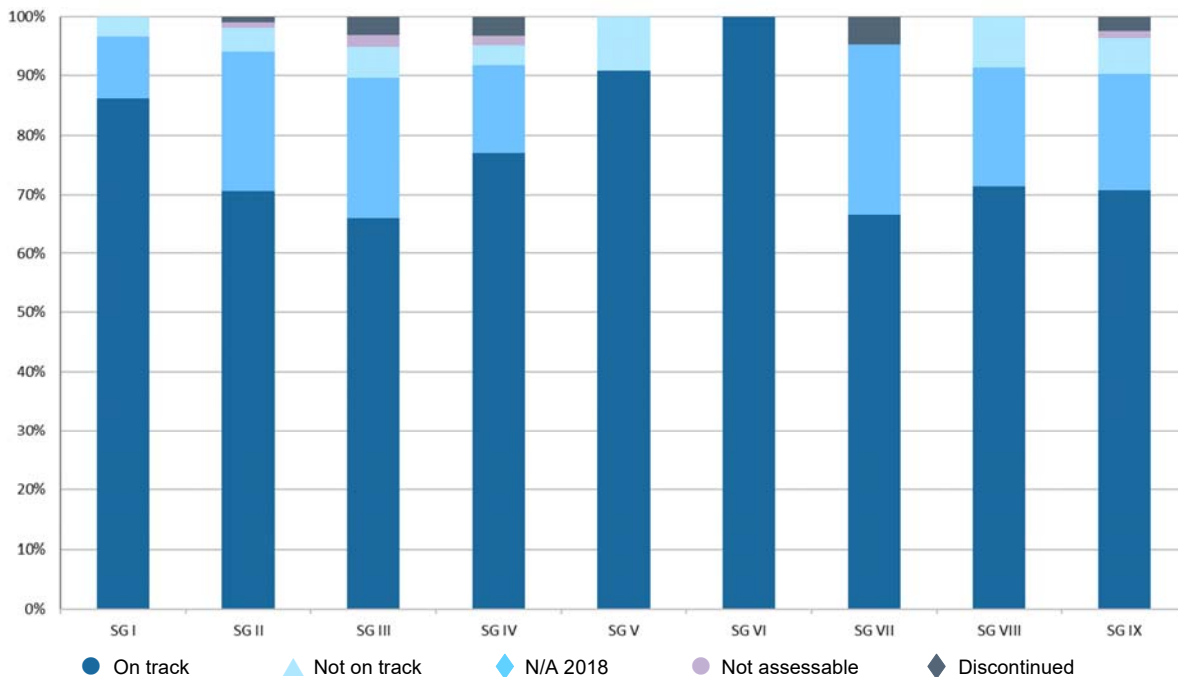
# Results and Resources

## Overall View of Achievements of the Expected Results in 2018



In the WPR 2018, out of a total of 440 Performance Indicator Evaluations (PIEs)<sup>2</sup>, 317 were assessed as On track ●; 88 were assessed as Not on track ▲; 21 were assessed as N/A 2018 ◆; five were assessed as Not assessable ●; and nine were assessed as Discontinued ◆. The detailed performance evaluations are reported under each Program.

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



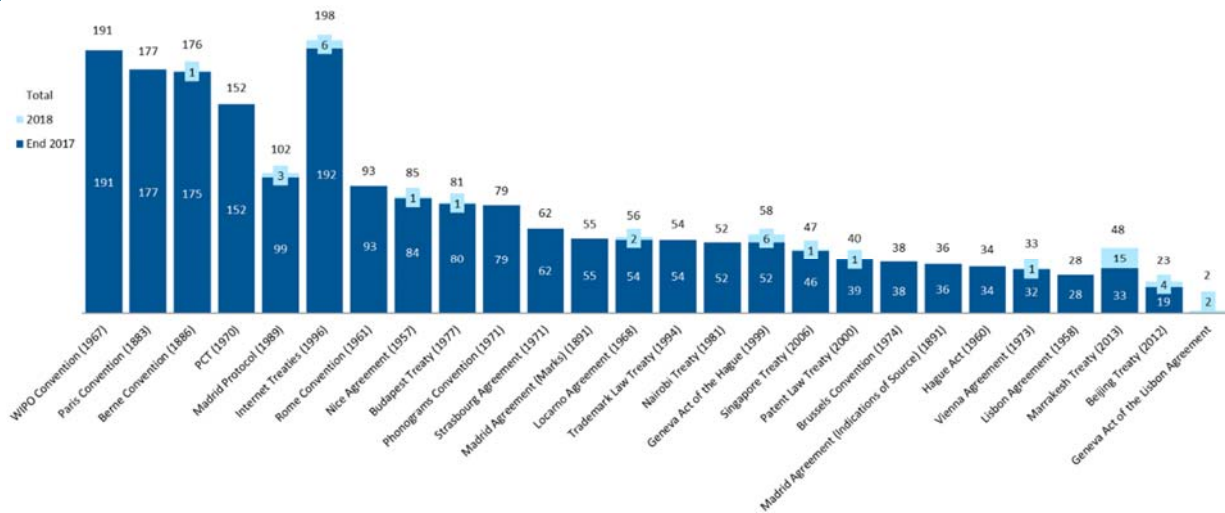
<sup>2</sup> The number of performance indicators in 2018 amounts to 279.

### Development of a Balanced International Normative Framework for IP



A record year with 44 ratifications/accessions to WIPO-administered treaties

- With a total of 44<sup>3</sup> accessions or ratifications to WIPO’s 26 administered treaties, 2018 was a record year for WIPO, reaching the highest level of accession in 10 years.
- Of particular note, the Marrakesh Treaty saw an additional 15 accessions, including the European Union (EU), which greatly expanded the geographical coverage. By the end of the year, there were 48 Contracting Parties to the Treaty, covering 75 countries.



Note: The total number of ratifications to the Internet treaties amounted to 198 at the end of the biennium, of which 99 to the WCT and 99 to the WPPT.

### Global IP Services



Another record year in the use of WIPO’s IP services

- The year 2018 represented another record-setting year for WIPO’s international registration systems, demonstrating strong growth for the ninth consecutive year<sup>4</sup>. In particular, the number of PCT applications surpassed a record-breaking quarter of a million mark, with a 3.9 per cent growth rate as compared to 2017. The Madrid System saw a 6.4 per cent growth rate; while the number of applications filed under the Hague System grew by 4 per cent.

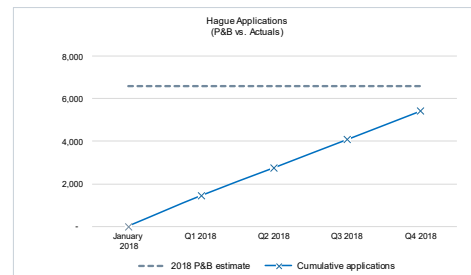
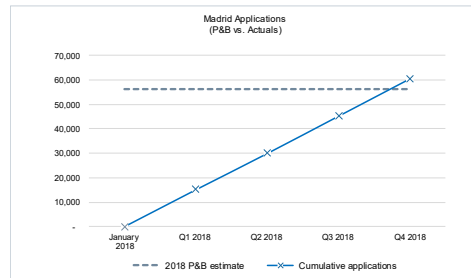
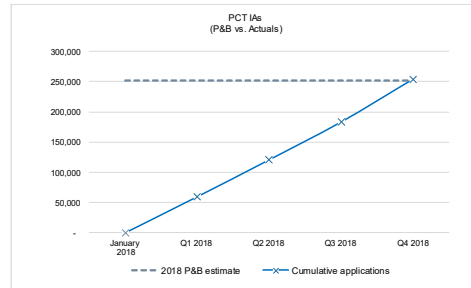


- As compared to the estimated demand for services under the PCT, Madrid and the Hague Systems in the Program and Budget 2018/19, by the end of 2018:

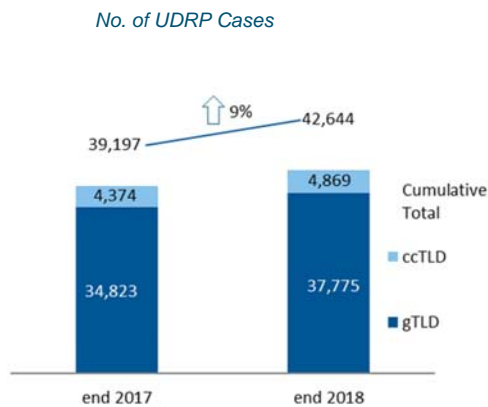
<sup>3</sup> The data for the Singapore Treaty, the Madrid Protocol and the Geneva Act of the Hague Agreement reflect the date of entry into force as opposed to the date of deposit of instrument.

<sup>4</sup> Source: WIPO Statistics Database

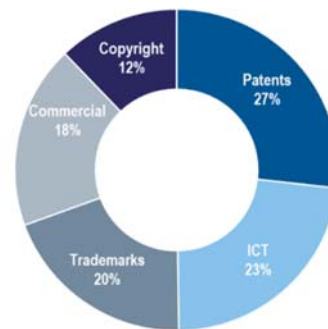
- The number of international applications (IAs) filed with the PCT was in line with the estimate, with filings showing significant growth from China, the Republic of Korea and Japan.
- The number of applications under the Madrid System was 9 per cent above its estimate, primarily driven by strong growth in filings from China, Japan, the Republic of Korea, the United States of America and the United Kingdom. The number of registrations surpassed the estimate by 11 per cent. Registration backlogs continued to decrease by 65 per cent during the fourth quarter, reaching a record-breaking low during the past two years, totaling 1,029 at the end of 2018.
- The number of applications under the Hague System was 19 per cent below the estimate at the end of 2018. This was primarily driven by the delayed accession of China and a slowdown in applications received from the Republic of Korea and the European Union.



- The Geneva Act of the Lisbon Agreement saw the first two Contracting Parties to the agreement in 2018 when Cambodia and Côte d'Ivoire deposited their instruments of accession in March and September respectively<sup>5</sup>.
- The WIPO Arbitration and Mediation Center (WIPO Center) received a record number of domain name filings in 2018 (3,447). WIPO UDRP-based cases involved parties from 109 countries and were administered in 19 different languages. Since the WIPO Center administered its first UDRP case in 1999, total WIPO case filings surpassed the 42,500 mark in 2018, encompassing over 78,500 domain names.
- In addition to domain name cases, the WIPO Center, in 2018, received a total of 60 mediation and arbitration cases – a 15 per cent increase over 2017 and the highest number of cases ever in a given year – and 95 requests for bons offices, both covering a wide range of IP disputes.



WIPO Center ADR<sup>6</sup> Disputes Subject Matter



(cumulative through 2018)

<sup>5</sup> The effective date of deposit of the instruments of accession is determined by Article 28(3) of the Geneva Act of the Lisbon Agreement.

<sup>6</sup> Alternative Dispute Resolution

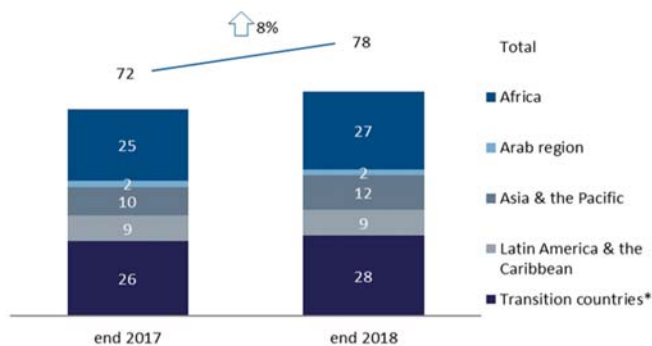
- In 2018, the WIPO Center began new collaborations with 15 national IP and Copyright Offices for the promotion of Alternative Dispute Resolution (ADR) options and their possible combination with these institutions' existing services. The WIPO Center now engages with some 39 IP authorities around the world.



The Inventor Assistance Program (IAP) – an 87% growth rate

### Facilitating the Use of IP for Development

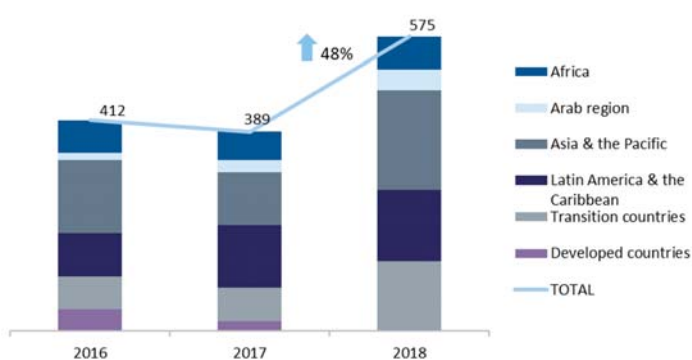
- An additional six national IP strategies/development plans were adopted in 2018, for a cumulative total of 78 countries overall, of which 23 are LDCs. This represented an 8 per cent increase as compared to the end of 2017. The adoption of national IP strategies provides the basis for a comprehensive approach to empowering developing and transition countries and LDCs to harness IP for enhancing national innovation potential.



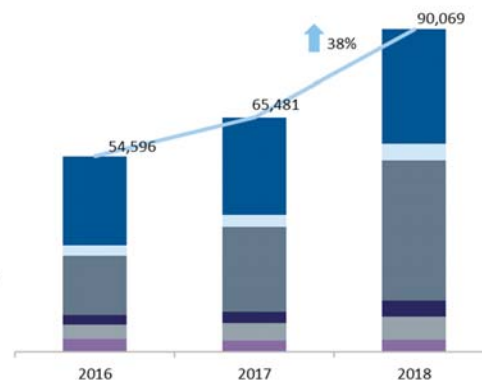
\* The data for Transition countries reflects national IP strategies and national strategies for socio-economic and scientific research development.

- The project on Appropriate Technology (AT)<sup>7</sup> was mainstreamed in 2018. By the end of the year, an additional six ATs had been commercialized in LDCs (two in Ethiopia, two in Rwanda, and two in Tanzania), for a cumulative total of nine ATs commercialized in five LDCs.
- In its second year of operation, the Inventor Assistance Program (IAP), a joint initiative with the World Economic Forum, became fully operational in the last two countries to have joined the IAP (Ecuador and South Africa). The network's pro bono patent attorneys assisted 15 additional inventors in 2018, an 87 per cent growth rate over 2017, for a cumulative total of 45 inventors having benefitted from the Program. In addition, the IAP accepted its 100<sup>th</sup> legal counsel volunteer in 2018.
- The Distance Learning (DL) Program continued to show strong growth, with a 38 per cent increase over 2017. The total number of participants in DL courses exceeded 90,000 in 2018 alone, as compared to 120,000 for the whole of 2016/17. The WIPO Summer School (WSS) Program saw a 48 per cent growth rate in 2018 over 2017, with all WIPO regions showing an increase in the number of participants.

Geographical Distribution of Participants in WSS Courses



Geographical Distribution of Participants in DL Courses



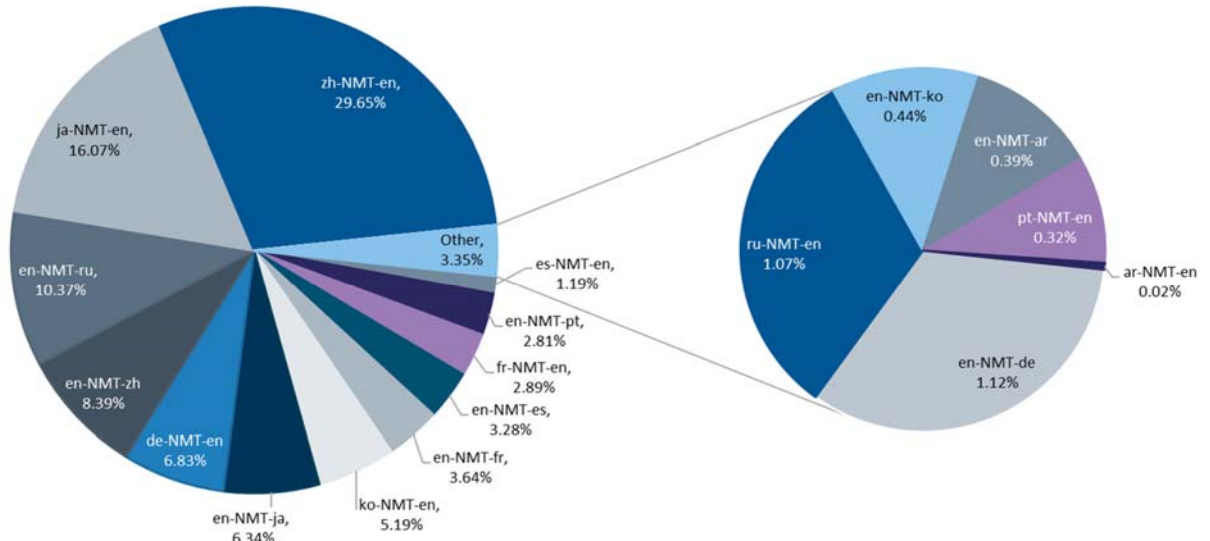
<sup>7</sup> Capacity-Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges–Phase II

### Global IP Infrastructure

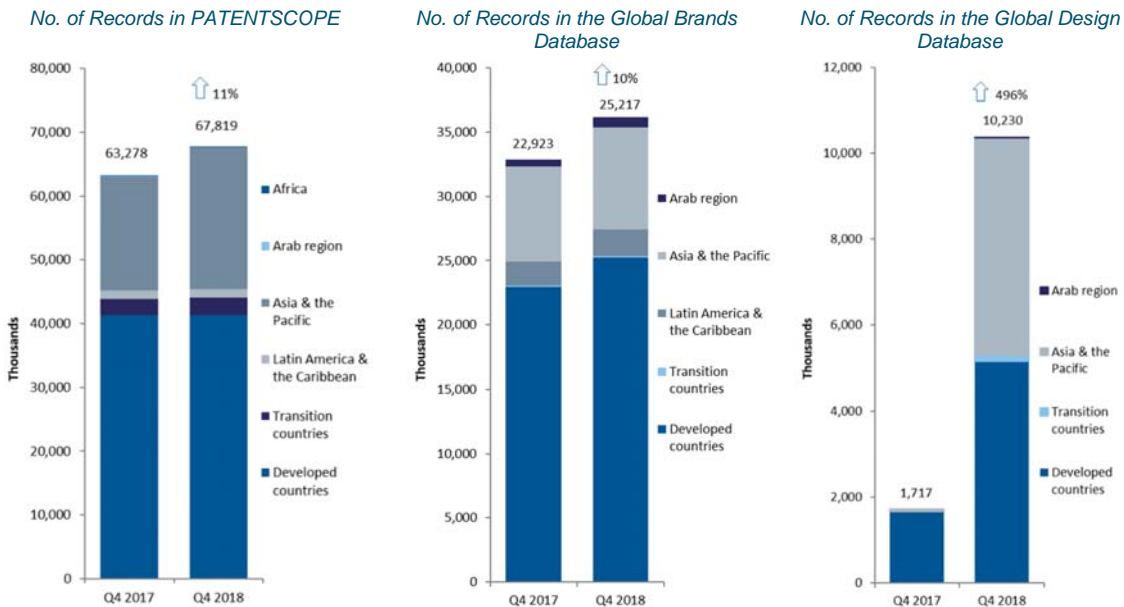


Cutting-edge Artificial Intelligence (AI) neural machine translation tool adopted by the first Member State

- WIPO Translate, the cutting-edge Artificial Intelligence (AI)-based neural machine translation tool for translating patent documents launched in 2016, was adopted by the first WIPO Member State in 2018. The tool, available in nine language pairs, out-performs other web-based products and provides innovators worldwide with high-quality translation services and more easily accessible information on patents and new technologies. Since its launch, the majority of usage in PATENTSCOPE was from Chinese to English. Some 10 UN organizations were also using WIPO Translate by the end of 2018.

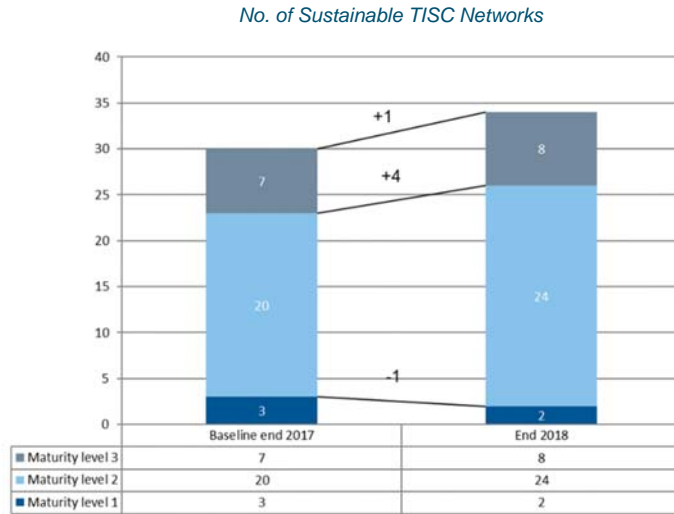


- The global databases showed overall strong growth in 2018 in the number of records. In particular, following its launch in 2015, the Global Design Database saw a 496 per cent increase in the number of records, from 1,717 records from two regions at the end of 2017 to 10,229,938 records from four regions by the end of 2018.

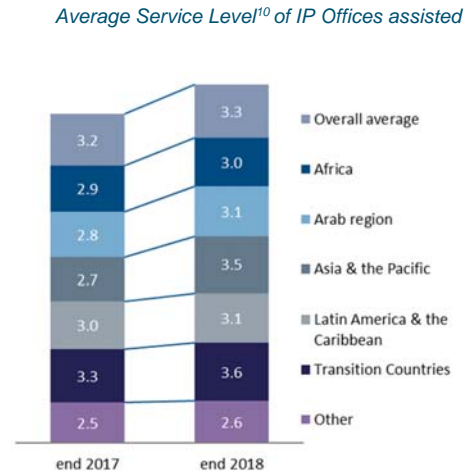
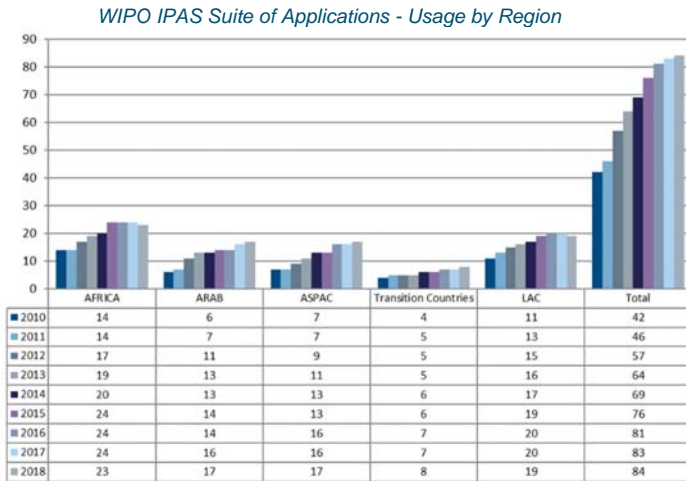


- A new, open-access database called Patent Information Initiative for Medicines (Pat-INFORMED)<sup>8</sup> was launched jointly with the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) in September 2018. The database serves to facilitate easy access to medicine patent information as a service to the global health community, in particular those involved in procurement of medicines.

- The number of national Technology and Innovation Support Center (TISC) networks increased by 10 per cent during the first year of the biennium, from 71 at the end of 2017 to 78 at the end of 2018. By the end of the year, a total of 34 national networks had met the criteria to reach one of the three maturity levels of sustainability, a 13 per cent increase over 2017.



- The total number of IP Offices using the WIPO IPAS suite of applications<sup>9</sup> reached 84 Offices in 2018, doubling the number of Offices from 42 in 2010. 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 Africa and Arab regions, with an overall ASL of 3.3, as compared to 3.2 at the end of 2017.



### World Reference Source for IP Information and Analysis

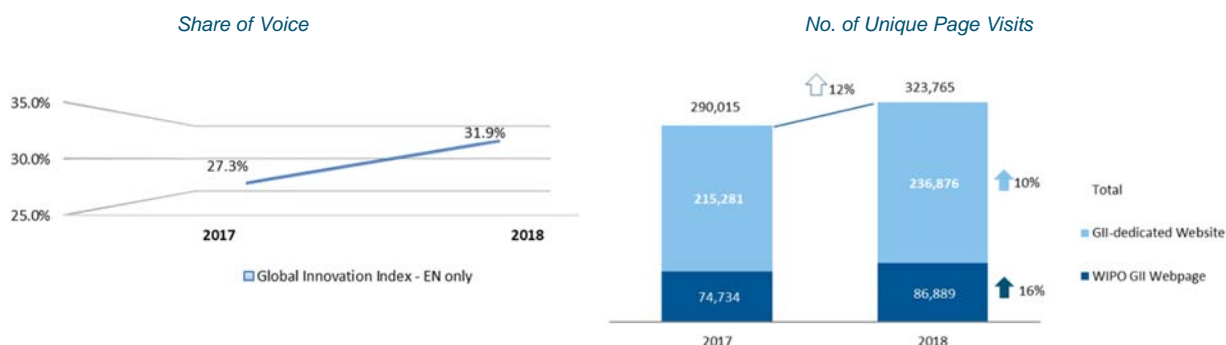
- Interest in the Global Innovation Index (GII), co-published with Insead and the Cornell SC Johnson College of Business, continued to be strong in 2018. The GII registered over 13,000 media mentions and the Twitter campaigns delivered 200,000 impressions, an 80 per cent increase as

<sup>8</sup> <https://www.wipo.int/pat-informed/en/>

<sup>9</sup> The IPAS suite of applications includes: IPAS (IP Administration System), AIPMS (Arab language version), WIPO Scan (digitization), EDMS (document management), WIPO File (online filing), WIPO Publish (online search database)

<sup>10</sup> For a definition of the Service Level Indicators, please refer to page 3 of the Questions and Answers (Q&A) document submitted at the 27<sup>th</sup> session of the Program and Budget committee ([WO/PBC/27/Q&A](#)).

compared to 2017. The GII also gained in relative prominence to other prominent composite indicators, seeing a 17 per cent increase in the “Share of Voice” of GII-related articles versus articles covering the World Economic Forum Competitiveness Index and the Transparency International Corruption Index. The number of unique visits to the GII websites saw an overall 12 per cent increase.



- WIPO also expanded its statistical reporting activity to cover the creative economy in 2018. On the basis of a joint new survey with the International Publishers Association, the Organization reported, for the first time, key performance statistics on book publishing activity covering more than 30 countries.



*Respect for IP – Growing from the Tip of Africa – an incubator of ideas to support an effective and balanced IP enforcement system*

### Building Respect for IP

- 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 session 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. The 30 expert presentations and four panel discussions resulted in rich and productive dialogue.

### Addressing IP in Relation to Global Policy Issues



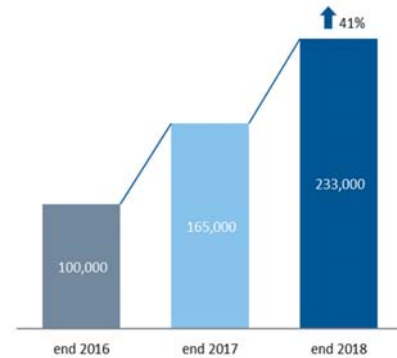
*ABC Global Book Service – 233,000 books loaned in 2018 – a 41% increase*

- WIPO Re:Search established 18 new research and development (R&D) collaborations and supported eight advancing agreements in 2018. These advancing agreements reached key research and product development milestones during the year, progressing past the initial stages (e.g. positive “hits” or responses to initial test runs on molecules and/or molecular compounds) to subsequent R&D stages. A WIPO Re:Search-brokered collaboration between Merck & Co. (MSD) and the Walter and Eliza Hall Institute of Medical Research (Australia) received a 3.5 million United States dollar award from the Wellcome Trust to advance antimalarial drug development.
- Trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO) continued in 2018 with the seventh Joint Technical Symposium entitled *Sustainable Development Goals: Innovative Technologies To Promote Healthy Lives and Well-Being*.
- Under WIPO GREEN – The Sustainable Technology Marketplace, three additional deals were catalyzed in 2018:



- Green School (technology seeker from Indonesia) and Zero Mass Water (technology provider from the United States of America): collaborating to make clean drinking water from sunlight and air in Indonesia using solar panel arrays;
  - Okra Solar (technology seeker from Cambodia) and *Entrepreneurs du Monde* (technology provider from France/Indonesia): collaborating to improve electricity access in rural Cambodia using solar power systems; and
  - Green School (technology seeker from Indonesia) and IDEP Foundation (technology provider from Indonesia): collaborating on a grey water filtration system in Indonesia.
- The Accessible Books Consortium continued to see strong results in 2018, with the number of accessible books loaned through the ABC Global Book Service via participating libraries to their patrons increasing from 165,000 loans at the end of 2017 to 233,000 loans in 2018, a 41 per cent increase.

No. of Accessible Books Loaned through ABC



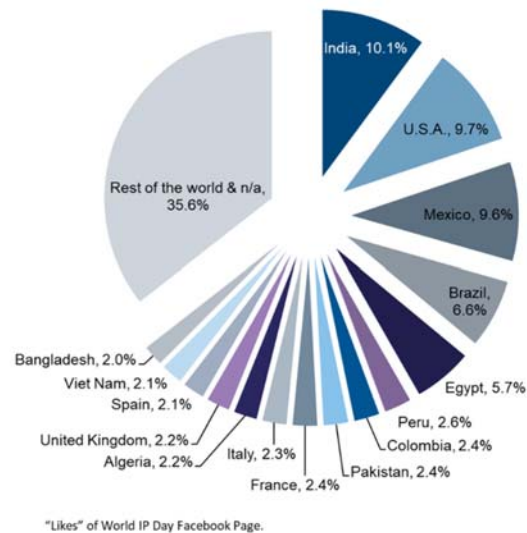
### Responsive Communications Interface



Another record-breaking year in the history of the World IP Day campaign

- Multi-platform, multi-format communications reached even higher levels of effectiveness in 2018 and expanded WIPO’s visibility and reach to a diverse audience worldwide. The World IP Day campaign delivered a second consecutive, record-breaking year with 635 events in 135 countries, up 26 per cent and 9 per cent respectively. Coverage of WIPO in general was up 27 per cent with 60,000 media mentions, 99 per cent of which were positive or neutral. On social media, WIPO’s Twitter following approached the 60,000 mark, up 21 per cent, and delivered close to 9 million impressions of WIPO messages to an audience of avid IP-industry stakeholders, while WIPO’s Facebook page reached an increasingly geographically diverse audience.
- 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, the Offices focused efforts on promotion of WIPO’s international registration systems, platforms and IP Office systems, as well as strengthening relationships with a variety of stakeholders.
- Following the Member States’ agreement at the WIPO Assemblies in 2016 to establish two new EOs in Algeria and Nigeria, and following the approval by the WIPO Coordination Committee of host country agreements at its session in 2017, preparations were completed for the opening of the WIPO Office in Algeria, which will begin functioning in February 2019.

WIPO’s Global Facebook Fan Base



"Likes" of World IP Day Facebook Page.

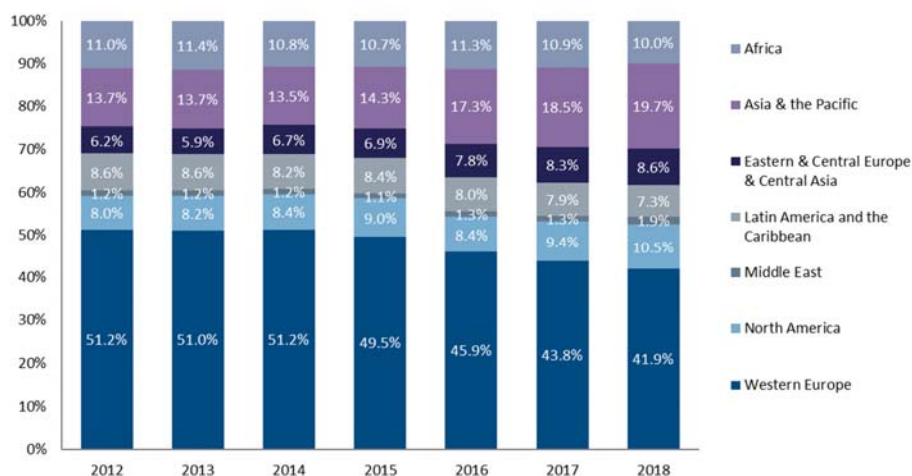


A new WIPO payment platform 'ePay' – faster, more integrated payment services for customers

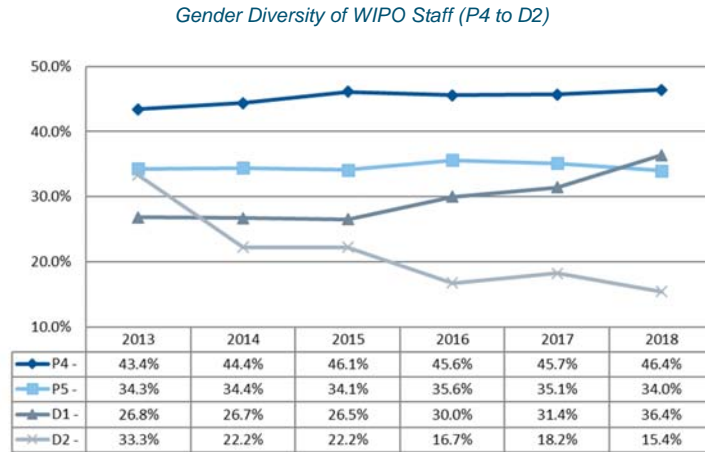
## Efficient Administrative and Financial Support Structure

- With a view to providing an enhanced customer experience for users of WIPO's international registration systems and fee payment services, the design phase of the WIPO IP Portal was completed in October 2018, and work had begun on the production phase with key deliverables targeted for 2019.
- Early WIPO IP Portal deliverables in 2018 included: (i) implementation of the new WIPO payment platform 'ePay' in the first business sector (the Hague System); and (ii) enhancements to the WIPO Current Account, namely single sign-on and a new modern look and feel.
- As part of WIPO's cloud-first strategy, migration of several WIPO applications commenced in 2018. In addition, to ensure cloud readiness, several reference security architectures and patterns were developed and applied to applications that migrated to the cloud in 2018.
- Customer support via the Finance Infoline was strengthened with dedicated resourcing and improved operating hours that were increased by 50 per cent to thirty hours per week.
- A pilot project on the netting of certain PCT fees was initiated in 2018, whereby PCT search fees were collected from PCT receiving Offices on behalf of International Searching Authorities (ISAs). As at the end of 2018, the pilot had three ISAs as participants, together with 29 receiving Offices. The pilot will be evaluated in early 2019.
- WIPO's geographical diversity among staff in 2018 saw the number of Member States represented grow to 121 in 2018. The proportion of staff members from certain regions, in particular Asia and the Pacific, Eastern and Central Europe and Central Asia, as well as North America, increased, while the percentage of staff members from Western Europe continued to decrease to 41.9 per cent.

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



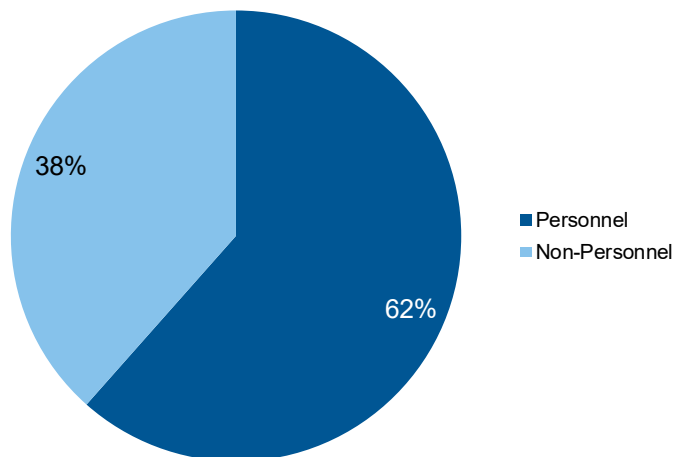
- Gender diversity in WIPO saw the percentage of women at the D1 level increase by 5 percentage points, from 31.4 per cent at the end of 2017 to 36.4 per cent at the end of 2018. Women at the P4 levels saw a moderate increase, while the number of women at the P5 and D2 levels decreased by 1.1 and 2.8 percentage points, respectively, as compared to 2017.



- In line with continued efforts to strengthen Information Assurance (IA), WIPO implemented a 24/7 Information Security Operations Center to continuously monitor, detect and respond to information security threats and events, thereby reducing the impact from an information security incident to WIPO's information assets. In addition, an international travel security service was established to continuously monitor global security events and support staff travel, external conferences and events.

## Budget vs. Expenditure by Program and Cost Category

Chart II. Share of Personnel and Non-Personnel Expenditure 2018



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

	Programs	2018/19 Approved Budget	2018/19 Budget after Transfers <sup>1</sup>	2018 Expenditure <sup>2</sup>	Budget Utilization <sup>3</sup>
1	Patent Law	4,965	5,358	2,603	49%
2	Trademarks, Industrial Designs and Geographical Indications	4,925	4,647	2,268	49%
3	Copyright and Related Rights	16,680	16,599	7,509	45%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	6,869	3,306	48%
5	The PCT System	213,107	209,370	97,515	47%
6	Madrid System	58,839	57,308	27,574	48%
7	WIPO Arbitration and Mediation Center	11,322	11,269	5,269	47%
8	Development Agenda Coordination	3,455	3,658	1,497	41%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,785	29,046	13,835	48%
10	Transition and Developed Countries	8,679	8,528	3,498	41%
11	The WIPO Academy	13,614	12,881	6,242	48%
12	International Classifications and Standards	7,215	7,201	3,091	43%
13	Global Databases	8,840	10,569	4,385	41%
14	Services for Access to Information and Knowledge	7,850	8,024	4,032	50%
15	Business Solutions for IP Offices	14,574	14,495	6,382	44%
16	Economics and Statistics	6,918	7,294	3,330	46%
17	Building Respect for IP	4,102	4,582	2,191	48%
18	IP and Global Challenges	5,648	5,052	2,106	42%
19	Communications	16,412	16,090	7,485	47%
20	External Relations, Partnerships and External Offices	13,255	14,278	6,430	45%
21	Executive Management	20,047	23,518	11,280	48%
22	Program and Resource Management	38,203	38,485	17,052	44%
23	Human Resources Management and Development	24,630	25,719	16,042	62%
24	General Support Services	38,634	38,847	18,674	48%
25	Information and Communication Technology	52,088	52,251	23,879	46%
26	Internal Oversight	5,550	5,072	2,341	46%
27	Conference and Language Services	39,136	36,212	17,053	47%
28	Information Assurance, Safety and Security	23,104	22,722	10,143	45%
30	SMEs and Entrepreneurship Support	6,326	6,380	2,862	45%
31	The Hague System	11,193	15,414	8,905	58%
32	Lisbon System	1,347	1,339	660	49%
	Unallocated	7,357	6,778	-	n/a
	<b>TOTAL</b>	<b>725,857</b>	<b>725,857</b>	<b>339,436</b>	<b>47%</b>

<sup>1</sup> 2018/19 Budget after Transfers reflect the adjusted budgets of Programs as at February 1, 2019, following transfers during the biennium in line with Financial Regulation 5.5.

<sup>2</sup> 2018 Expenditure refers to actual expenditure pre-IPSAS adjustments.

<sup>3</sup> Budget Utilization reflects 2018 expenditure as compared to the Budget after Transfers 2018/19.

Note: Detailed analysis on budget variances and budget utilization is included in the resource utilization section under each Program.

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

Cost Categories	2018/19 Approved Budget	2018/19 Budget after Transfers <sup>1</sup>	2018 Expenditure <sup>2</sup>	Budget Utilization <sup>3</sup>
<b>A. Personnel Resources</b>				
Posts	431,546	422,158	195,202	46%
Temporary staff	20,978	19,697	8,950	45%
Other Staff Costs	2,120	2,120	4,775	225%
<b>Sub-total, A. w/out Unallocated</b>	<b>454,643</b>	<b>443,975</b>	<b>208,926</b>	<b>47%</b>
Unallocated (Personnel)	5,357	6,100	-	n/a
<b>Total, A</b>	<b>460,000</b>	<b>450,075</b>	<b>208,926</b>	<b>46%</b>
<b>B. Non-personnel Resources</b>				
<b>Interns and WIPO Fellowships</b>				
Internships	712	1,156	529	46%
WIPO Fellowships	6,802	8,098	3,897	48%
<i>Sub-total</i>	<i>7,514</i>	<i>9,254</i>	<i>4,426</i>	<i>48%</i>
<b>Travel, Training and Grants</b>				
Staff Missions	13,758	12,874	5,212	40%
Third-party Travel	15,310	14,262	6,663	47%
Training & Related Travel Grants	2,643	2,196	1,136	52%
<i>Sub-total</i>	<i>31,710</i>	<i>29,333</i>	<i>13,012</i>	<i>44%</i>
<b>Contractual Services</b>				
Conferences	6,624	6,765	3,978	59%
Publishing	519	398	20	5%
Individual Contractual Services	27,917	28,200	14,006	50%
Other Contractual Services	145,887	153,486	68,190	44%
<i>Sub-total</i>	<i>180,948</i>	<i>188,849</i>	<i>86,194</i>	<i>46%</i>
<b>Finance Costs</b>				
<i>Sub-total</i>	<i>1,702</i>	<i>1,851</i>	<i>209</i>	<i>11%</i>
<b>Operating Expenses</b>				
Premises & Maintenance	27,949	32,710	21,019	64%
Communication	5,207	5,188	2,203	42%
Representation & Other Operating Expenses	1,712	1,840	476	26%
UN Joint Services	1,202	1,253	734	59%
<i>Sub-total</i>	<i>36,070</i>	<i>40,991</i>	<i>24,432</i>	<i>60%</i>
<b>Equipment and Supplies</b>				
Furniture & Equipment	1,872	1,343	564	42%
Supplies & Materials	4,040	3,483	1,672	48%
<i>Sub-total</i>	<i>5,913</i>	<i>4,826</i>	<i>2,236</i>	<i>46%</i>
<b>Sub-total, B. w/out Unallocated</b>	<b>263,857</b>	<b>275,103</b>	<b>130,510</b>	<b>47%</b>
Unallocated (Non-Personnel)	2,000	678	-	n/a
<b>Total, B</b>	<b>265,857</b>	<b>275,781</b>	<b>130,510</b>	<b>47%</b>
<b>TOTAL</b>	<b>725,857</b>	<b>725,857</b>	<b>339,436</b>	<b>47%</b>

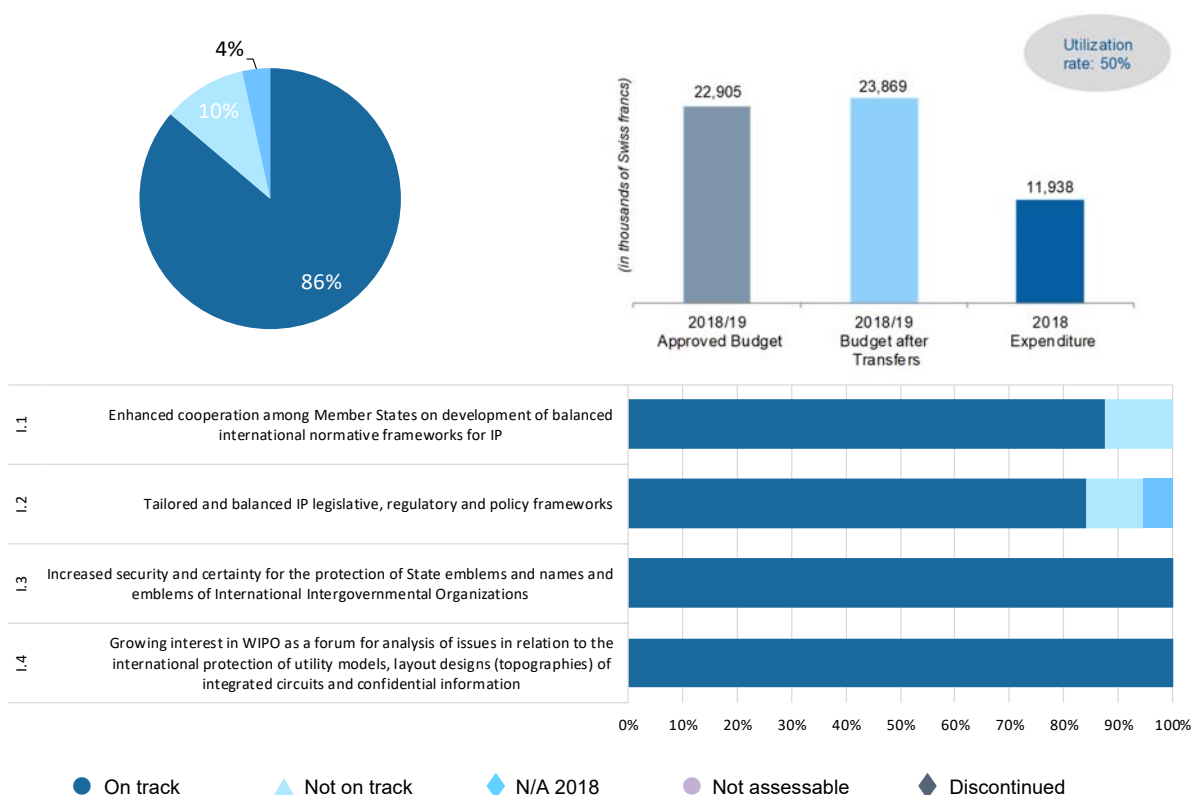
<sup>1</sup> 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.<sup>2</sup> 2018 Expenditure refers to actual expenditure pre-IPSAS adjustments.<sup>3</sup> Budget Utilization reflects 2018 expenditure as compared to the Budget after Transfers 2018/19.

## II. PERFORMANCE DASHBOARDS BY STRATEGIC GOAL

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

#### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	Program 1	●
	Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	Program 1	▲
	Level of satisfaction of participants in WIPO patent-related capacity building and training activities	Program 1	●
	Progress on the implementation of agreed work, according to the SCP Agenda	Program 1	●
	Progress towards agreement on current issues on the SCT Agenda	Program 2	●
	Progress in the implementation of agreed work according to the SCCR Agenda	Program 3	●
	Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Program 4	●

Expected Result	Performance Indicators	Responsible Program(s)	PIE
	% of treaty notifications that are promptly processed by OLC	Program 21	●
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	Program 1	●
	No. and % of Member States satisfied with the legislative and policy advice provided	Program 1	●
	No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications	Program 2	●
	No. of ratifications/accessions to the Singapore Treaty	Program 2 Program 20	▲ ▲
	% of countries that have provided positive feedback on WIPO's legislative advice	Program 3	●
	No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	Program 3 Program 20	●●●● ●
	No. and/or % of countries providing positive feedback on WIPO's legislative policy advice	Program 9	●●●
	No. of ratifications to WIPO administered treaties	Program 10	●
	No. of transition countries with updated national laws and regulations	Program 10	●
	No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance	Program 17	●
	% of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work	Program 18	◆
	No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues	Program 18	●
	I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of signs contained in the Article 6ter database	Program 2
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	% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	Program 1	●

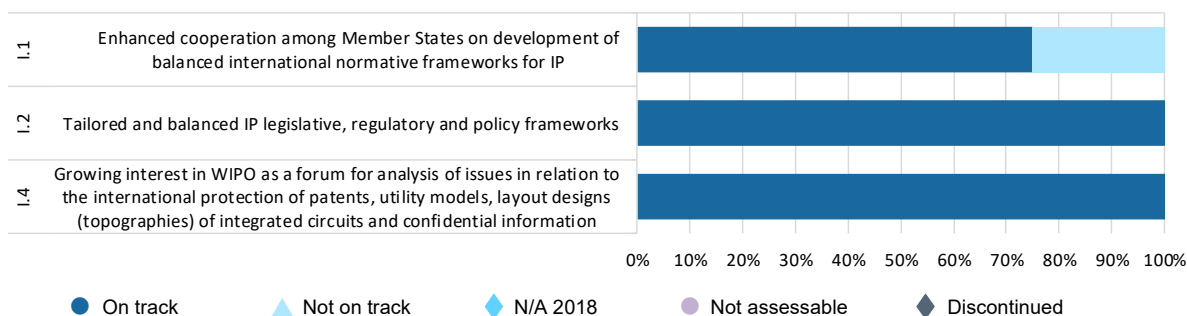
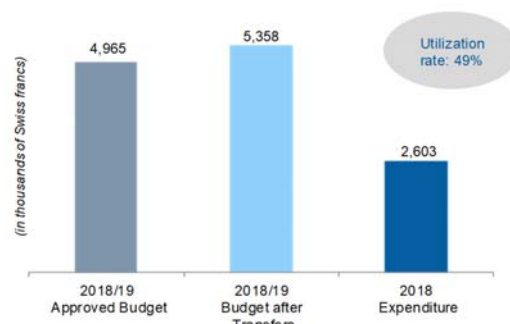
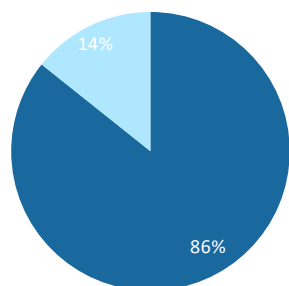
## PROGRAM 1 Patent Law



Program Manager Mr. J. Sandage

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>				
Progress on the implementation of agreed work, according to SCP Agenda	Current state of work in the Committee as documented by SCP/27/9 <sup>11</sup> Summary by the Chair ( <i>same</i> )	SCP agreed outcomes	The SCP fully implemented its work in accordance with the agreed agenda of SCP/28 <sup>12</sup> and SCP/29 <sup>13</sup> .	●
Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	89% (2017) ( <i>same</i> )	90% satisfaction	84% based on 8 surveys collected in 2018	▲
Level of satisfaction of participants in WIPO patent-related capacity building and training activities	89% based on 753 responses ( <i>tbd end 2017</i> )	90% of respondents are satisfied	90% based on 333 responses in 15 seminars	●
% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	n/a ( <i>tbd end 2017</i> )	90%	The knowledge level increased from 61% (before the training) to 89% (after the training).	●

<sup>11</sup> Summary by the Chair: [SCP/27/9](#)

<sup>12</sup> Summary by the Chair: [SCP/28/11](#)

<sup>13</sup> Summary by the Chair: [SCP/29/7](#)



Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	99% based on 26 responses (100% based on 24 responses in 2016)	90%	93% based on 29 responses in 2018	●
No. and % of Member States satisfied with the legislative and policy advice provided	92% based on 12 responses (92% based on 2016 survey)	90%	Advice was provided to 18 Member States: Africa (3); Arab region (3); Asia and the Pacific (6); Latin America and the Caribbean (3); Transition countries (3)  Satisfaction rate: 91% based on 10 responses	●
<b>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</b>				
% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	84% based on 29 responses (81% based on 18 responses to a survey in 2016)	80% (70%)	85% based on 32 responses	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,999	3,220	1,579
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,653	1,861	941
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	277	83
<b>Total</b>	<b>4,965</b>	<b>5,358</b>	<b>2,603</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	3,567	3,950	1,897	48%
Non-personnel Resources	1,398	1,408	706	50%
<b>Total</b>	<b>4,965</b>	<b>5,358</b>	<b>2,603</b>	<b>49%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The net increase in resources was primarily the result of: (i) the transfer of a temporary position and non-personnel resources to reinforce legislative and policy advice (ER I.2); (ii) the allocation of a temporary resource to strengthen capacity building on patent drafting (ER I.1); (iii) cost adjustments resulting from changes to the staff composition in the Program, reflected across results; and (iv) the redeployment of accrued personnel savings to other organizational priorities, reflected across results.

**Budget Utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

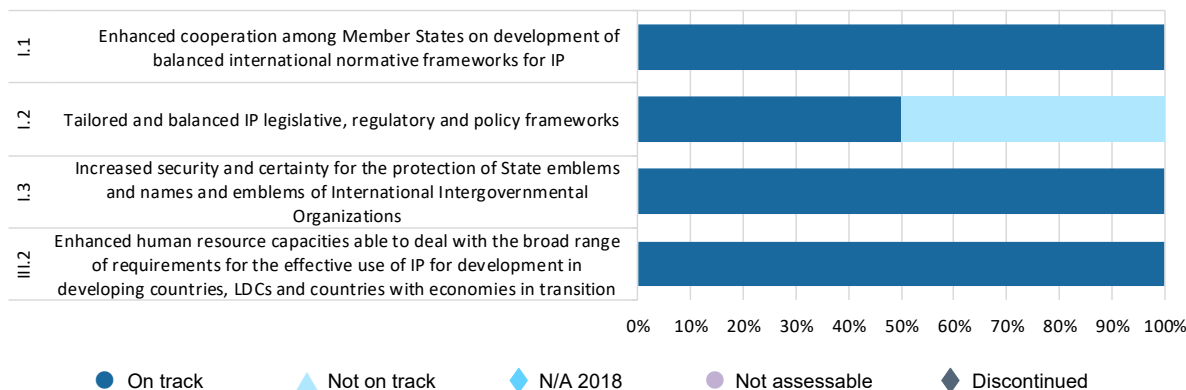
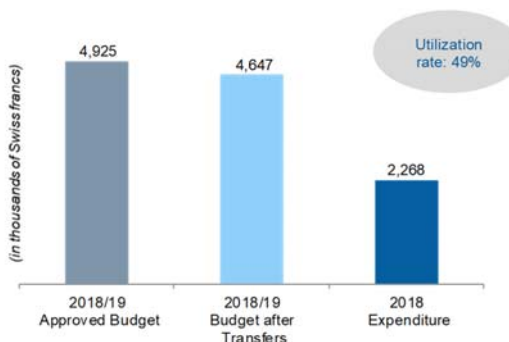
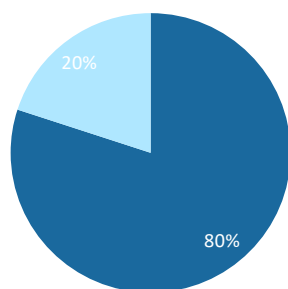
## PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications



Program Manager Ms. B. Wang

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
I.1 Progress towards agreement on current issues on the SCT Agenda	State of advancement of SCT work at the end of 2017 as per document SCT/38/5 (same)	Agreement on specific work programs for the SCT sessions to be held in the biennium	State of SCT work at the end of 2018 as per SCT/40/9 <sup>14</sup> , notably: – Agreement on information exchange through survey questionnaires and published compilations of returns for Graphical User Interface (GUI), Icon and Typeface/Type Font Designs, and for Geographical Indications (GIs) – Agreement on holding half-day information sessions for GIs back-to-back with SCT sessions; ongoing work on Protection of Country Names (documents SCT/32/2, SCT/39/8/Rev.2 and SCT/39/9)	●

<sup>14</sup> Summary by the Chair: [SCT/40/9](#)

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications	13 and 100% reported satisfaction (2 and 100%)	90% report satisfaction with the advice offered	Advice was provided to 20 Member States: Africa (2); Arab region (4); Asia and the Pacific (8); Latin America and the Caribbean (3); Transition countries (3)  Satisfaction rate: 100% based on 9 responses	●
No. of ratifications / accessions to the Singapore Treaty <sup>15</sup>	46 Contracting Parties (45 as at January 2017)	5 new ratifications/ accessions	1 new Contracting Party: Peru (47 Contracting Parties cumulative)	▲
<b>I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations</b>				
No. of signs contained in the Article 6ter database	3,458 (3,294) signs (cumulative end 2017)	200 (100) new signs published	103 additional signs in 2018 (3,561 signs cumulative end 2018)	●
<b>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</b>				
No. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	n/a (TBD)	80% of respondents provide positive feedback	100% satisfactions based on 61 responses – 54% extremely satisfied – 46% satisfied	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,867	1,886	1,013
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,645	1,292	638
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	511	452	157
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	1,018	460
<b>Total</b>	<b>4,925</b>	<b>4,647</b>	<b>2,268</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	4,053	3,567	1,723	48%
Non-personnel Resources	872	1,080	544	50%
<b>Total</b>	<b>4,925</b>	<b>4,647</b>	<b>2,268</b>	<b>49%</b>

**Budget after Transfers:** The decrease in personnel resources was primarily due to: (i) the transfer of a temporary position to Program 9 to support the increased demand for cooperation activities from Latin American and Caribbean countries, primarily reflected under ER I.2; and (ii) the redeployment of accrued personnel savings to other organizational priorities, reflected across results.

The increase in non-personnel resources was primarily due to the transfer of additional resources: (i) to cover higher-than-anticipated costs related to the holding of the two sessions of the SCT (ER I.1); and (ii) for follow-up activities in relation to the DA project IP and Design Management (ER III.2), as discussed in the CDIP.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>15</sup> Based on date of entry into force as opposed to the date of deposit of instrument.

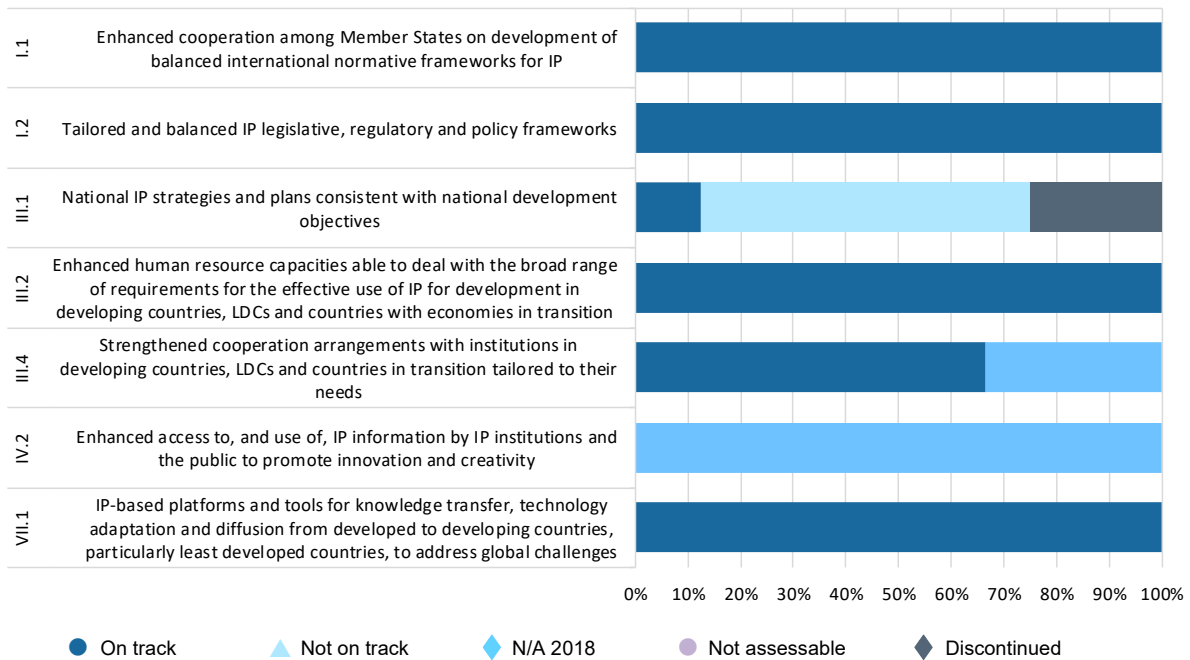
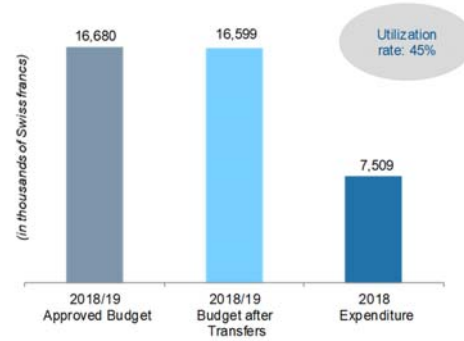
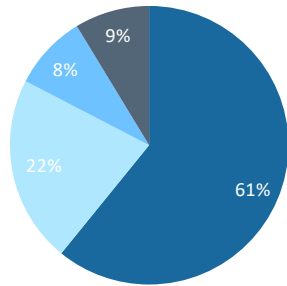
## PROGRAM 3 Copyright and Related Rights



Program Manager Ms. S. Forbin

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



## Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>				
Progress in the implementation of agreed work according to SCCR Agenda	Progress as captured by the Summary by the Chair <sup>16</sup> (same)	SCCR agreed outcomes as reflected in Chair's Summaries and 2018-19 General Assembly decisions	The SCCR made progress on various substantive agenda items as reflected in the Chair's Summaries <sup>17</sup> , and the 2018 WIPO General Assembly directed the SCCR to continue its work	●
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
% of countries that have provided positive feedback on WIPO's legislative advice	90% based on 13 responses (100%)	85%	Advice was provided to 35 Member States: Africa (8) Arab region (3); Asia and the Pacific (11); Latin America and the Caribbean (8); Transition countries (5)  Satisfaction rate: 95% based on 9 responses	●
No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	WCT 95 (same) WPPT 95 (same) Beijing Treaty 19 (15) Marrakesh Treaty 33 (26)	- WCT: 100 - WPPT: 100 cumulative - Beijing: 40 cumulative - Marrakesh: 45 cumulative	WCT: 99 (cumulative) WPPT: 99 (cumulative) Beijing Treaty: 23 (cumulative) Marrakesh Treaty: 48, covering 75 Member States (cumulative)	● ● ● ●
<b>III.1 National IP strategies and plans consistent with national development objectives</b>				
No. of countries that are in the process of formulating national copyright strategies as part of their national IP strategies	Africa: 2 (3) additional Arab region: n/a (2) Asia and the Pacific: 5 (2) additional Latin America and the Caribbean: 3 (4) additional	Africa: 3 additional Arab region: 4 additional Asia and the Pacific: 6 additional Latin America and the Caribbean: 3 additional, completion of 5 ongoing	Africa: no additional Arab region: Discontinued Asia and the Pacific: 1 additional (Marshall Islands) Latin America and the Caribbean: no additional	▲ ◆ ▲ ▲
No. of countries that have adopted national copyright strategies as part of their national IP strategies	Africa: 25 (same) cumulative Arab region: 0 (2) cumulative Asia and the Pacific: 10 (7) cumulative Latin America and the Caribbean: 9 (8) cumulative	Africa: 3 additional Arab region: 1 additional Asia and the Pacific: 6 additional Latin America and the Caribbean: 3 additional	Africa: 2 additional (Burkina Faso, Guinea Bissau) (27 cumulative) Arab region: Discontinued Asia and the Pacific: 2 additional (Bhutan, Thailand) (12 cumulative) Latin America and the Caribbean: no additional (9 cumulative)	● ◆ ▲ ▲
<b>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</b>				
No. of institutions that have taken measures to advance the development of their copyright framework	n/a	16 institutions in 2018/19	8 institutions (cumulative) - Africa: 2 <sup>18</sup> - Arab region: 1 <sup>19</sup> - Asia and the Pacific: 3 <sup>20</sup> - Latin America and the Caribbean: 2 <sup>21</sup>	●

<sup>16</sup> Summary by the Chair: [SCCR35/REF/SUMMARY BY CHAIR](#)

<sup>17</sup> Summaries by the Chair: [SCCR/36/REF/SUMMARY BY THE CHAIR](#); [SCCR/37/SUMMARY BY THE CHAIR](#)

<sup>18</sup> Botswana (Companies and Intellectual Property Authority); Lesotho (Registrar's Office)

<sup>19</sup> Oman (Ministry of Economy)

<sup>20</sup> Bhutan (Department of Intellectual Property, Ministry of Economic Affairs); Solomon Islands (Registrar General's Office of Copyright, Ministry of Justice and Law); Viet Nam (Copyright Office)

<sup>21</sup> Guatemala (*Registro de la Propiedad Intelectual*); Haiti (*Bureau Haïtien de Droit d'Auteur*)

Performance Indicators	Baselines	Targets	Performance Data	PIE
ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	4,050 (3,259 <sup>22</sup> ) educational titles produced cumulative	25% increase biennium	2,560 accessible educational titles produced (+63%) (6,610 cumulative end 2018)	●
No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries	- 135,768 pdf downloads - 14,792 page views - 2,762 book views - 19 prints on demand (2017) <sup>23</sup> (tbd)	Maintain (annual) (tbd)	- 143,442 pdf downloads - 33,209 page views - 5,369 book views - 28 prints on demand	●
<b>III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs</b>				
No. of trained CMOs taking concrete steps on collection and distribution of remuneration	1	5 additional	7 additional in 2018: - Africa: 5 <sup>24</sup> - Arab region: 1 <sup>25</sup> - Transition countries: 1 <sup>26</sup> (8 cumulative)	●
% of participants in rights management capacity-building activities reporting concrete steps based on training	No baseline available (tbd in 2017)	50% (5%)	To be assessed at the end of the biennium	◆
No. of countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges	n/a	16 countries in 2018/19	Africa: 2 (Botswana, Lesotho) Arab region: none Asia and the Pacific: 3 (Cambodia, Mongolia, Myanmar) Latin America and the Caribbean: 3 (Guatemala, Haiti, Peru) (8 cumulative)	●
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>				
No. of online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application	n/a	1 (tbd)	To be assessed at the end of the biennium	◆
<b>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</b>				
No. of books in accessible format downloaded from the ABC Book Service by participating libraries	10,500 (6,000 <sup>27</sup> ) cumulative	25% increase - biennium	4,000 additional books downloaded (+38%) (14,500 cumulative end 2018)	●
No. of books in accessible format loaned to library patrons through ABC participating libraries	165,000 <sup>28</sup> (100,000)	25% increase - biennium	68,000 additional books loaned (+41%) (233,000 <sup>29</sup> cumulative)	●

<sup>22</sup> Cumulative as at February 2017

<sup>23</sup> The end 2017 baselines have been updated due to further refinements to the web analytics tool tracking filters at the end of 2018. However, due to the timing of the refinements, the 2017 baseline data is not fully comparable with the 2018 data.

<sup>24</sup> (i) Ethiopia: Copyright and Neighboring Right Collective Management Society of Ethiopia (CNRCMSE); (ii) Côte d'Ivoire: Bureau Ivoirien du Droit d'Auteur (BURIDA); (iii) Malawi: Copyright Society of Malawi (COSOMA); (iv) Senegal: Société Sénégalaise du Droit d'Auteur et des Droits Voisins (SODAV); (v) the Gambia: Collecting Society of the Gambia (CSG)

<sup>25</sup> (vi) Tunisia: Organisme Tunisien des Droits d'Auteur et des Droits Voisins (OTDAV);

<sup>26</sup> (vii) Ukraine: Ukrainian Agency of Copyright and Related Rights (NGO-UACRR)

<sup>27</sup> Cumulative as at February 2017

<sup>28</sup> Figures are based on the latest available data, as at September 1, 2017.

<sup>29</sup> Figures are based on the latest available data, as at September 1, 2018.

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,959	3,441	1,352
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,835	2,900	1,745
III.1 National IP strategies and plans consistent with national development objectives	223	382	204
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	1,890	841
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,610	4,148	1,648
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	1,278	1,163	496
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	591	358
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	1,963	748
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	236	119	118
<b>Total</b>	<b>16,680</b>	<b>16,599</b>	<b>7,509</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	10,135	9,793	4,748	48%
Non-personnel Resources	6,545	6,807	2,761	41%
<b>Total</b>	<b>16,680</b>	<b>16,599</b>	<b>7,509</b>	<b>45%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The slight decrease in personnel resources primarily reflected the transfer of responsibilities for WIPO Connect to Program 15 (ER IV.2).

The increase in non-personnel resources was primarily the result of: (i) additional resources to finalize the DA project "Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries (Phase II) and administrative support for the IGC/SCCR (ER I.1); and (ii) a shift from personnel resources to support an enhanced focus on the promotion of the Beijing and Marrakesh treaties (ER I.1) and the strengthening of the fellowship program to support ABC Global Book Services Platform (ER VII.1).

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

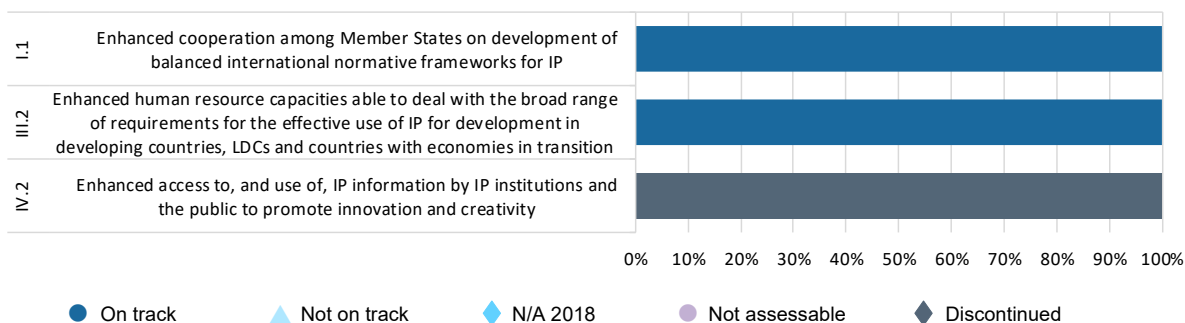
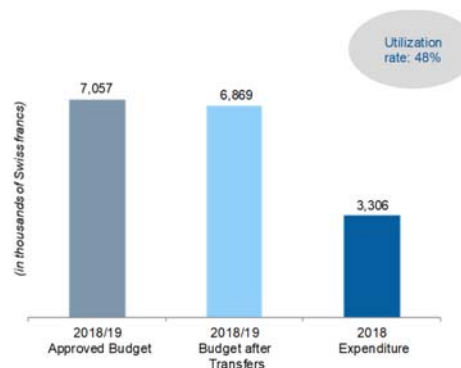
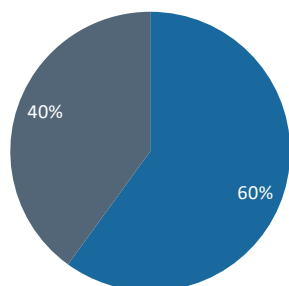
## PROGRAM 4 Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources



Program Manager Mr. M. A. Getahun

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Current state of negotiations among Member States on IP and GRs, TK and TCEs as reflected in IGC documents <sup>30</sup> (same)	Agreement among Member States on outcomes in the normative activities	Current state of negotiations among Member States on IP and GRs, TK and TCEs as reflected in IGC documents WIPO/GRTKF/IC/36/4, WIPO/GRTKF/IC/39/4 and WIPO/GRTKF/IC/39/5.	●
<b>III.2</b> Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs	n/a	80%	80% of participants highly satisfied with general awareness raising and promotional activities on GRs, TK and TCEs	●

<sup>30</sup> (i) Consolidated Document Relating to Intellectual Property and Genetic Resources: [WIPO/GRTKF/IC/34/4](#); (ii) The Protection of Traditional Knowledge: Draft Articles: [WIPO/GRTKF/IC/34/5](#); and (iii) The Protection of Traditional Cultural Expressions: Draft Articles: [WIPO/GRTKF/IC/34/8](#)



Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	n/a	80%	75%	●
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>				
No. of records in or accessible from the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs	n/a	tbd	The relevant project was not commenced in 2018 and will be redesigned in 2019.	◆
No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs.	n/a	tbd	The relevant project was not commenced in 2018 and will be redesigned in 2019.	◆

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,348	4,077	2,022
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	1,763	799
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	559	588	286
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	442	199
<b>Total</b>	<b>7,057</b>	<b>6,869</b>	<b>3,306</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	4,524	4,366	2,010	46%
Non-personnel Resources	2,534	2,503	1,295	52%
<b>Total</b>	<b>7,057</b>	<b>6,869</b>	<b>3,306</b>	<b>48%</b>

**Budget after Transfers:** The decrease in personnel resources was primarily due to: (i) the transfer of one position to support the work of the Advanced Technology Applications Center (ATAC) under Program 13 (ER I.1); and (ii) the redeployment of accrued personnel savings to other organizational priorities, reflected across results.

The decrease in non-personnel resources was due to the transfer of resources: (i) for the running of the Distance Learning course on IP, TK and TCEs under Program 11 (ER III.2); and (ii) the transfer of resources for internships to Program 23 (ER I.1).

The increased resources under ER III.2 reflected an enhanced focus on general awareness raising and capacity building.

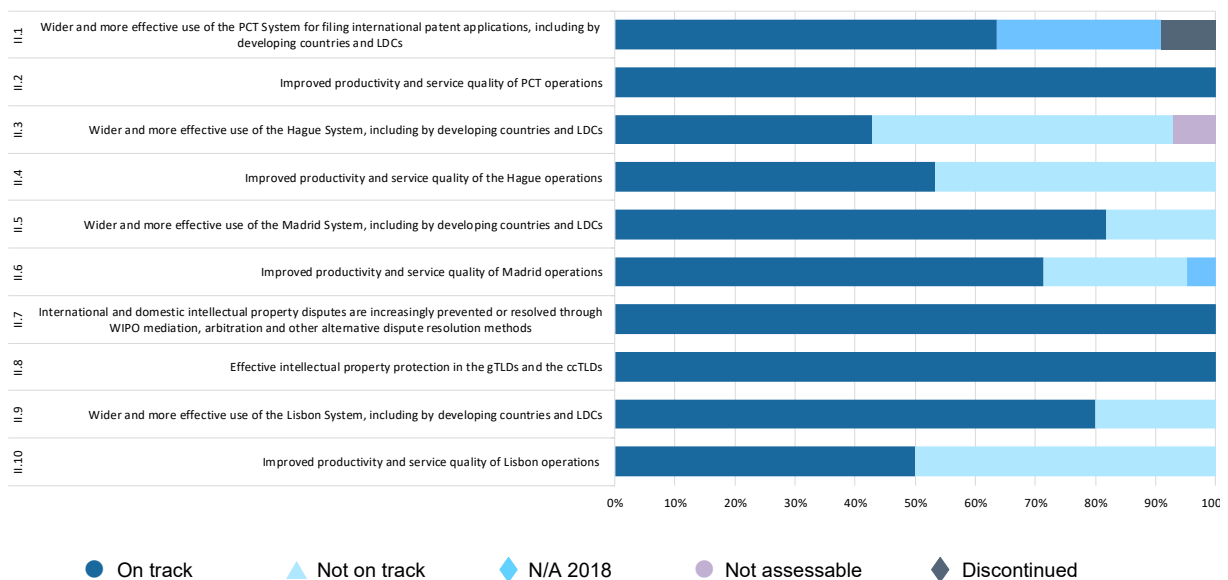
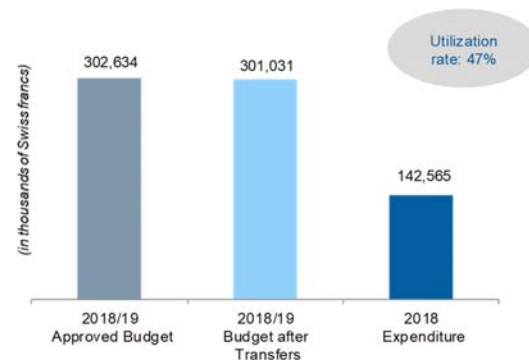
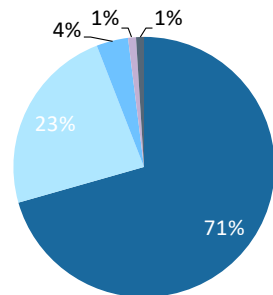
Resources linked to ER VII.1 under this Program reflected the work of the Department for Traditional Knowledge and Global Challenges in respect of WIPO GREEN and WIPO Re:Search in Program 18.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## Strategic Goal II PROVISION OF PREMIER GLOBAL IP SERVICES

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
<b>II.1</b> Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States	Program 5	●
	Improved electronic services for applicants, third parties, Offices and Authorities	Program 5	● ● ●
	Level of satisfaction of Offices and International Authorities with PCT-related cooperative activities	Program 5	◆
	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	Program 5	◆
	Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	Program 5	◆
	No. of PCT applications originating from developing countries and LDCs	Program 9	●
	% of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives	Program 10	◆
No. of PCT applications originating from transition and developed countries	Program 10	●	

Expected Result	Performance Indicators	Responsible Program(s)	PIE
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	Program 20	●
<b>II.2</b> Improved productivity and service quality of PCT operations	Aggregate Quality of Formalities Examination (including timeliness)	Program 5	●
	Application Unit Cost	Program 5	●
	Information systems service levels	Program 5	●
	Quality of Software Development (QSD)	Program 5	●
	Quality of Translation	Program 5	●
	Timeliness of Report Translation	Program 5	●
<b>II.3</b> Wider and more effective use of the Hague system, including by developing countries and LDCs	No. of Hague applications originating from developing countries and LDCs	Program 9	▲
	No. of Hague System applications originating from transition and developed countries	Program 10	▲
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	Program 20	●●●●
	Membership of the Geneva (1999) Act	Program 20	●
		Program 31	●
	Hague filings, renewals and decisions	Program 31	▲▲▲ ▲●▲
<b>II.4</b> Improved productivity and service quality of the Hague operations	Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability	Program 31	●
	Flexibility of data recorded in the International Register	Program 31	●
	Hague IT system is operating efficiently and being managed according to best practices	Program 31	●●
	Level of usage of electronic forms	Program 31	●●●● ▲▲▲
	No. of Offices communicating fully electronically, including the use of structured data	Program 31	●
	Predominance of the Geneva (1999) Act in the Hague System	Program 31	▲
	Timeliness to communicate an incoming refusal	Program 31	▲
	Timeliness to process a regular international design application	Program 31	▲
<b>II.5</b> Wider and more effective use of the Madrid System, including by developing countries and LDCs	Classification irregularities (Rules 12 and 13)	Program 6	●
	Filing rate	Program 6	●
	Registrations	Program 6	●
	Renewals	Program 6	●
	Total Membership of the Madrid System	Program 6	▲
		Program 20	▲
	Total no. of designations	Program 6	●
	Total no. of international registrations in force	Program 6	●
	No. of Madrid System applications originating from developing countries and LDCs	Program 9	●
	No. of Madrid System applications originating from transition and developed countries	Program 10	●

Expected Result	Performance Indicators	Responsible Program(s)	PIE
	% of policy makers, government officials, IP practitioners and participants in targeted workshops with enhanced understanding of the Madrid System	Program 20	●
<b>II.6</b> Improved productivity and service quality of Madrid operations	Information System Service Levels (ISSL)	Program 6	●
	Functional improvements to the Madrid System	Program 6	●
	No. of Offices communicating fully electronically	Program 6	●
	Overall customer satisfaction with Madrid services	Program 6	◆
	Quality output in Operations	Program 6	●●●▲ ●●▲●
	Quality of Software Development (QSD)	Program 6	▲
	Timeliness of Transactions	Program 6	▲●● ●●▲
	Unit Cost	Program 6	●●
<b>II.7</b> Improved productivity and service quality of Madrid operations	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	Program 7	●●
		Program 9	●
		Program 10	●
	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	Program 7 Program 10	●●●●●● ●
<b>II.8</b> Effective intellectual property protection in the gTLDs and the ccTLDs	Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	Program 7	●●●
	No. of UDRP based gTLD and ccTLD cases administered by the Center	Program 7	●●
<b>II.9</b> Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System	Program 32	●
	No. of international applications and other transactions	Program 32	●▲●
	No. of international registrations from developing countries and LDCs in force under the Lisbon System	Program 32	●
<b>II.10</b> Improved productivity and service quality of Lisbon operations	Improved operation of the Lisbon Registry, including electronic processes and procedures	Program 32	▲●▲
	Progress towards the enhancement of the legal framework	Program 32	●

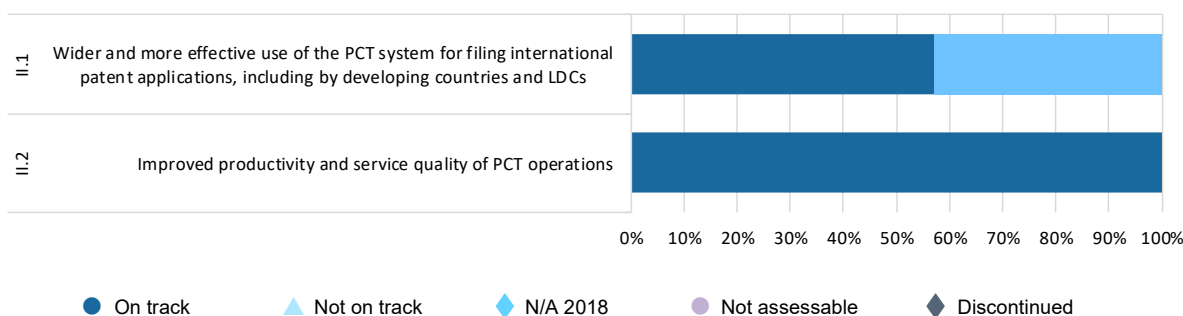
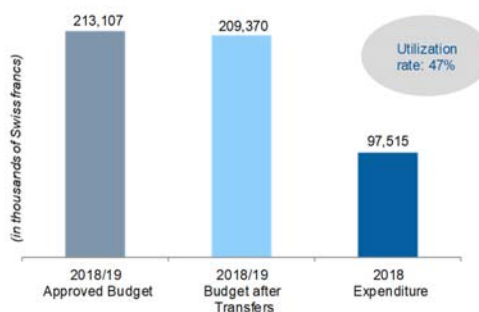
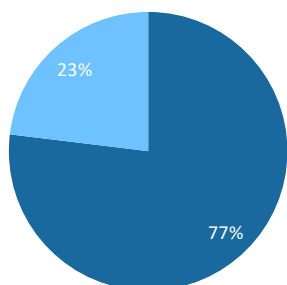
## PROGRAM 5 The PCT System



Program Manager Mr. J. Sandage

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs			
Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	90% (2016/17 survey) (89% overall PCT user satisfaction 2015 survey)	90% (+/-2%)	The satisfaction survey is conducted once every two years; the next survey will be carried out in 2019	◆
Level of satisfaction of Offices and International Authorities with PCT-related cooperative activities	98% (42 out of 43 beneficiaries of PCT cooperative activities) (2016/17 survey) (96%)	98% (+/-2%) (95%)	The satisfaction survey is conducted once every two years; the next survey will be carried out in 2020.	◆
Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	100% (27 out of 27 responses regarding patent examination related activities) (2016/17 survey) (TBD)	98% (+/-2%) (TBD)	The satisfaction survey is conducted once every two years; the next survey will be carried out in 2020.	◆

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States	Decisions by appropriate PCT bodies up to the end of 2017	Decisions by appropriate PCT bodies up to the end of 2019	In 2018, the PCT Working Group continued its discussions aimed at furthering the aims of the Treaty for the benefit of all stakeholders. The Working Group, <i>inter alia</i> : - re-confirmed the underlying objectives of the PCT Roadmap recommendations; - agreed an amendment to the Regulations relating to the start of international preliminary examination; - noted a document setting out priorities for the development of ePCT; - continued its discussions on a proposal for PCT fee reductions for universities; - noted a progress report in relation to the introduction of a "netting structure" for PCT fee transactions; - noted progress reports on the coordination of technical assistance provided under the PCT, and on efforts to improve the coordination of patent examiner training between Offices.	●
	Improved electronic services for applicants, third parties, Offices and Authorities	- 53 receiving Offices accept e-filing from ePCT  - 57 receiving Offices and 15 International Authorities use ePCT or accept documents transmitted by applicants using ePCT  - 16,901 filings using ePCT (2017) ( <i>same</i> )	By end of biennium, at least 5 additional Offices accepting each of e-filing and document transmission from ePCT  at least a 50% increase in filings using ePCT ( <i>same</i> )	- 56 receiving Offices (3 additional) accepting PCT e-filing (52 ePCT; 4 ePCT packages)  - 62 receiving Offices (5 additional) and 16 International Authorities (1 additional) using ePCT or accepting documents transmitted by applicants using ePCT  - 24,181 e-filings using ePCT (+43%) (cumulative end of 2018)	●  ●  ●
II.2	Improved productivity and service quality of PCT operations				
	Application Unit Cost	702 CHF ( <i>685 CHF</i> ) Average 694 CHF in 2016/17	690 CHF	622 CHF (-11.4%)	●
	Aggregate Quality of Formalities Examination (including timeliness)	97.1% ( <i>95.1%</i> )	95% (+/-2%)	97.5 %	●
	Timeliness of Report Translation	86% on time ( <i>89.1%</i> )	90% (+/-2%)	89%	●
	Quality of Translation	86.2% ( <i>86%</i> )	88% (+/-3%)	86%	●
	Quality of Software Development (QSD)	93.7% ( <i>93.3%</i> )	94% (+/-2%)	92.3 %	●
	Information systems service levels	97.1% ( <i>same</i> )	97% (+/-2%)	97.6 %	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,830	26,940	11,621
II.2 Improved productivity and service quality of PCT operations	185,277	182,430	85,893
<b>Total</b>	<b>213,107</b>	<b>209,370</b>	<b>97,515</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	132,025	128,063	58,041	45%

Non-personnel Resources	81,082	81,307	39,474	49%
<b>Total</b>	<b>213,107</b>	<b>209,370</b>	<b>97,515</b>	<b>47%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The slight decrease in personnel resources, reflected across results, was primarily due to: (i) changes in staff composition during the year; and (ii) the redeployment of accrued personnel savings, realized from vacancies and part time working arrangements, to other organizational priorities.

The slight net increase in non-personnel resources reflected: (i) the transfer of responsibility for outsourced PCT Optical Character Recognition (OCR) proofreading activities from Program 13 (ER II.2); (ii) a shift of resources from personnel to non-personnel to strengthen the PCT Operations Fellowship Program and for the production of a PCT promotional video (ER II.2); and (iii) the transfer out of resources for PCT's contribution towards AI neutral machine translation (Program 13) (ER II.2).

**Budget Utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

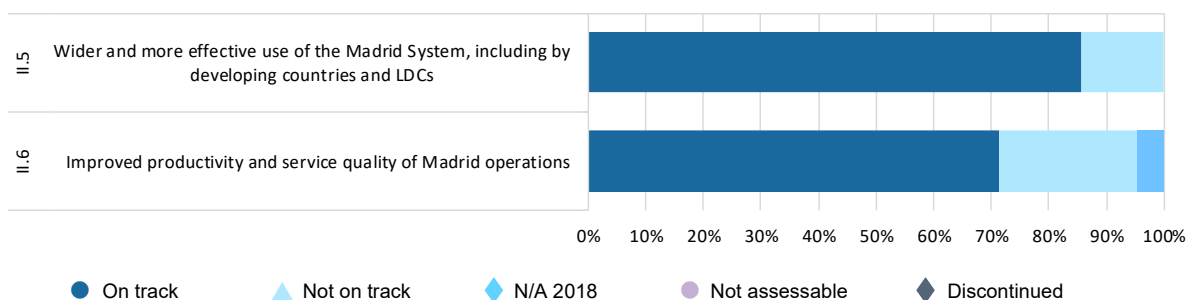
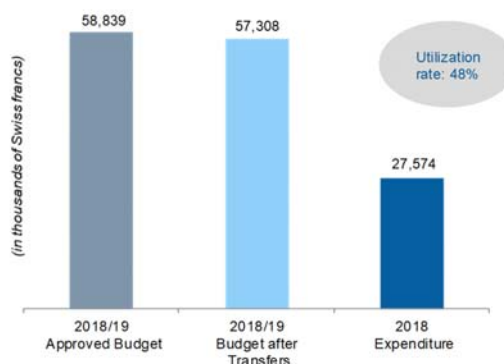
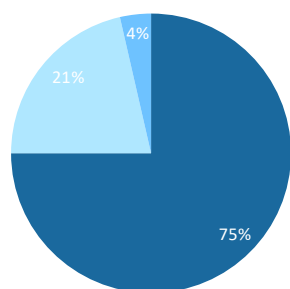
## PROGRAM 6 Madrid System



Program Manager Ms. B. Wang

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs</b>				
Total Membership of the Madrid System <sup>31</sup>	99 (98)	110 members end 2019	3 additional, totaling 102 members covering 118 countries (cumulative end 2018)	▲
Filing rate	57,505 (52,550)	4% increase per annum	61,200 (+6.4%)	●
Registrations	56,267 (44,726)	2018: 54,524 2019: 56,638	2018: 60,071	●
Renewals	29,362 (30,103)	2018: 33,300 2019: 34,890	2018: 32,162	●
Total no. of international registrations in force <sup>32</sup>	667,881 preliminary (641,587)	2018: 675,000 2019: 695,000	2018: 707,810 (preliminary)	●
Total no. of designations <sup>33</sup>	5.8 million preliminary (5.69 million)	2018: 5.79 million 2019: 5.81 million	2018: 6.17 million (preliminary)	●
Classification irregularities (Rules 12 and 13)	45.4% (38%) <sup>34</sup>	2018: 29% (+/-1%) 2019: 28% (+/-1%)	2018: 30%	●

<sup>31</sup> Based on date of entry into force as opposed to the date of deposit of instrument.

<sup>32</sup> The total number of international registrations in force refers to the total number of active registrations.

<sup>33</sup> The total number of designations refers to the total number of designations in active registrations.

<sup>34</sup> Updated baselines reflect classification irregularities related to Rules 12 and 13 rather than overall irregularities.





## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	12,543	12,453	6,114
II.6 Improved productivity and service quality of Madrid operations	46,296	44,855	21,459
<b>Total</b>	<b>58,839</b>	<b>57,308</b>	<b>27,574</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	42,521	40,949	19,341	47%
Non-personnel Resources	16,319	16,359	8,233	50%
<b>Total</b>	<b>58,839</b>	<b>57,308</b>	<b>27,574</b>	<b>48%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources primarily reflected: (i) a redistribution of resources to non-personnel to accommodate more flexible and agile resourcing of Madrid Operations, including the expansion of the Madrid Fellowship Program (ER II.5); and (ii) the separation of operational and IT support for the Hague System to Program 31, as reflected across results.

**Budget Utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

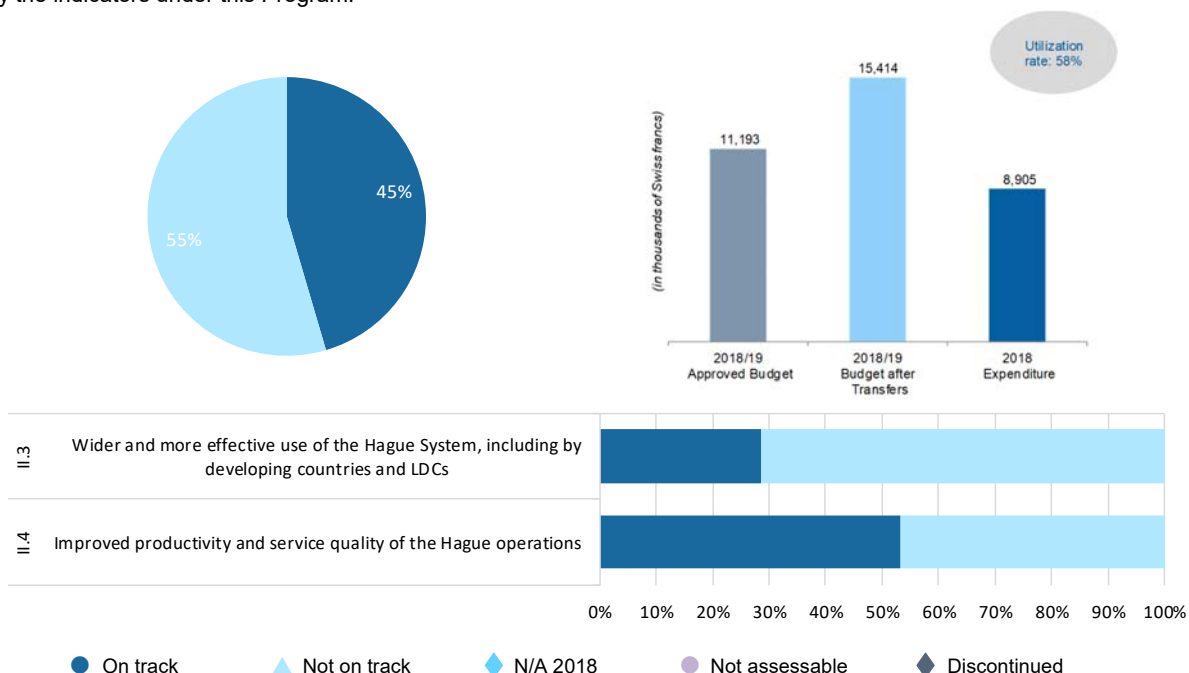
## PROGRAM 31 The Hague System



Program Manager Ms. B. Wang

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs</b>				
Membership of the Geneva (1999) Act	52 (same) Members <sup>39</sup>	62 Members	58 Members	●
Hague filings, renewals and decisions	Registrations: 5,041 (5,233)	Registrations: - 6,464 (2018) - 7,124 (2019)	Registrations: 4,767	▲
	Applications: 5,213 (5,562)	Applications: - 6,950 (2018) - 7,660 (2019)	Applications: 5,404	▲
	Decisions: 11,688 (7,642)	Decisions: - 17,242 (2018) - 22,622 (2019)	Decisions: 13,128	▲
	Designs contained in applications: 19,745 (18,716)	Designs contained in applications: - 24,100 (2018) - 26,550 (2019)	Designs contained: 19,323	▲
Renewals: 3,297 (3,150)	Renewals: - 3,320 (2018) - 3,350 (2019)	Renewals: 3,266	●	

<sup>39</sup> The baseline has been updated to reflect the number of Contracting Parties at the end of 2017 based on the date of entry into force.

Performance Indicators	Baselines	Targets	Performance Data	PIE
	Extracts and Copies: 2,531 (2,820)	Extracts and Copies: - 2,961 (2018) - 2,720 (2019)	Extracts and Copies: 2,345	▲
<b>II.4 Improved productivity and service quality of Hague operations</b>				
Predominance of the Geneva (1999) Act in the Hague System	3 countries outside the EU or OAPI bound solely by the 1960 Act ( <i>same</i> )	1 country outside the EU or OAPI bound solely by the 1960 Act	3 <sup>40</sup> countries outside the EU or OAPI bound solely by the 1960 Act	▲
Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability	Current framework	Reviewed framework	Common regulations and administrative instructions as in force on January 1, 2018	●
Timeliness to process a regular international design application	16% (20%) of regular applications inscribed within a week - 7 calendar days	30% of regular applications inscribed within a week - 7 calendar days	9% of regular applications inscribed within a week - 7 calendar days	▲
Timeliness to communicate an incoming refusal	53% within 7 calendar days (TBD)	90% of regular refusals communicated within a week - 7 calendar days	64% of regular refusals communicated within 7 calendar days	▲
Level of usage of electronic forms	- e-Filings: 99% (89%) - e-Renewals: 77.8% (77.3%) - Replies to Irregularities <sup>41</sup> : 60.1% (41%) - Requests for priority documents: n/a ( <i>same</i> ) - Requests for change in name and address: n/a ( <i>same</i> ) - Limitations: n/a ( <i>same</i> ) - Renunciations: n/a ( <i>same</i> )	By end 2019: - e-Filings: 85% - e-Renewals: 80% - Replies to Irregularities: 60% - Requests for priority documents: 20% - Requests for change in name and address: 20% - Limitations: 20% - Renunciations: 20%	e-Filings: 98% e-Renewals: 67% Replies to Irregularities: 77.5% Requests for priority documents: 77% Requests for change in name and address: 0% Limitations: 0% Renunciations: 0%	● ▲ ● ● ▲ ▲ ▲
Hague IT system is operating efficiently and being managed according to best practices	- 100% uptime - 2 incidents	- 99% uptime - 3 incidents/year	100% uptime 1 incident	● ●
Flexibility of data recorded in the International Register	As at end 2017: (i) ability to accept, store and use granular data; (ii) compliance with ST96, allowing offices to send/receive standardized data formats; and (iii) ability to accept UTF8 character sets via the relational database technology (Inability to receive, record, retrieve and communicate design-centric data and data in characters other than Latin)	Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters	Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters achieved in December 2018 with the launch of the Hague IT Platform	●
No. of Offices communicating fully electronically, including the use of structured data	4 out of 6 (3 out of 6) active Offices were communicating fully electronically, including the use of structured data	6 out of 8 Offices communicating fully electronically, including the use of structured data, by end 2019	6 out of 9 active Offices were communicating fully electronically, including the use of structured data	●

<sup>40</sup> As at end 2018, based on the date of entry into force.

<sup>41</sup> Launched on April 1, 2016

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	5,449	4,780	2,143
II.4 Improved productivity and service quality of the Hague operations	5,744	10,634	6,762
<b>Total</b>	<b>11,193</b>	<b>15,414</b>	<b>8,905</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	8,767	9,223	4,188	45%
Non-personnel Resources	2,426	6,191	4,717	76%
<b>Total</b>	<b>11,193</b>	<b>15,414</b>	<b>8,905</b>	<b>58%</b>

**Budget after Transfers:** The increase in resources was due to: (i) additional non-personnel resources to complete the Hague IT Platform Project and to strengthen operational and IT support for the Hague System (ER II.4); (ii) three additional posts to support the Hague IT Platform (ER II.4); and (iii) the regularization of two posts and the addition of one temporary position to support the additional examination demands following recent accessions (ER II.4).

The shift in resources from ER II.3 to ER II.4 reflected the prioritization of completion of the Hague IT Platform, which was launched at the end of 2018.

**Budget Utilization:** The overall budget utilization was within the expected range for the first year of the biennium. The higher non-personnel utilization reflected the implementation of the Hague IT Platform Project in 2018.

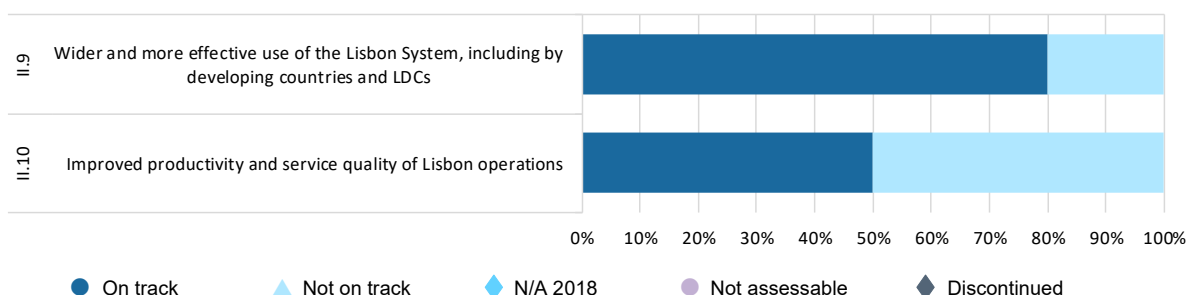
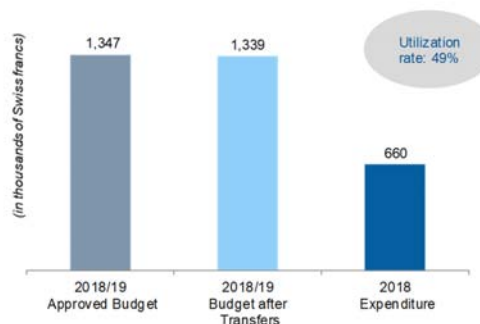
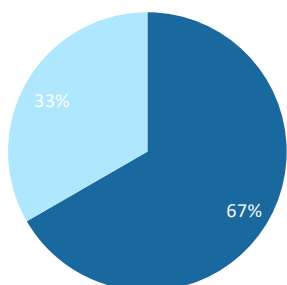
## PROGRAM 32 Lisbon System



Program Manager Ms. B. Wang

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>II.9</b>	<b>Wider and more effective use of the Lisbon System, including by developing countries and LDCs</b>			
Expansion of the geographical coverage of the Lisbon System	No new Contracting Parties to the Geneva Act	Up to 5 Contracting Parties to the Geneva Act by the end of 2019	2 new Contracting Parties to the Geneva Act (Cambodia, Côte d'Ivoire) (cumulative end 2018) <sup>42</sup>	●
No. of international applications and other transactions	214 (89) transactions in 2017	260 transactions in 2018/19: - 100 new international applications - 160 other transactions: o 40 statements of grant of protection o 120 refusal declarations	113 transactions in 2018: - 33 international applications - 80 other transactions: o 39 statements of grant of protection o 27 refusal declarations o 2 modifications or corrections o 12 cancellations	● ▲ ●

<sup>42</sup> The effective date of deposit of the instruments of accession is determined by Article 28(3) of the Geneva Act of the Lisbon Agreement.

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of international registrations from developing countries and LDCs in force under the Lisbon System	105 out of 1,056 (95 out of 1,020)	100 out of 1,070	128 out of 1,012	●
<b>II.10 Improved productivity and service quality of Lisbon operations</b>				
Progress towards the enhancement of the legal framework	The Lisbon Union Assembly adopted the Common Regulations under the Lisbon Agreement and the Geneva Act of the Lisbon Agreement in October 2017. (Current legal framework (1958 Act and 1967 Act) and legal framework of the Geneva Act - 2015)	Amendments to the Lisbon Regulations and Administrative Instructions and introduction of new features following new accessions to the 1967 Act and the Geneva Act (2015)	In 2018, the Lisbon Union Assembly adopted the amendments to the Schedule of Fees included in the Common Regulations to implement Article 7(3) of the Geneva Act of the Lisbon Agreement.	●
Improved operation of the Lisbon Registry, including electronic processes and procedures	At the end of 2017, the development of electronic filing forms remained in an exploratory phase. (Current data entry, notification and publication processes and tools)	<ul style="list-style-type: none"> <li>- Electronic filing web forms</li> <li>- Improved data entry and notification tools</li> <li>- Automated publication of new transactions under the Lisbon Registry</li> </ul>	At the end of 2018: <ul style="list-style-type: none"> <li>- the development of electronic filing forms remained in an exploratory phase;</li> <li>- business input had been provided and implemented for a test phase in order to further enhance current IT tools to generate electronic notifications to Competent Authorities, including related certificates and official communications;</li> <li>- the automated publication of the Lisbon Bulletin was postponed.</li> </ul>	▲ ● ▲

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	703	751	397
II.10 Improved productivity and service quality of Lisbon operations	644	588	262
<b>Total</b>	<b>1,347</b>	<b>1,339</b>	<b>660</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	1,136	1,128	553	49%
Non-personnel Resources	211	211	106	50%
<b>Total</b>	<b>1,347</b>	<b>1,339</b>	<b>660</b>	<b>49%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in resources allocated to ER II.9 was due to a shift in personnel resources to support the wider and more effective use of the Lisbon System, including by developing countries and LDCs.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

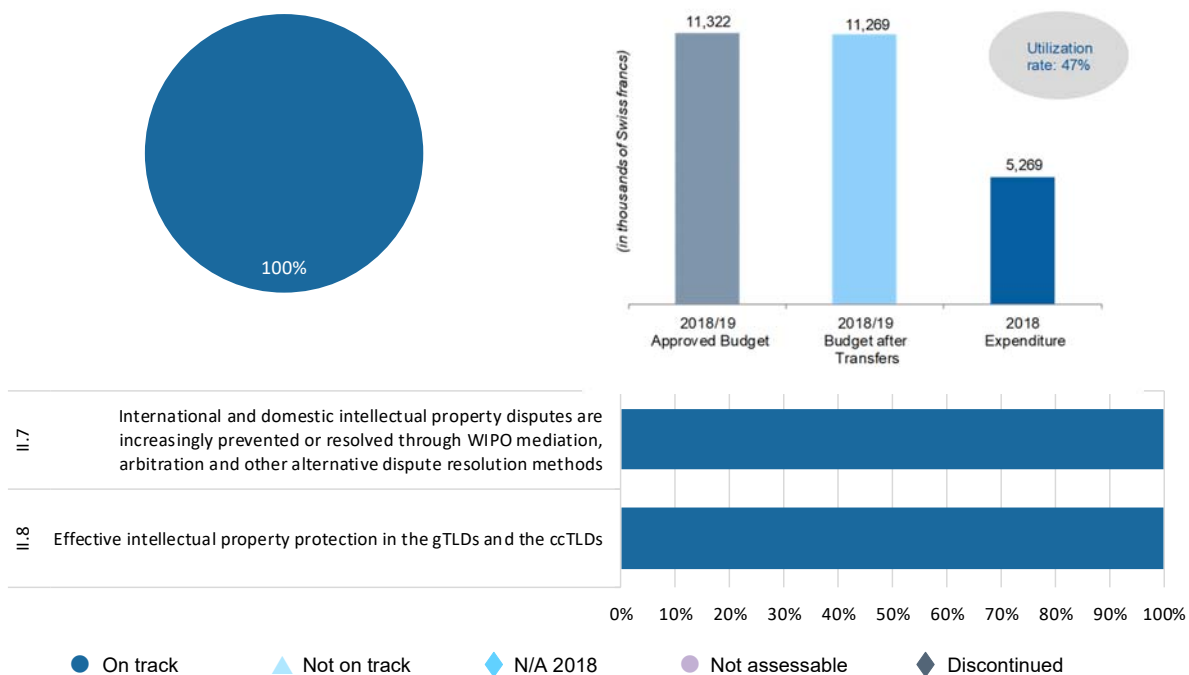
## PROGRAM 7 WIPO Arbitration and Mediation Center



Program Manager Mr. J. Sandage

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods</b>				
Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	535 (482 at end 2016) disputes 339 (256 at end 2016) bons offices, cumulative	175 (150) additional disputes and bons offices	60 additional disputes (595 cumulative) 95 additional bons offices (434 cumulative)	●
	6,570 additional queries in 2016/17 (7,680 in 2015/16)	7,500 additional queries	3,915 additional queries	●
	3.1 million additional web visits in 2016/17 (3.06 million in 2015/16)	3.0 million additional web visits	1,650,416 additional web visits	●
	2,942 participants at Center events in 2016/17 (980 in 2015/16)	2,000 (1500) participants at Center events	2,282 participants at Center events	●
	11,827 participants at events involving Center representation in 2016/17 (9,860 in 2015/16)	10,000 (9,500) participants at events involving Center representation	7,255 participants at events involving Center representation	●



Performance Indicators	Baselines	Targets	Performance Data	PIE
Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	40 (28) schemes adopted cumulative	6 (2 to 4) additional schemes adopted	17 additional schemes adopted <sup>43</sup> (57 cumulative)	●
	6 (3) schemes supported	4 schemes supported	2 schemes supported <sup>44</sup> (8 cumulative)	●
<b>II.8 Effective intellectual property protection in the gTLDs and the ccTLDs</b>				
No. of UDRP based gTLD and ccTLD cases administered by the Center	34,823 (32,220) gTLD cases cumulative	4,000 additional gTLD cases	2,952 additional gTLD cases (37,775 gTLD cases cumulative)	●
	4,374 (3,903) ccTLD-only cases cumulative	475 (450) additional ccTLD-only cases	495 additional ccTLD-only cases (4,869 ccTLD-only cases cumulative)	●
Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	UDRP, Updated UDRP Rules for new Registrar Lock provisions, ICANN Pre-Delegation Dispute Resolution Policy, ICANN Trademark Post-Delegation Dispute Resolution Procedure – cumulative (same)	Implementation in the Domain Name System of WIPO policy and process recommendations	Effective maintenance in the Domain Name System of dispute resolution policies reflecting WIPO contributions	●
	76 (74) ccTLD policies administered cumulative	2 additional ccTLD policies administered	3 additional ccTLD policies administered (.AI, .GE, .PY) (76 cumulative end 2018, following 3 discontinuations (.GO, .ML, .TK))	●
	7 (4) ccTLD policies supported <sup>45</sup>	4 ccTLD policies supported	7 additional ccTLD policies supported (.BH, .EU, .IM, .KZ, .MX, .SE, .UA) (14 cumulative)	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	4,170	1,878
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	7,110	7,099	3,390
<b>Total</b>	<b>11,322</b>	<b>11,269</b>	<b>5,269</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	8,140	8,058	3,657	45%
Non-personnel Resources	3,182	3,211	1,612	50%
<b>Total</b>	<b>11,322</b>	<b>11,269</b>	<b>5,269</b>	<b>47%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The Budget after Transfers remained stable. The slight decrease in resources reflected: (i) a shift in resources from personnel to non-personnel for the strengthening of the AMC Fellowship Program, reflected across results; and (ii) the transfer of non-personnel resources for internships to Program 23 (ER II.7).

**Budget utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

<sup>43</sup> (i) Chile - National Institute of Industrial Property (INAPI); (ii) China - National Intellectual Property Administration (CNIPA); (iii) Ecuador - National Service of Intellectual Rights (SENADI); (iv) ITechLaw Association (Global); (v) Kenya - Kenya Copyright Board (KECOBO); (vi) Kyrgyzstan - State Service of Intellectual Property and Innovation (Kyrgyzpatent); (vii) Poland - Patent Office of the Republic of Poland (PPO); (viii) Republic of Korea - Korean Intellectual Property Office (KIPO); (ix) Republic of Korea - Ministry of Culture, Sports and Tourism (MCST); (x) Republic of Korea - Ministry of Justice; (xi) Republic of Korea - Patent Court; (xii) Romania - Romanian Copyright Office (ORDA); (xiii) Switzerland - Swiss Federal Institute of Intellectual Property (IPI); (xiv) Tanzania - Copyright Society of Tanzania (COSOTA); (xv) Thailand - Central Intellectual Property and International Trade Court (CIPITC); (xvi) Trinidad and Tobago - Intellectual Property Office (TTIPO); (xvii) Ukraine - Ministry of Economic Development and Trade (MEDT)

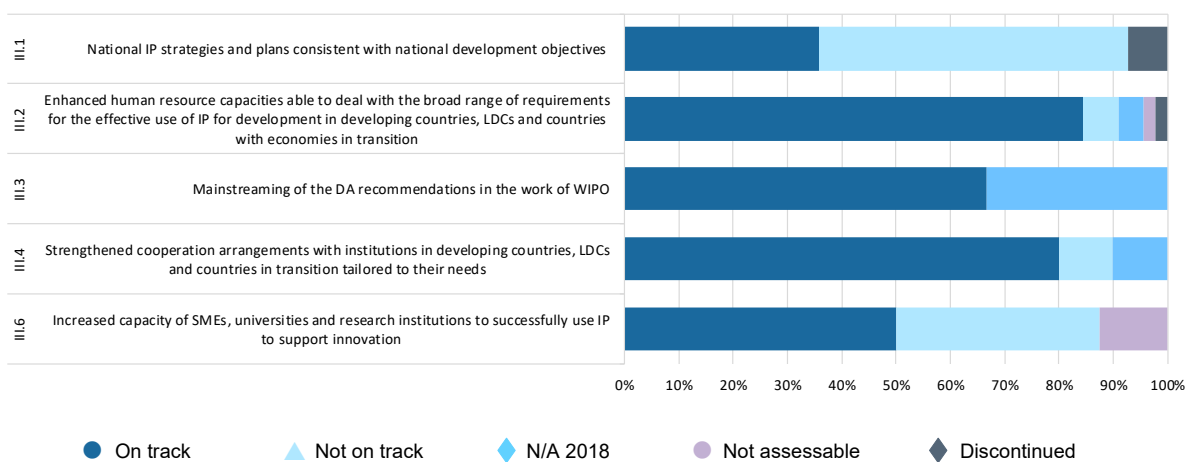
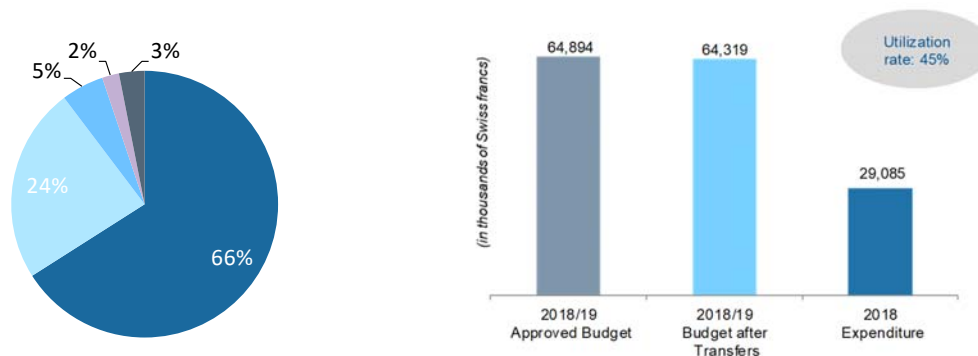
<sup>44</sup> (i) Argentina - Ministry of Justice; (ii) Spain - Society of Services for Audiovisual Producers (EGEDA)

<sup>45</sup> Corrigendum: The final number of policies supported at the end of 2017 was seven and not four as reported in the WPR 2016/17.

## Strategic Goal III FACILITATING THE USE OF IP FOR DEVELOPMENT

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national copyright strategies as part of their national IP strategies	Program 3	▲◆▲▲
	No. of countries that have adopted national copyright strategies as part of their national IP strategies	Program 3	●◆▲▲
	No. of countries that are in the process of formulating national IP strategies	Program 9	▲▲▲▲
	No. of countries that are in the process of implementing national IP strategies and IP development plans	Program 9	●
	No. of countries that have adopted national IP strategies	Program 9	●▲▲▲●
	No. of countries which are revising their IP strategies	Program 9	●●●▲
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	Program 10	●
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	No. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	Program 2	●
	ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	Program 3	●
	No. of institutions that have taken measures to advance the development of their copyright framework	Program 3	●

Expected Result	Performance Indicators	Responsible Program(s)	PIE
and countries with economies in transition	No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries	Program 3	●
	Level of satisfaction of participants in WIPO general awareness raising and promotional activities related to GRs, TK and TCEs	Program 4	●
	No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	Program 4	●
	% of national and regional IP experts used as resource persons in WIPO events	Program 9	●●●●●
	% of participants in WIPO events who express satisfaction with the content and organization of these events	Program 9	●●●●●
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	Program 9	●●●●●
	No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	Program 9	●
	No. of countries engaged in South-South Cooperation	Program 9	●
	No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism	Program 9	▲
	% of trained IP professionals and IP Officials using upgraded skills in their work	Program 10	●
	No. of countries in transition having established annual IP training programs and/or courses for IP Professionals	Program 10	●▲
	% increase in the no. of participants following the Academy's DL courses	Program 11	●
	% of course participants using enhanced IP knowledge and skills in their work	Program 11	●
	% of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work	Program 11	●
	% of trainees who are satisfied with WIPO Academy training programs	Program 11	●
	Exam pass rate in advanced DL courses	Program 11	▲
	No. of national start-up academies created which have become sustainable	Program 11	●
	Overall male/female ratio on WIPO Academy courses	Program 11	◆
	Level of satisfaction of participants in WIPO training and capacity-building activities.	Program 17	●●
	No. of hosting arrangements for developing country scientists	Program 18	●
	% of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP for development	Program 20	●●●●●
	% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	Program 30	◆
	% of trained IP professionals using upgraded skills in their work	Program 30	◆
No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire	Program 30	●	
III.3 Mainstreaming of the DA recommendations in the work of WIPO	Continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	Program 8	●
	DA principles and activities related to its implementation are integrated across WIPO programs	Program 8	◆
	Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development	Program 8	●
	Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	Program 8	●
	Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	Program 8	●

Expected Result	Performance Indicators	Responsible Program(s)	PIE
	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	Program 8	◆
<b>III.4</b> Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	% of participants in rights management capacity-building activities reporting concrete steps based on training	Program 3	◆
	No. of countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges	Program 3	●
	No. of trained CMOs taking concrete steps on collection and distribution of remuneration	Program 3	●
	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	Program 9	●●●●●
	No. of matches catalyzed through WIPO Match	Program 9	●
	No. of established partnerships	Program 10	▲
<b>III.6</b> Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of countries in which IP policies were developed or adopted for SME support institutions	Program 9	▲
	No. of universities and/or research institutions having developed and/or improved their IP policies	Program 30	▲
		Program 9 Program 30	●
	% of trained SMEs support institutions who provide training programs and advisory services on IP asset management	Program 30	●
		Program 30	●
	No. of PCT applications originating from universities and research institutions	Program 30	●
	No. of unique page views of the SME website	Program 30	▲

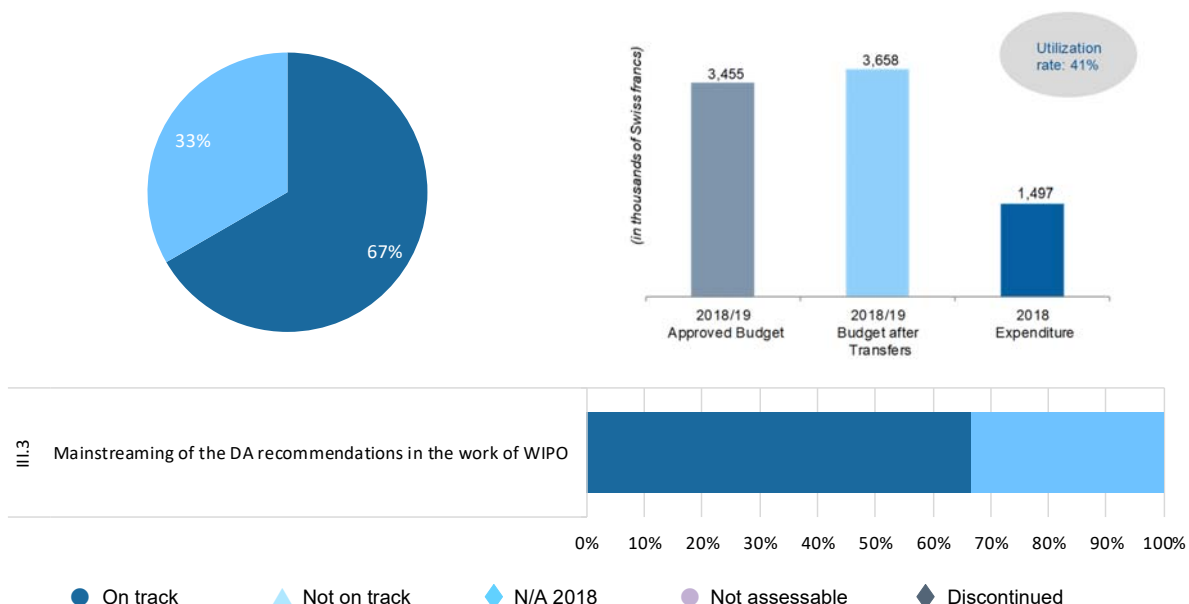
## PROGRAM 8 Development Agenda Coordination



Program Manager Mr. M. Matus

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>III.3 Mainstreaming of the DA recommendations in the work of WIPO</b>				
DA principles and activities related to its implementation are integrated across WIPO programs	During the 2016/17 biennium: - 12 Programs were involved in implementing CDIP approved activities; and - 23 Programs reflected mainstreaming of DA in their work	Continued involvement of the various Programs in the implementation of DA activities and the integration of their outcomes in their work	To be assessed at the end of the biennium	◆
Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	Secretariat's response to the recommendations addressed to it presented to CDIP/19	Recommendations approved by the CDIP effectively implemented	Member States Inputs on the Way Forward on the Modalities and Implementation Strategies of the Adopted Recommendations of the Independent Review Recommendations contained in document CDIP/22/4 Rev <sup>46</sup> continued to be on the agenda of the CDIP in 2018.	●

<sup>46</sup> [CDIP/22/4 REV.](#)

Performance Indicators	Baselines	Targets	Performance Data	PIE
Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development	Decision by CDIP/18 to implement the proposal contained in Appendix I <sup>47</sup> of the Summary by the Chair of CDIP/17 <sup>48</sup>	6 items in the decision containing multiple actions effectively implemented	Decision by CDIP/18 to implement the proposal contained in Appendix I of the Summary by the Chair of CDIP/18 <sup>49</sup> continued to be implemented in 2018	●
Continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	All relevant Programs had in place a new planning, monitoring and evaluation system on the implementation of DA recommendations that took into account recommendations emanating from the evaluations of DA projects discussed until the 20 <sup>th</sup> session of the CDIP. (Current procedures for the implementation of DA recommendations as established in the Organization)	Enhanced mechanism that incorporates recommendations of the independent evaluations of projects and the Independent Review of DA approved by the CDIP	The recommendations of the independent evaluations of projects and the Independent review of the DA were under discussion in 2018.	●
Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	82.6% (86.6% 2016)	80%	81.25%	●
No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	22 Programs (tba)	Maintain (tba)	Assessment to be conducted at the end of the biennium	◆

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,455	3,658	1,497
<b>Total</b>	<b>3,455</b>	<b>3,658</b>	<b>1,497</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	2,246	2,456	1,052	43%
Non-personnel Resources	1,209	1,203	445	37%
<b>Total</b>	<b>3,455</b>	<b>3,658</b>	<b>1,497</b>	<b>41%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in personnel resources was primarily due to the transfer of one post to support the organization of CDIP sessions and the mainstreaming and monitoring of the implementation of DA recommendations.

**Budget Utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

<sup>47</sup> [Appendix I of Summary by the Chair of CDIP/17](#)

<sup>48</sup> [Summary by the Chair of CDIP/17](#)

<sup>49</sup> [CDIP/8/INF/1](#)

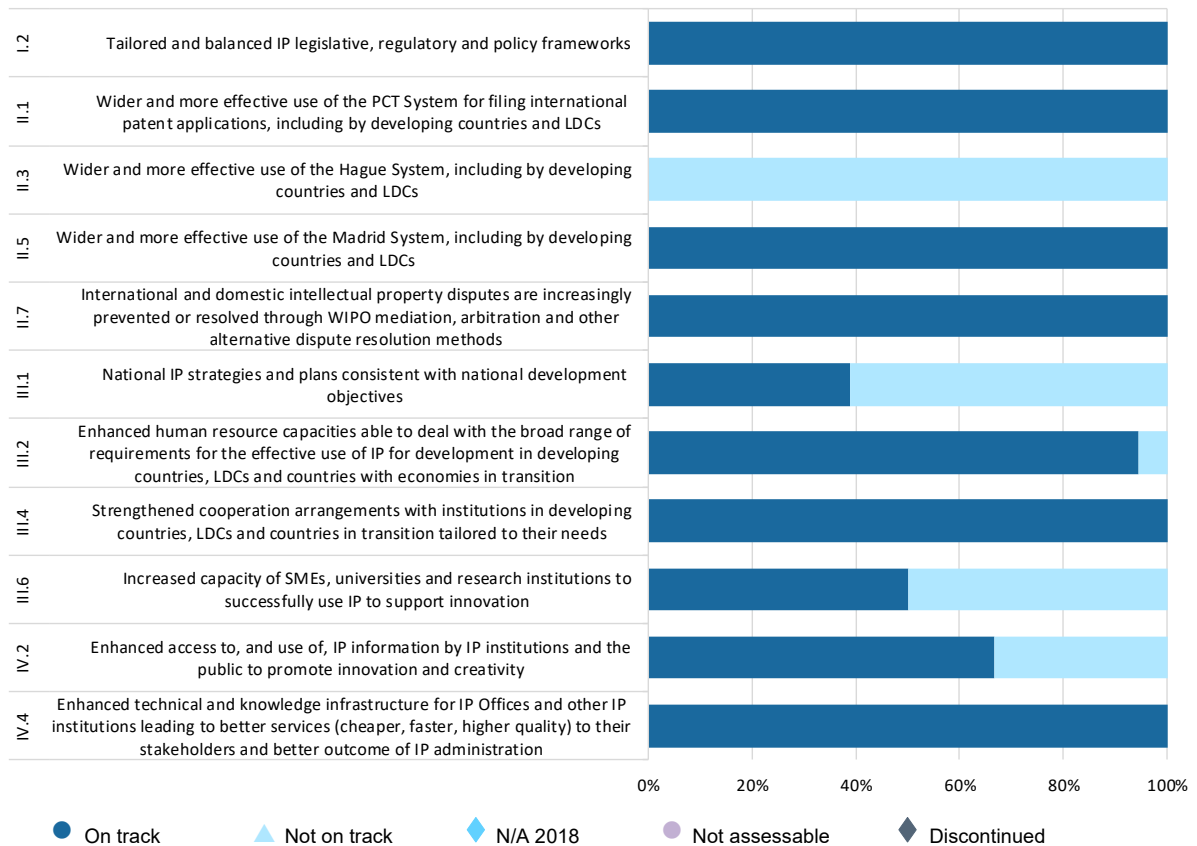
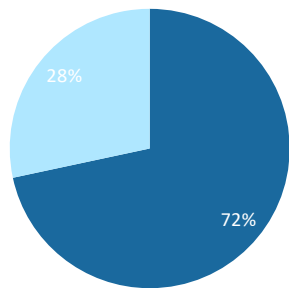
## PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries



Program Manager Mr. M. Matus

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



## Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
No. and/or % of countries providing positive feedback on WIPO's legislative policy advice	In 2016/17: - Program 1: 10 and 92%	90%	Program 1: 91% (9 respondents from 8 countries: Africa 2; Arab region 2; Asia and the Pacific 2; Latin America and the Caribbean 2)	●
	- Program 2: 9 and 100%	90%	Program 2: 100% (6 respondents: Arab region 1; Asia and the Pacific 4; Latin America and the Caribbean 1)	●
	- Program 3: 10 and 90% (100%)	90%	Program 3: 95% (6 respondents: Africa 1; Asia and the Pacific 4; Latin America and the Caribbean 1)	●
<b>II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs</b>				
No. of PCT applications originating from developing countries and LDCs <sup>50</sup>	69,996 (63,957 - 2016)	3% increase - 2018 3% increase - 2019	76,883 (+10%) (preliminary)	●
<b>II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs</b>				
No. of Hague applications originating from developing countries and LDCs <sup>51</sup>	1,085 (1,362 - 2016)	11% increase - 2018 11% increase - 2019	1,105 (+2%) (preliminary)	▲
<b>II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs</b>				
No. of Madrid System applications originating from developing countries and LDCs <sup>52</sup>	8,891 (5,479 - 2016)	4% increase - 2018 3% increase - 2019	10,048 (+13%) (preliminary)	●
<b>II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods</b>				
Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	15 schemes globally <sup>53</sup> (12 schemes – March 2017)	1 additional scheme adopted globally <sup>54</sup>	10 additional schemes adopted (25 cumulative end 2018)	●
<b>III.1 National IP strategies and plans consistent with national development objectives</b>				
No. of countries that are in the process of formulating national IP strategies	Africa: 7 (3) Arab region: 4 (same) Asia and the Pacific: 13 (2) Latin America and the Caribbean: 9 (4)	Africa: 3 additional Arab region: 4 additional Asia and the Pacific: 6 additional Latin America and the Caribbean: 3 additional	Africa: 3, of which no additional Arab region: 4, of which 1 additional (Qatar) Asia and the Pacific: 13, of which 1 additional (Marshall Islands) Latin America and the Caribbean: 9, of which no additional	▲ ▲ ▲ ▲
No. of countries that have adopted national IP strategies	Africa: 25 (same) cumulative Arab region: 2 (same) cumulative Asia and the Pacific: 10 (7) cumulative Latin America and the Caribbean: 9 (8) cumulative 20 (same) LDCs cumulative included in the above regional breakdown	Africa: 3 additional Arab: 1 additional Asia and the Pacific: 6 additional Latin America and the Caribbean: 3 additional 2 additional LDCs included in the above regional breakdown	Africa: 2 additional - Burkina Faso, Guinea Bissau (27 cumulative) Arab region: no additional (2 cumulative) Asia and the Pacific: 2 additional - Bhutan, Thailand (12 cumulative) Latin America and the Caribbean: no additional (9 cumulative) 3 additional LDCs included in the above regional breakdown (23 cumulative)	● ▲ ▲ ▲ ●

<sup>50</sup> Source: [PR/2019/830](#) March 19, 2019. International applications by origin, Annexes 1, 5 and 7

<sup>51</sup> Ibid.

<sup>52</sup> Ibid.

<sup>53</sup> In regions covered by Program 9

<sup>54</sup> Ibid.



Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of countries that are in the process of implementing national IP strategies and IP development plans	Africa: 31 <sup>55</sup> cumulative (27)	Africa: 10 additional	Africa: 1 additional – Uganda 32 cumulative	▲
	Arab region: 2 cumulative (2)	Arab: 1 additional	Arab region: No additional 2 cumulative	▲
	Asia and Pacific: 10 cumulative (9)	Asia and the Pacific: 5 additional	Asia and the Pacific: 2 additional - Bhutan, Thailand (12 cumulative)	●
	Latin America and the Caribbean: 10 cumulative (6)	Latin America and the Caribbean: 4 additional	Latin America and the Caribbean: no additional (10 cumulative)	▲
	21 <sup>56</sup> (20) LDCs cumulative included in the above regional breakdown	2 additional LDCs included in the above regional breakdown	2 additional LDCs included in the above regional breakdown (23 cumulative)	●
No. of countries which are revising their IP strategies	Africa - 1 (2)	Africa (1 additional)	Africa - none	●
	Arab region - none	Arab region (1 additional)	Arab region - none	●
	Asia and the Pacific - none	Asia and the Pacific (1 additional)	Asia and the Pacific - none	●
	Latin America and the Caribbean - none	Latin America and the Caribbean (2 additional) (same)	Latin America and the Caribbean - none	▲
<b>III.2</b>	<b>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</b>			
% of participants in WIPO events who express satisfaction with the content and organization of these events	Africa: 85% (tbd)	Africa: 85%	95%	●
	Arab region: 87.5% (tbd)	Arab region: 95%	94.7%	●
	Asia and the Pacific: 98% (99%)	Asia and the Pacific: 90%	93%	●
	Latin America and the Caribbean: 93% (tbd)	Latin America and the Caribbean: 85%	97.5%	●
	LDCs: 85% (95%)	LDCs: 90%	90%	●
% of participants in WIPO workshops who apply the skills learned in their work/enterprise	Africa: n/a <sup>57</sup> (tbd)	Africa: 80%	80%	●
	Arab region: n/a <sup>58</sup> (tbd)	Arab region: 70%	92%	●
	Asia and the Pacific: 84% (96%)	Asia and the Pacific: 90%	90%	●
	Latin America and the Caribbean: n/a <sup>59</sup> (tbd)	Latin America and the Caribbean: 90%	92%	●
	LDCs: 90% (85%)	LDCs: 85%	85%	●
% of national and regional IP experts used as resource persons in WIPO events	Africa: 85% (same)	Africa: 80%	90%	●
	Arab region: 69% (55%)	Arab region: 60%	72%	●
	Asia and the Pacific: 48% (29%)	Asia and the Pacific: 40%	56%	●
	Latin America and the Caribbean: 81% (85%)	Latin America and the Caribbean: 85%	85%	●
	LDCs: 85% (75%)	LDCs: 75%	75%	●
No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	n/a (tbd)	Asia and the Pacific - 80%	93%	●
No. of training institutions and IP institutions that offer	0	3 - globally <sup>60</sup>	1 new in 2018: Ecuador ( <i>Universidad de las Fuerzas Armadas – ESPE</i> )	▲

<sup>55</sup> Corrigendum: The cumulative baselines at the end of 2017 was 31 countries implementing, not 32 as reported in the WPR 2016/17.

<sup>56</sup> Corrigendum: The number of LDCs implementing at the end of 2017 was 21, not 24 as reported in the WPR 2016/17.

<sup>57</sup> Data was only partially available as at end 2017 and no baseline could be derived from the available information.

<sup>58</sup> Ibid.

<sup>59</sup> Ibid.

<sup>60</sup> In regions covered by Program 9.

Performance Indicators	Baselines	Targets	Performance Data	PIE
curricula and training materials on IP and tourism				
No. of countries engaged in South-South Cooperation	110	115	13 additional countries <sup>61</sup> (123 cumulative end 2018)	●
<b>III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs</b>				
No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	Africa: 2 MoUs cumulative (same) Arab region: 4 MoUs cumulative (same)  Asia and the Pacific: 9 projects cumulative (10)  Latin America and the Caribbean: 12 projects of which 6 ongoing (11)  LDCs: 15 regional/sub regional programs, 3 national programs (cumulative end 2017) (8)	Africa: 2 additional  Arab region: 3 additional  Asia and the Pacific: 8 additional  Latin America & the Caribbean: 4 additional  LDCs: 4 additional	2 additional <sup>62</sup> (4 cumulative)  3 additional <sup>63</sup> (7 cumulative)  10 additional <sup>64</sup> (19 cumulative)  3 additional <sup>65</sup> (15 cumulative)  12 additional: - 2 regional/international programs - 10 national programs (17 regional/international programs, 13 national programs - cumulative)	● ● ● ● ●
No. of matches catalyzed through WIPO Match	2 (0)	10	2 additional matches <sup>66</sup> (4 cumulative end 2018)	●
<b>III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation</b>				
No. of countries in which IP policies were developed or adopted for SME support institutions	none	3 countries globally <sup>67</sup> - cumulative	none	▲
No. of universities and/or research institutions having developed and/or improved their IP policies	9 (44) <sup>68</sup> universities and/or research institutions - cumulative	6 additional universities and/or research institutions globally <sup>69</sup>	5 additional <sup>70</sup> (14 academic institutions cumulative end 2018)	●
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>				
No. of sustainable <sup>71</sup> national networks of TISCs	29 (27) sustainable national networks cumulative: Maturity Level 1: 3 Total Maturity Level 2: 20 Total Maturity Level 3, including the provision of value-added services <sup>72</sup> : 6 Total	Africa (1 additional)  Arab region (1 additional)  Asia and the Pacific (1 additional)	Africa: no additional  Arab region: 1 additional  Asia and the Pacific: 1 additional	▲ ● ●

<sup>61</sup> Afghanistan, Brunei Darussalam, Cabo Verde, Democratic Republic of Congo, Dominica, Equatorial Guinea, Guinea, Guinea-Bissau, Haiti, Madagascar, Maldives, Mauritius, Singapore

<sup>62</sup> (i) MoU between WIPO, ARIPO and OAPI; (ii) Agreement WIPO/ECOWAS

<sup>63</sup> Three MoUs between WIPO and: (i) the League of Arab States (LAS); (ii) the Moroccan Office of Industrial and Commercial Property (OMPIC); (iii) the Omani Public Authority of SME Development

<sup>64</sup> Four MoUs between WIPO and: (i) Cambodia; (ii) Islamic Republic of Iran; (iii) the University of Tehran, Islamic Republic of Iran; (iv) Lao People's Democratic Republic; four hub arrangements in (v) Malaysia; (vi) Thailand; (vii) the Philippines; (viii) Sri Lanka; two series of IP roving seminars in (ix) the Philippines; (x) Indonesia

<sup>65</sup> (i) MoU between WIPO and the South American Regional Collaborative Project (PROSUR); (ii) Interagency collaboration between WIPO and the International Trade Center (ITC) - development of a distance learning course on IP and exports; and (iii) Development of Appropriate Technology Competencies in Latin America and the Caribbean (under the FIT Korea Industrial Property)

<sup>66</sup> (i) Technology Transfer Office (TTO) TEC, University Monterrey (seeker from Mexico) and Korean Intellectual Property Office (Donor); (ii) Islamic Development Bank (seeker) and the Turkish Patent and Trademark Office (donor)

<sup>67</sup> In regions covered by Program 9

<sup>68</sup> Transition countries are included in the cumulative number in the baseline

<sup>69</sup> In regions covered by Program 9

<sup>70</sup> (i) Sultan Qaboos University (Oman); (ii) Sunway University (Malaysia); (iii) South African Medical Research Council (South Africa); (iv) Redhill School (South Africa); (v) University of KwaZulu-Natal (South Africa)

<sup>71</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand.

Sustainability is measured through the following levels of maturity:

- **Maturity Level 1**-(a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities;
- **Maturity Level 2**-Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3**-Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

<sup>72</sup> Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

Performance Indicators	Baselines	Targets	Performance Data	PIE
		Latin America and the Caribbean (2 additional)	Latin America and the Caribbean: no additional	▲
			31 sustainable national networks cumulative Maturity Level 1: 1 Maturity Level 2: 23 Maturity Level 3, including the provision of value-added services <sup>73</sup> : 7	
No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	11 Organizations working on Appropriate Technology (AT) in 6 LDCs (10 organizations in 6 LDC end 2016)	4 additional organizations in LDCs	5 additional organizations working on AT in 2 LDCs <sup>74</sup> (16 organizations in 7 LDCs cumulative end 2018)	▲
Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans	6 experts and 6 National Expert Groups (NEGs) in 6 LDCs, cumulative (same: 3 national experts in 3 LDCs, 3 international experts in 3LDCs, 6 NEGs in 6 LDCs end 2016)	4 additional experts and/or NEGs in LDCs	6 additional experts: - 3 national experts - 3 international experts (12 experts and 6 NEGs in 6 LDCs - cumulative)	●
Identified Appropriate Technology commercialized in LDCs	3 ATs commercialized (same)	2 additional ATs commercialized	6 additional ATs in use (commercialized): Ethiopia (2), Rwanda (2), Tanzania (2) (9 cumulative in 5 LDCs end 2018: Africa 8; Asia and the Pacific 1)	●
Projects replicated in other areas in LDCs	none (same)	ATs to be replicated in other areas in 2 LDCs	None	▲
Institutions established to continue working on Appropriate Technology in LDCs	6 NEGS in 6 LDCs cumulative (6 NEGs in 6 LDCs; 3 multi-stakeholder groups in 3 LDCs cumulative end 2016)	3 additional institutions	5 additional institutions in 3 LDCs: - 2 Action Committees - 1 National Committee on AT - 1 Strategic Alliance on AT - 1 Council for Implementation of AT (11 institutions in 6 LDCs cumulative end 2018)	●
Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	16 (11) programs cumulative	6 additional programs	3 additional national programs on AT: Mozambique, Senegal, Uganda (19 cumulative)	●
Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	None (same)	2 additional LDCs	2 additional: Bangladesh, Ethiopia	●
No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain	n/a	Africa: 5 Arab region: 2 Asia and the Pacific: 3 Latin America and the Caribbean: 3	Africa: 0 Arab region: 2 Asia and the Pacific: 22 Latin America and the Caribbean: 3 (cumulative end 2018)	▲ ● ● ●
<b>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</b>				
Average Service Level of IP Offices assisted (ranging from 1 to 5)	Overall average: 3.1 (2.8)	Overall average of 3.0	Overall average: 3.2 Africa: 3.2 Arab region: 3.2 Asia and the Pacific: 3.5 Latin America and the Caribbean: 3.1	●

<sup>73</sup> Ibid.

<sup>74</sup> Ethiopia (2): Ethiopian Institute of Science and Technology; Ethiopian Intellectual Property Office (EIPO); Mozambique (3): Eduardo Mondlane University; Ministry of Higher Education, Science and Technology; Universidade Zambeze

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	609	587	304
II.1 Wider and more effective use of the PCT system for filing international patent applications	444	473	249
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	395	361	164
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	508	557	293
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	64
III.1 National IP strategies and plans consistent with national development objectives	8,626	7,624	3,541
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	8,337	3,841
III.3 Mainstreaming of the DA recommendations in the work of WIPO	224	246	67
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,576	4,189	2,317
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	1,931	1,861	890
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	2,944	2,737	1,248
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	1,855	857
<b>Total</b>	<b>30,785</b>	<b>29,046</b>	<b>13,835</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	22,297	20,487	9,895	48%
Non-personnel Resources	8,488	8,559	3,940	46%
<b>Total</b>	<b>30,785</b>	<b>29,046</b>	<b>13,835</b>	<b>48%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources was primarily due to the redeployment of one post to the External Offices and the transfer of accrued personnel savings to other organizational priorities, reflected across results.

The decrease of resources under ER III.4 primarily reflected: (i) a redistribution of personnel resources across Bureaus to support an enhanced focus on capacity building (ER III.2); and (ii) an enhanced emphasis on promoting enhanced access to IP information in the Office of the Deputy Director General (reflected under ER IV.2).

In addition to (ii) above, the increased resources under ER IV.2 was the result of: (i) an enhanced focus on appropriate technology projects for LDCs, previously reflected under ER III.1; and (ii) technology transfer initiatives in the Regional Bureaus, resulting in a shift of resources from ERs III.1, III.4 and IV.4.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

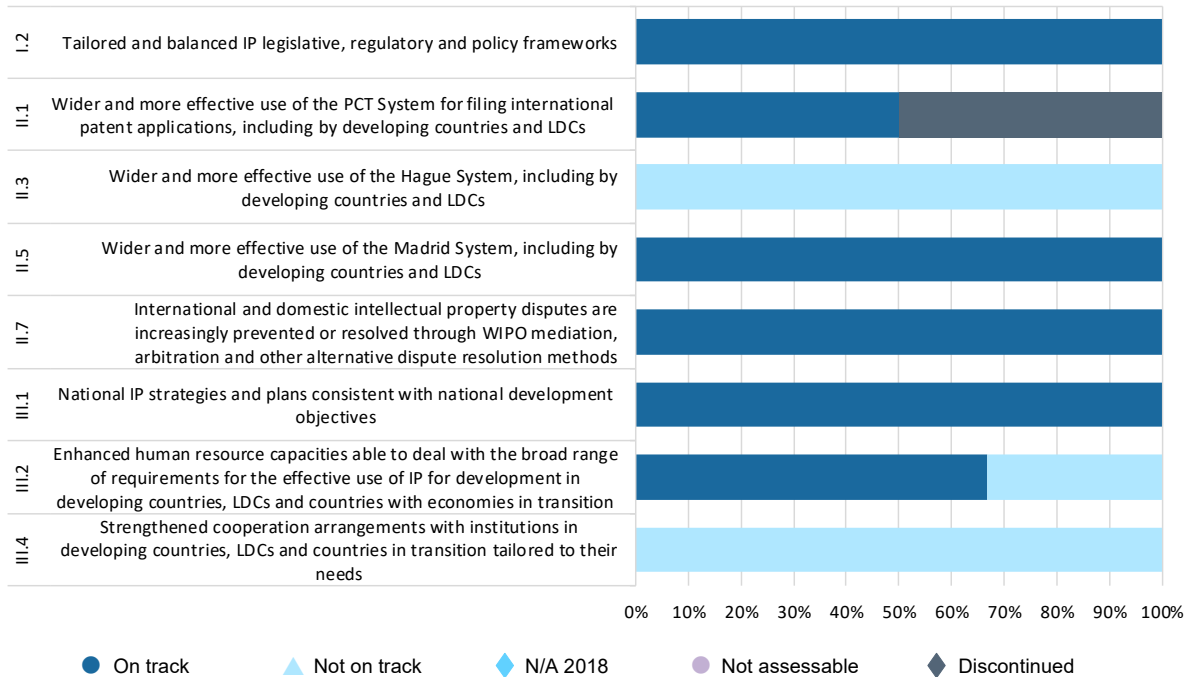
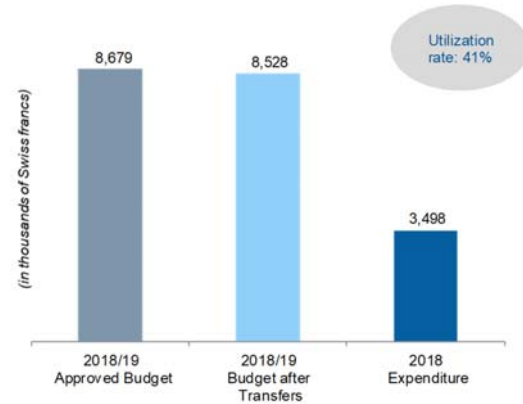
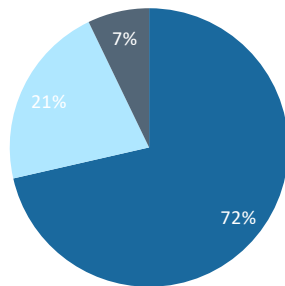
## PROGRAM 10 Transition and Developed Countries



Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



## Performance Data

	Performance Indicators	Baselines	Targets	Performance Data	PIE
I.2	<b>Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
	No. of transition countries with updated national laws and regulations	14 (6) countries	5 countries in the biennium	1 country (Uzbekistan)  3 baseline countries further updated national laws and regulations: (Albania, Kyrgyzstan, Ukraine) (18 cumulative end 2018)	●
	No. of ratifications to WIPO administered treaties <sup>75</sup>	526 ratifications by 29 transition countries (cumulative end 2017) (7 ratifications)	9 additional ratifications (countries) in the biennium <sup>76</sup>	5 ratifications: Albania (2), Azerbaijan, Republic of Moldova, Russian Federation (531 ratifications by 29 transition countries cumulative end 2018)	●
II.1	<b>Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs</b>				
	No. of PCT applications originating from transition and developed countries	173,271 (final end 2017) (168,832)	1% annual increase	175,828 (preliminary) (+1.5%)	●
	% of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives	46% (20%)	25% of survey respondents showing increased use of WIPO services	Discontinued	◆
II.3	<b>Wider and more effective use of the Hague System, including by developing countries and LDCs</b>				
	No. of Hague System applications originating from transition and developed countries	4,093 (final end 2017) (4,132)	10% annual increase	4,273 (preliminary) (+4.4%)	▲
II.5	<b>Wider and more effective use of the Madrid System, including by developing countries and LDCs</b>				
	No. of Madrid System applications originating from transition and developed countries	48,590 (final end 2017) (47,094)	1% annual increase	51,134 (preliminary) (+5.2%)	●
II.7	<b>International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods</b>				
	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures, by parties from transition and developed countries	517 (469) disputes and 268 (206) bons offices involving parties from transition and developed countries - cumulative	150 (136) additional disputes and bons offices involving parties from transition and developed countries	54 additional disputes (571 cumulative) and 50 additional bons offices (318 cumulative) involving parties from transition and developed countries	●
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	17 (10 as of March 2017) schemes adopted in transition and developed countries	3 (1) additional schemes adopted	5 additional schemes adopted in transition and developed countries (22 cumulative per end 2018)	●
III.1	<b>National IP strategies and plans consistent with national development objectives</b>				
	No. of countries which are in the process of formulating national IP strategies	7 (5)	4 additional countries	At the end of 2018: - 6 countries (Belarus, Montenegro, North Macedonia, Poland, Slovakia, Ukraine) were in the process of formulating national IP strategies; - 1 country (Georgia) was in the process of finalizing their IP strategy.	●
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	26 (21) cumulative	4 additional countries	2 additional countries (Lithuania and Serbia) (28 cumulative)	●
III.2	<b>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</b>				

<sup>75</sup> By transition countries

<sup>76</sup> The target was updated to align with the language of the performance indicator.

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of countries in transition having established annual IP training programs and/or courses for IP Professionals	19 (15) programs/courses in 15 (13) countries cumulative	2 new programs and/or courses established in baseline countries  3 additional countries establishing annual IP training programs and/or courses for IP Professionals	6 new IP training programs/courses in baseline countries: Azerbaijan, Georgia, Poland, Republic of Moldova, Ukraine, Uzbekistan (25 programs/courses in 15 countries cumulative)  No additional countries established IP training programs and/or courses for IP Professionals	●  ▲
% of trained IP professionals and IP Officials using upgraded skills in their work.	83.3% (83%)	80%	84%	●
<b>III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs</b>				
No. of established partnerships	19 (6) IP partnerships	15 additional partnerships established	4 new MoUs <sup>77</sup> in 2018 (23 partnerships cumulative)	▲

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	822	874	431
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,556	1,367	526
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	670	592	241
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	852	782	324
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	597	527	218
III.1 National IP strategies and plans consistent with national development objectives	1,462	1,600	641
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	1,781	730
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	993	1,006	387
<b>Total</b>	<b>8,679</b>	<b>8,528</b>	<b>3,498</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	6,781	6,706	2,796	42%
Non-personnel Resources	1,898	1,822	702	39%
<b>Total</b>	<b>8,679</b>	<b>8,528</b>	<b>3,498</b>	<b>41%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The slight decrease in personnel resources was primarily due to the differences in staff composition in the Program during the year, reflected across results.

The slight decrease in non-personnel resources resulted primarily from: (i) the transfer of resources from the Program to strengthen the work with NGOs (Program 20); and (ii) the transfer of resources for internships to Program 23.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>77</sup> (i) MoU on cooperation between WIPO and Azerbaijan; (ii) MoU between WIPO and Kyrgyzstan on TISCs; (iii-iv) two MoUs between WIPO and Ukraine on TISCs and with the Arbitration and Mediation Center (AMC)

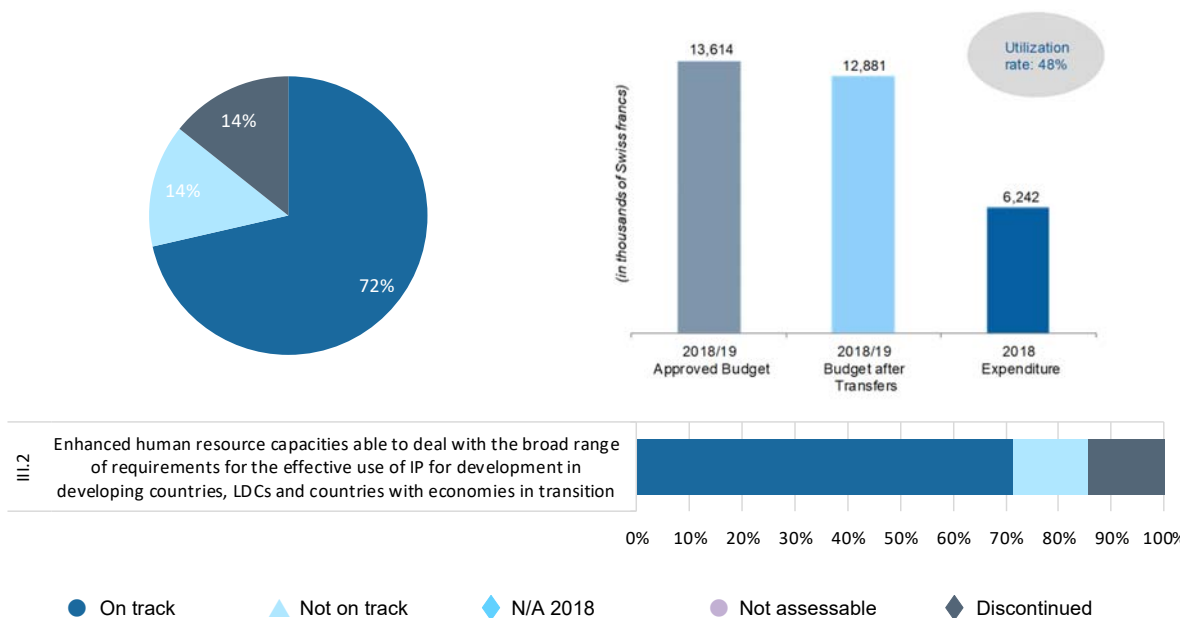
## PROGRAM 11 The WIPO Academy



Program Manager Mr. M. Matus

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>III.2</b> Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
% of trainees who are satisfied with WIPO Academy training programs <sup>78</sup>	95.5% (TBD)	75% (70% of respondents)	95% of respondents	●
% of course participants using enhanced IP knowledge and skills in their work <sup>79</sup>	87% (TBD)	65% (60% of respondents)	88% of participants	●
% of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work <sup>80</sup>	93% (TBD)	50% of respondents	89% of respondents	●
% increase in the no. of participants following the Academy's DL courses	65,481 (54,596)	Maintain baseline level	90,069 (37.5% increase)	●
Exam pass rate in advanced DL courses	66% (69%)	69%	65%	▲
No. of national start-up academies created which have become sustainable	4 (TBD) cumulative	Maintain (4 cumulative)	4 cumulative	●
Overall male/female ratio on WIPO Academy courses	48% male/52% female (TBD)	50/50	Discontinued – positive ratio achieved and more detailed monitoring statistics provided in the WIPO Academy's Annual Review	◆

<sup>78</sup> Participants in WIPO Academy's Professional Development Program (PDP) training programs

<sup>79</sup> Ibid

<sup>80</sup> Ibid



## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	12,881	6,242
<b>Total</b>	<b>13,614</b>	<b>12,881</b>	<b>6,242</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	8,293	7,130	3,384	47%
Non-personnel Resources	5,322	5,751	2,858	50%
<b>Total</b>	<b>13,614</b>	<b>12,881</b>	<b>6,242</b>	<b>48%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The decrease in personnel resources was primarily due to the transfer of one post to other organizational priorities.

The increase in non-personnel resources was primarily to facilitate: (i) the development, regional customization, and administration of DL and blended courses, including the UNESCO L'Oréal Program on Gender and IP Panorama courses; and (ii) the completion of the DA Judicial Training Project.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

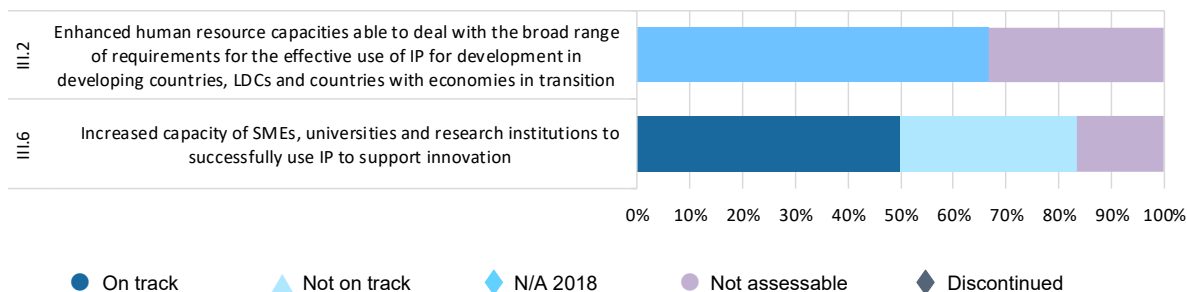
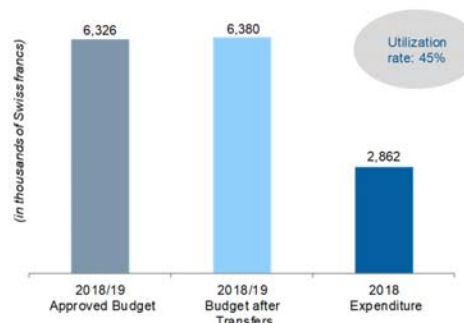
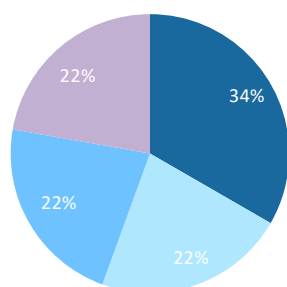
## PROGRAM 30 SMEs and Entrepreneurship Support



Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>III.2</b> Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
% of trained IP professionals using upgraded skills in their work	97% (63%) of trainees	80% (75%)	To be assessed at the end of the biennium	◆
No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire	n/a	65% (TBD)	No data available	●
% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	n/a	80% (TBD)	To be assessed at the end of the biennium	◆

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>III.6</b> Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation				
Level of satisfaction of participants in WIPO training and capacity building activities targeting SME support institutions	95% (90%) satisfied	90%	100% of respondents - 78% very satisfied - 22% satisfied	●
% of trained SMEs support institutions who provide training programs and advisory services on IP asset management	100% (TBD)	85% (80%)	No data available	●
No. of unique page views of the SME website	1,208,130 (1,000,395)	10% increase in the biennium	1,072,411 (-11%)	▲
No. of countries in which IP policies were developed or adopted for SME support institutions	none (same)	5 countries - cumulative	None	▲
No. of universities and/or research institutions having developed and/or improved their IP policies	449 (444) universities and/or research institutions (cumulative)	20 additional universities and/or research institutions	16 additional <sup>81</sup> universities and/or research institutions developed or improved their IP policies in 2018 (465 cumulative)	●
No. of PCT applications originating from universities and research institutions	16,355 applications in 2017 (TBD)	4.3% annual growth rate (TBD)	17,280 applications in 2018 (+5.7%)	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
<b>III.2</b> 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	1,293	517
<b>III.6</b> Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	5,080	5,088	2,345
<b>Total</b>	<b>6,326</b>	<b>6,380</b>	<b>2,862</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	4,765	4,775	2,236	47%
Non-personnel Resources	1,561	1,606	626	39%
<b>Total</b>	<b>6,326</b>	<b>6,380</b>	<b>2,862</b>	<b>45%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The slight increase in resources primarily reflected: (i) an additional post to strengthen support activities for SMEs, reflected across results; and (ii) additional resources for the DA Project Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to Use the IP System (ER III.6).

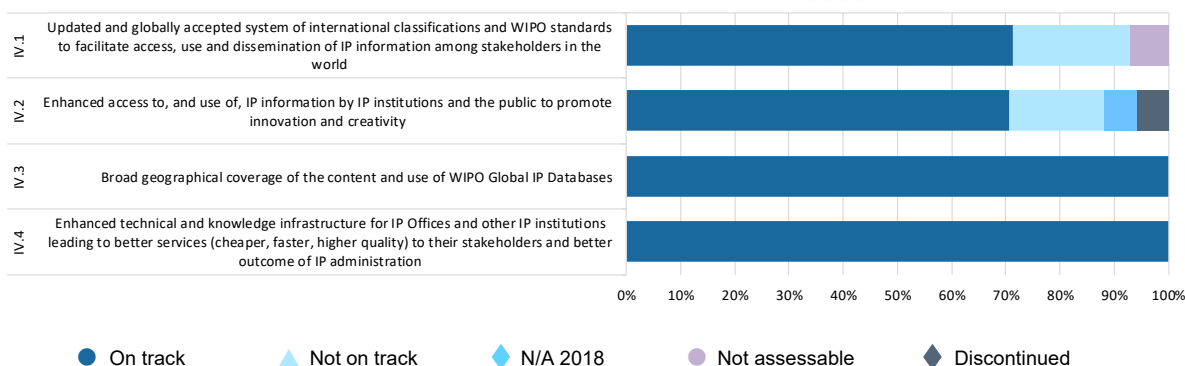
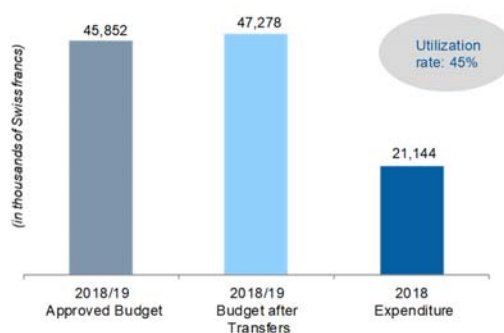
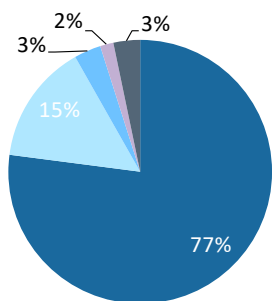
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>81</sup> (i) Sultan Qaboos University (Oman); (ii) Sunway University (Malaysia); (iii) The Bryansk State Technical University; (iv) The Irkutsk State University; (v) The Kazan State Power Engineering University; (vi) The Kemerovo State University; (vii) The Northern (Arctic) Federal University named after M. Lomonosov – Arkhangelskt; (viii) The North Caucasus Mining and Metallurgical Institute; (ix) Northern State Medical University of the Ministry of Healthcare of the Russian Federation; (x) South-Russian State Technical University (NPI) of the M.I. Platov; (xi) The Tambov State University; (xii) The Tomsk State University of Control Systems and Radion Electronics; (xiii) The Vyatka State University; (xiv) South African Medical Research Council (South Africa); (xv) Redhill School (South Africa); (xvi) University of KwaZulu-Natal (South Africa)

## Strategic Goal IV COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	No. of amended or new Standards adopted	Program 12	●
	No. of amendments and information files introduced into the Nice Classification	Program 12	▲ ●
	No. of amendments introduced into the IPC	Program 12	●
	No. of users accessing the Internet publications of international classifications and standards, in particular from developing countries	Program 12	● ▲ ● ▲ ● ● ● ● ● ●
	Successful preparation of transition to ST.26	Program 12	●
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application	Program 3	◆
	No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs	Program 4	◆
	No. of records in or accessible from the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs	Program 4	◆
	Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	Program 9	●
	Identified Appropriate Technology commercialized in LDCs	Program 9	●
	Institutions established to continue working on Appropriate Technology in LDCs	Program 9	●
	No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	Program 9	▲
	No. of sustainable national networks of TISCs	Program 9 Program 14	▲ ● ● ▲

		Program 20	●
			●
	No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain	Program 9	▲ ● ● ● ●
	Projects replicated in other areas in LDCs	Program 9	▲
	Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans	Program 9	●
	Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	Program 9	●
	Level of satisfaction of users of WIPO Global Databases	Program 13	◆
	No. of download service users	Program 13	●
	No. of language pairs available for translation of description and claims	Program 13	●
	No. of unique users having performed a patent search per quarter in PATENTSCOPE	Program 13	●
	No. of users per quarter in Global Database Systems	Program 13	● ●
	No. of WIPO Lex users	Program 13	●
	Timeliness of data uploading	Program 13	●
	Average no. of users serviced by TISCs per annum	Program 14	●
	No. of active registered users of ARDI and ASPI	Program 14	● ▲
	No. of users of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database	Program 20	● ● ● ●
<b>IV.3</b>			
<b>Broad geographical coverage of the content and use of WIPO Global IP Databases</b>	No. of National Collections in Global Brand Database	Program 13	●
	No. of National Collections in PATENTSCOPE	Program 13	●
	No. of records contained in Global Brand Database by region	Program 13	●
	No. of records contained in Global Design Database by region	Program 13	●
	No. of records contained in PATENTSCOPE by region	Program 13	●
<b>IV.4</b>			
<b>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</b>	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	Program 9 Program 15	● ●
	No. of national Offices which have digitalized their Patent collection	Program 13	●
	No. of Collective Management Organizations (CMOs) in developing countries and LDCs participating in regional and global networks facilitated by WIPO	Program 15	●
	No. of Offices using the IPAS suite of applications	Program 15	●
		Program 20	●
	Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	Program 15	●
	No. of Offices using WIPO CASE and DAS	Program 15	●

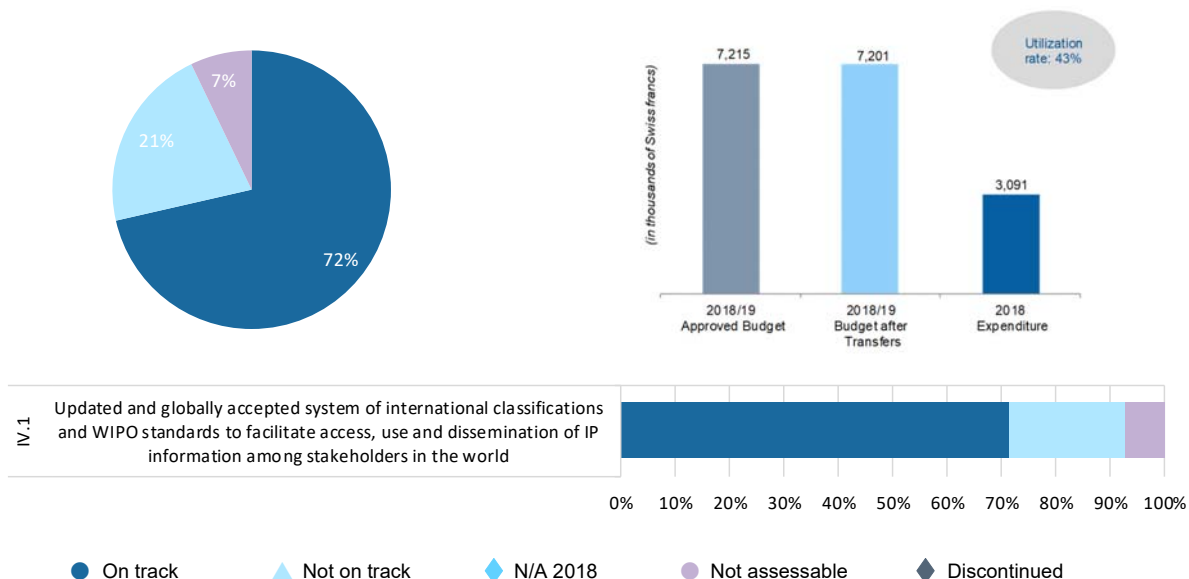
## PROGRAM 12 International Classifications and Standards



Program Manager Mr. Y. Takagi

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>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</b>				
No. of amendments and information files introduced into the Nice Classification	2,097 amendments <sup>82</sup> (2016/17) - 1,213 (2016) - 884 (2017)	Maintain 2016/17 levels	676 modifications were introduced into NCL11-2019 (2018)	▲
	66 information files - 33 (2016) - 33 (2017) (1,213 and 32 in NCL11-2017)	Maintain 2016/17 levels	32 information files	●
No. of amendments introduced into the IPC	3,308 in the 2018.01 version (1,463 in the 2017.01 version)	Maintain 2016/17 levels	1,479 amendments were introduced into the 2019.01 version of the IPC (2018)	●
No. of amended or new Standards adopted	2016/17: 4 (2) new Standards adopted and 5 (4) Standards revised	3 amended or new Standards	1 new Standard adopted and 4 revisions of Standards	●
Successful preparation of transition to ST.26	No Offices in the process of preparing to use the ST.26 tool (same)	10 Offices in the process of preparing to use the ST.26 tool	6 Offices in the process of preparing to use the ST.26 tool	●
No. of users accessing the Internet publications of	IPC home: 352,928 of which 49.2% from developing countries (324,981)	Maintain baseline levels - annual	IPC home: 364,004 visits of which 52% from developing countries	●

<sup>82</sup> Of the 2,097 amendments, 1,071 correspond to new goods and services.

Performance Indicators	Baselines	Targets	Performance Data	PIE
international classifications and standards, in particular from developing countries	IPC Pub: 1,130,465 of which 44.7% from developing countries (1,386,029)	Maintain baseline levels - annual	IPC Pub: 809,896 visits of which 42% from developing countries	▲
	NICE home: 586,068 of which 53.2% from developing countries (529,804)	Maintain baseline levels - annual	NICE home: 642,560 visits of which 55% from developing countries	●
	NCL Pub: 4,356,580 of which 54.6% from developing countries (3,767,636)	Maintain baseline levels - annual	NCLPub: 3,655,808 visits of which 50% from developing countries	▲
	LOCARNO home: 51,588 of which 41.5% from developing countries (46,719)	Maintain baseline levels - annual	LOCARNO home: 78,542 visits of which 52% from developing countries	●
	LOCARNO Pub: 58,239 of which 34.7% from developing countries (TBD)	Maintain baseline levels - annual	LOCPub: 279,865 visits of which 35% from developing countries	●
	VIENNA home: 35,745 of which 58.1% from developing countries (36,902)	Maintain baseline levels - annual	VIENNA home: 37,451 visits of which 61% from developing countries	●
	VIENNA Pub: 140,055 of which 77.5% from developing countries (TBD)	Maintain baseline levels - annual	Data only partially available for 2018	●
	WIPO Standards (Handbook): 67,643 of which 44.8% from developing countries (70,115)	Maintain baseline levels - annual	WIPO Standards (Handbook): 70,830 visits of which 50% from developing countries	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	7,201	3,091
<b>Total</b>	<b>7,215</b>	<b>7,201</b>	<b>3,091</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	5,471	5,296	2,380	45%
Non-personnel Resources	1,745	1,905	711	37%
<b>Total</b>	<b>7,215</b>	<b>7,201</b>	<b>3,091</b>	<b>43%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources, due to vacancies in the Program, reflected a shift to non-personnel resources to enable the publication of WIPO Standards, the implementation of the Nice Classification Revision Management Solution (NCLRMS) project and the development of the software for ST 26.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

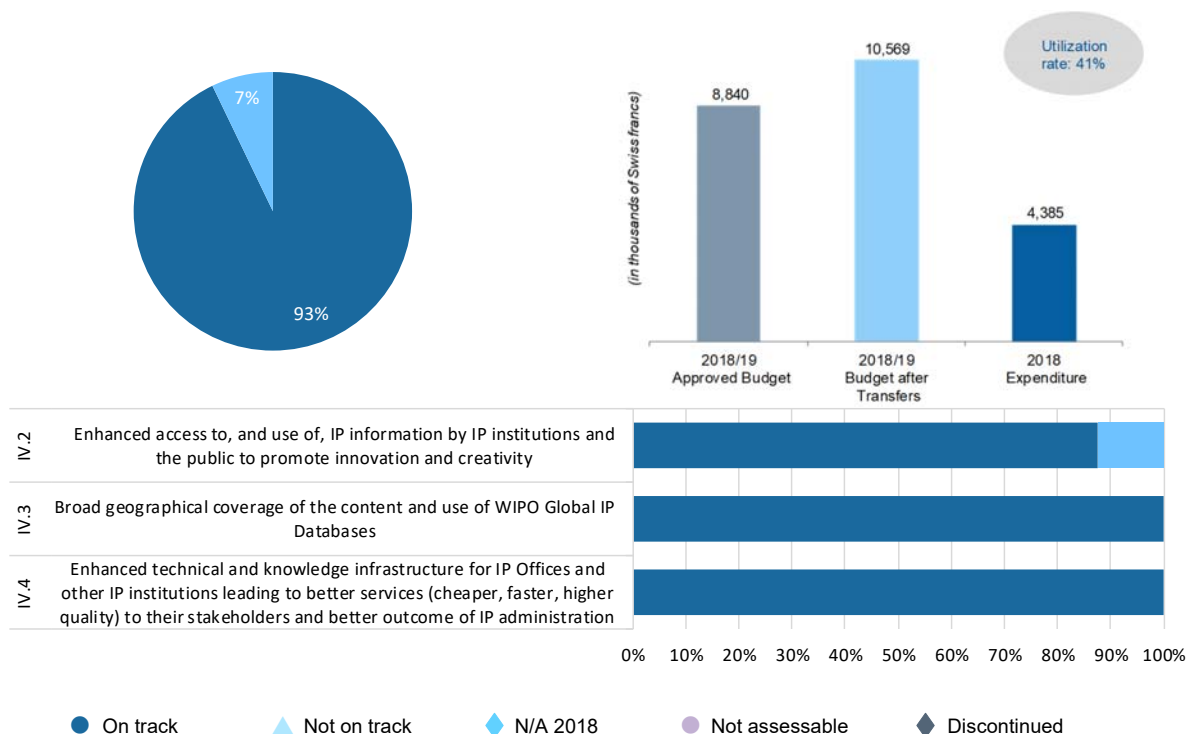
## PROGRAM 13 Global Databases



Program Manager Mr. Y. Takagi

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>				
Level of satisfaction of users of WIPO Global Databases	Not available (TBD) annual survey	80% (TBD)	Survey to be conducted in 2019	◆
No of unique users having performed a patent search per quarter in PATENTSCOPE	267,432 (246,516) PATENTSCOPE searches	+5% annual	408,132 <sup>83</sup> Q4 2018 (+53%)	●
No. of users per quarter in Global Database systems	Global Brand Database: 279,676 Q4 2017 (119,208)	GBD: +5% annual	GBD: 491,206 Q4 2018 (+76%)	●
	Global Design Database: 26,122 Q4 2017 (16,868)	GDD: +5% annual	GDD: 61,685 Q4 2018 (+136%)	●

<sup>83</sup> The 2018 data reflects an inflated number of users due to a high-level of bot attacks during Q4 2018 and is, therefore, not indicative of regular usage.



Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of language pairs available for translation of description and claims	9 Neural pairs <sup>84</sup> (4)	Maintain (6 cumulative)	9 neural pairs (cumulative)	●
Timeliness <sup>85</sup> of data uploading	27 (5.6 days)	21 days	19 days	●
No. of download service users	PCT-Biblio: 19 PCT-Text: 43 Webservice: 43 (TBD)	Maintain (TBD)	PCT-Biblio: 18 PCT-Text: 44 Webservice: 40	●
No. of WIPO Lex users	3,734,606 (2,044,648)	+5% annual	4,367,746 (+17%)	●
<b>IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases</b>				
No. of records contained in PATENTSCOPE by region	63,278,319 (58,220,000) cumulative - Africa: 154,162 (tbd) - Arab region: 36,993 (tbd) - Asia and the Pacific: 17,918,263 (tbd) - Latin America and the Caribbean: 1,264,030 (tbd) - Transition Countries: 2,528,617 (tbd) - Developed Countries: 41,376,254 (tbd)	+10% annual	67,816,988 cumulative (+7.1%) -Africa: 154,162 -Arab region: 38,915 -Asia and the Pacific: 22,203,969 -Latin America and the Caribbean: 1,320,581 -Transition countries: 2,736,378 -Developed countries: 41,362,983	●
No. of records contained in Global Brand Database by region	32,854,701 (27,950,000) cumulative - Arab region: 546,775 (tbd) - Asia and the Pacific: 7,419,803 (tbd) - Latin America and the Caribbean: 1,838,228 (tbd) - Transition Countries: 126,501 (tbd) - Developed Countries: 22,923,394 (tbd)	+5% annual	36,154,145 cumulative (+10%) -Arab region: 804,388 -Asia and the Pacific: 7,953,279 -Latin America and the Caribbean: 2,037,283 -Transition countries: 142,604 -Developed countries: 25,216,591	●
No. of records contained in Global Design Database by region	1,717,418 (1,700,000) cumulative - Arab region: 0 - Asia and the Pacific: 56,693 (tbd) - Transition Countries: 0 - Developed Countries: 1,660,725 (tbd)	+5% annual	10,229,938 cumulative (+496%) -Arab region: 2,193 -Asia and the Pacific: 5,047,446 -Transition countries: 13,748 -Developed countries: 5,166,551	●
No. of National Collections in PATENTSCOPE	53 (43) cumulative	62 (50) cumulative for the biennium	6 additional (59 cumulative end 2018)	●
No. of National Collections in Global Brands Database	37 (35) cumulative	45 (40) cumulative for the biennium	5 additional (42 cumulative end 2018)	●
<b>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</b>				
No. of national Offices which have digitalized their Patent collection	0 (same) end 2017	5 cumulative for the biennium	5 national Offices (cumulative end 2018)	●

<sup>84</sup> English/Arabic, Chinese, French, German, Japanese, Korean, Portuguese, Russian, Spanish. No additional non-neural pairs are planned.

<sup>85</sup> The average delay in days between the publication date of the records in their official register and availability in Global Databases for a representative subset of national collections

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	6,153	7,734	3,227
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,476	2,665	1,097
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	170	61
<b>Total</b>	<b>8,840</b>	<b>10,569</b>	<b>4,385</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	6,407	7,858	3,129	40%
Non-personnel Resources	2,434	2,711	1,257	46%
<b>Total</b>	<b>8,840</b>	<b>10,569</b>	<b>4,385</b>	<b>41%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in personnel resources was due to the transfer into the Program of: (i) two posts to enhance the WIPO Lex and WIPO judgments databases and the Global Brands and Design Databases; and (ii) temporary positions to support the increased demand for AI-related services from the Advanced Technology Applications Center (ATAC).

The increase in non-personnel resources was primarily due to the transfer of resources to support the implementation of AI-related initiatives such as the neural machine translation and the speech-to-text projects.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

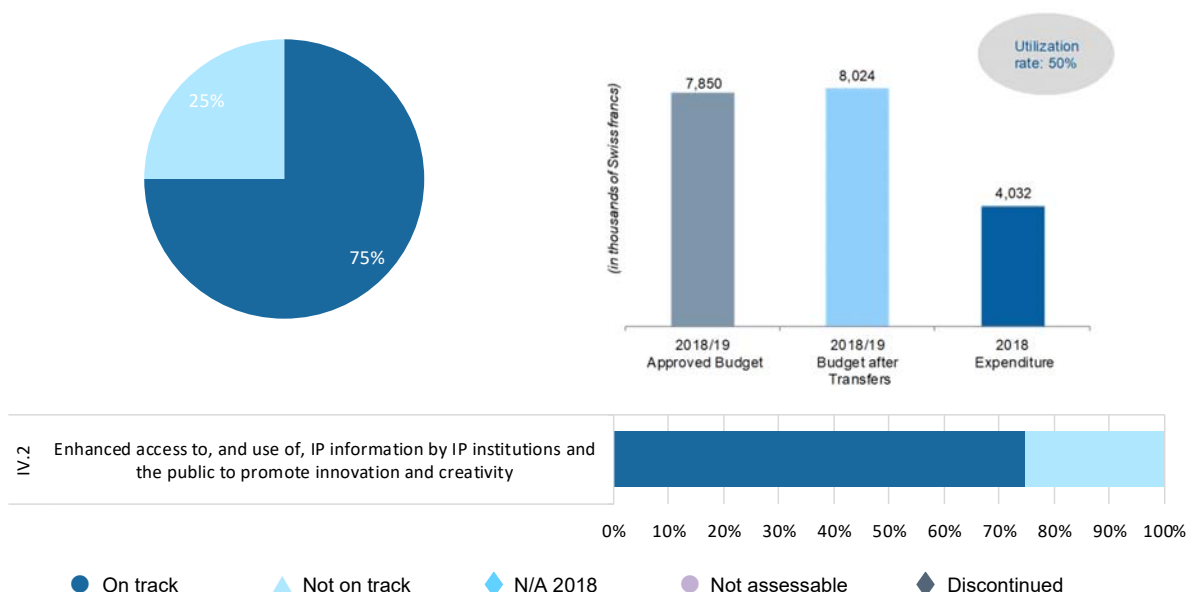
## PROGRAM 14 Services for Access to Information and Knowledge



Program Manager Mr. Y. Takagi

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity				●
No. of sustainable <sup>86</sup> national networks of TISCs	30 (28) sustainable national TISC networks: Maturity Level 1: 3 total Maturity Level 2: 20 total	6 additional sustainable national TISC networks: 36 (34) sustainable national TISC networks cumulative: - Africa (1) - Arab region (1) - Asia and the Pacific (1) - Latin America and the Caribbean (2) - Transition Countries (1)	4 additional sustainable national TISC networks (34 cumulative end 2018): Maturity Level 1: 2 total - Africa (1) - Transition countries (1) Maturity Level 2: 24 total - Africa (10 of which 7 LDCs) - Arab region (3) - Asia and the Pacific (4 of which 1 LDC) - Latin America and the Caribbean (6) - Transition countries (1)	●

<sup>86</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand. Sustainability is measured through the following levels of maturity:

- **Maturity Level 1:** (a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities; maturity Level 1 fully achieved when a + b + c.
- **Maturity Level 2:** Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3:** Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

Performance Indicators	Baselines	Targets	Performance Data	PIE
	Maturity Level 3, including the provision of value-added services <sup>87</sup> : 7 total		Maturity Level 3, including the provision of value-added services: 8 total - Africa (1) - Arab region (1) - Asia and the Pacific (2) - Latin America and the Caribbean (3) - Transition countries (1)	
Average no. of users serviced by TISCs per annum	3,470 (1,750)	3,800 users per annum	4,140 users in 2018	●
No. of active registered users of ARDI and ASPI	ARDI: 1,110 (800) ASPI: 52 (55)	ARDI: 1,250 (1,000) ASPI: 65	ARDI: 1,600 ASPI: 55	● ▲

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	509	229
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	7,341	7,312	3,673
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	131
<b>Total</b>	<b>7,850</b>	<b>8,024</b>	<b>4,032</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	6,405	6,394	3,131	49%
Non-personnel Resources	1,444	1,629	901	55%
<b>Total</b>	<b>7,850</b>	<b>8,024</b>	<b>4,032</b>	<b>50%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in non-personnel resources resulted primarily from: (i) the transfer of resources for the DA Project Intellectual Property Management and Transfer of Technology: Promoting the Effective Use of Intellectual Property in Developing Countries, LDCs and Countries with Economies in Transition (ER IV.4); and (ii) the shift from personnel to non-personnel resources under the DA Project Use of Information in the Public Domain for Economic Development.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>87</sup> Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

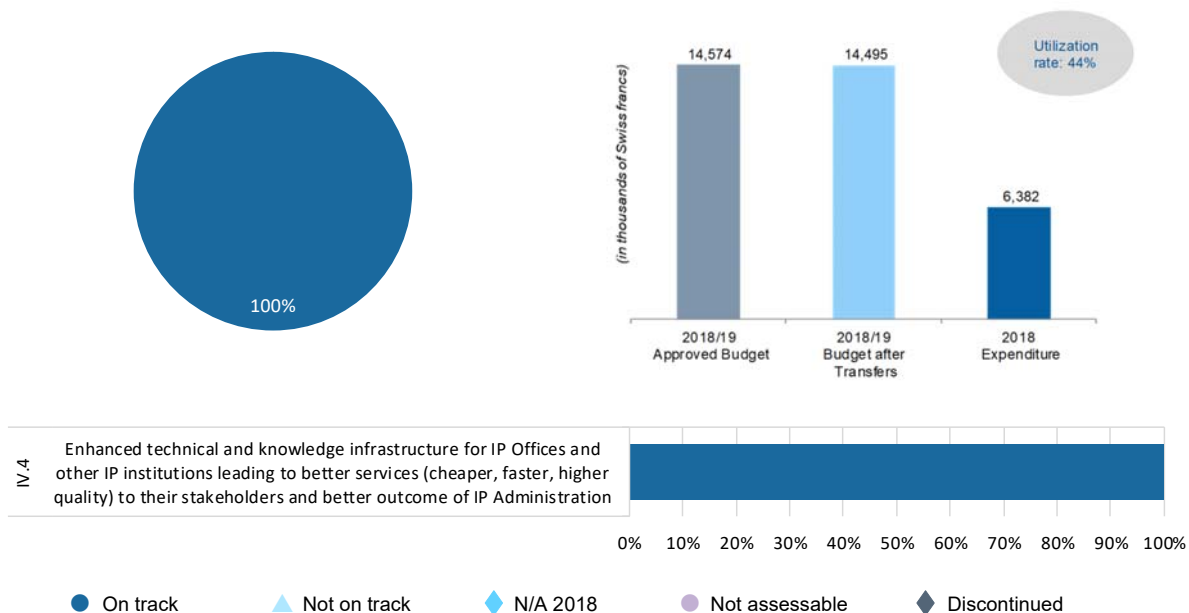
## PROGRAM 15 Business Solutions for IP Offices



Program Manager Mr. Y. Takagi

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration				
No. of Offices using WIPO CASE and DAS	39 (31) Offices cumulative	40 cumulative per biennium	2 additional Offices in 2018 (41 Offices cumulative)	●
No. of Offices using the IPAS suite of applications <sup>88</sup>	83 (81) cumulative	85 (81)	1 additional Office in 2018 (84 Offices cumulative)	●
Average Service Level <sup>89</sup> of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	Overall average: 3.2 (3.1)	3.3 (3.2)	Overall average: 3.3	●
Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	n/a (TBD)	80% (TBD)	82% (4.1 out of 5)	●

<sup>88</sup> The IPAS suite of applications includes: IPAS (IP Administration System), AIPMS (Arab language version), WIPO Scan (digitization), EDMS (document management), WIPO File (online filing), WIPO Publish (online search database)

<sup>89</sup> For a definition of the Service Level Indicators, please refer to page 3 of the Questions and Answers (Q&A) document submitted at the 27<sup>th</sup> session of the Program and Budget committee ([WO/PBC/27/Q&A](#)).

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of Collective Management Organizations (CMOs) in developing countries and LDCs participating in regional and global networks facilitated by WIPO	4 CMOs <sup>90</sup> (0)	12 - cumulative per biennium	3 additional CMOs in 2018 (Senegal, Sri Lanka, Zimbabwe) (7 cumulative end 2018)	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	14,495	6,382
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	-	-
<b>Total</b>	<b>14,574</b>	<b>14,495</b>	<b>6,382</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	8,100	7,956	3,640	46%
Non-personnel Resources	6,473	6,539	2,742	42%
<b>Total</b>	<b>14,574</b>	<b>14,495</b>	<b>6,382</b>	<b>44%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The slight decrease in personnel resources was primarily due to a shift to non-personnel resources for cloud-related training and the redeployment of accrued personnel savings to support other organizational priorities.

The decrease in resources linked to ER VII.1 reflected the transfer of responsibilities to Program 25 for the provision of IT support for the WIPO GREEN and WIPO Re:Search Databases.

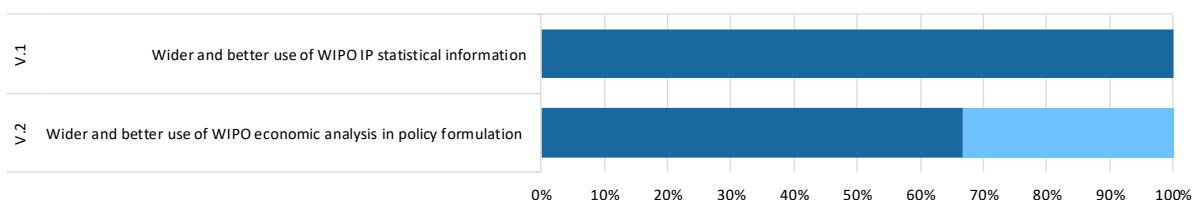
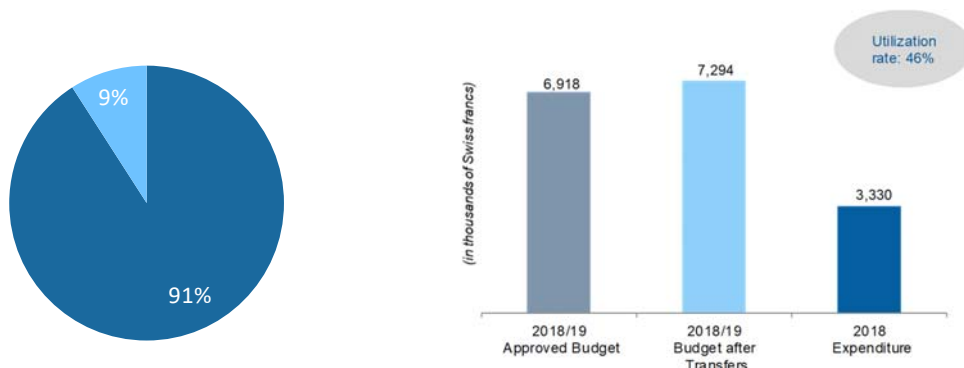
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>90</sup> Barbados, Botswana, Malawi, Pakistan

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

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



● On track    ▲ Not on track    ◆ N/A 2018    ● Not assessable    ◆ Discontinued

Expected Result	Performance Indicators	Responsible Program(s)	PIE
V.1 Wider and better use of WIPO IP statistical information	Difference between January forecast and actual numbers of PCT, Madrid and Hague filings are within threshold ranges	Program 16	● ● ●
	No. of downloads of annual statistics reports within 5 months of their publication	Program 16	● ● ● ● ●
	No. of searches on IP Statistics Data Center	Program 16	●
V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual no. of visitors to Global Innovation Index (GII) websites	Program 16	● ●
	No. of downloads of World IP Report within 5 months of publication	Program 16	◆

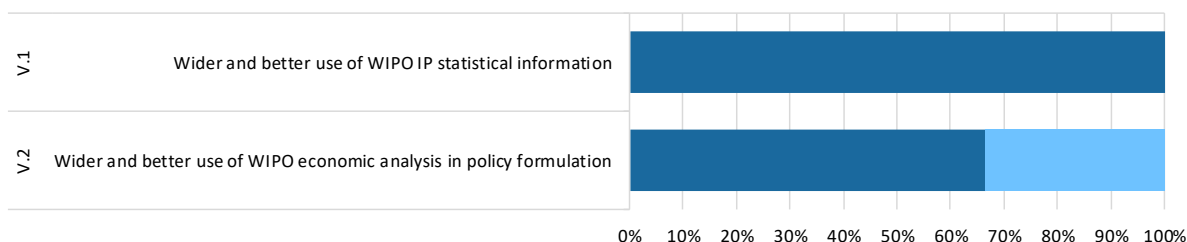
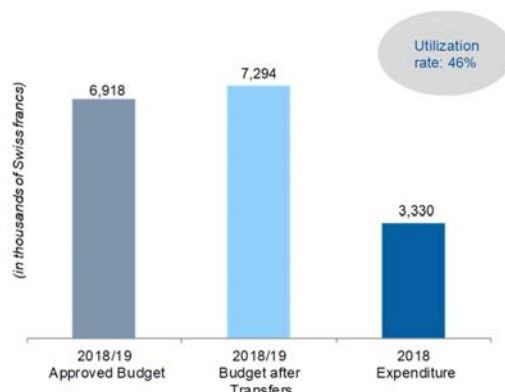
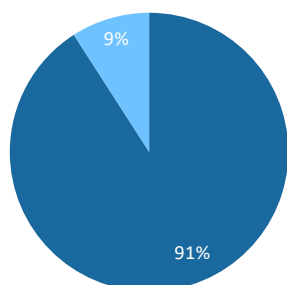
## PROGRAM 16 Economics and Statistics



Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



● On track    ▲ Not on track    ◆ N/A 2018    ● Not assessable    ◆ Discontinued

### Performance Data<sup>91</sup>

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>V.1 Wider and better use of WIPO IP statistical information</b>				
No. of searches on IP Statistics Data Center	108,975 (TBD)	5% growth - annual	188,137 unique page views (+73%)	●
No. of downloads of annual statistics reports within 5 months of their publication	World IP Indicators 2016 <sup>92</sup> : 14,219 PCT Yearly Review 2017 <sup>93</sup> : 3,501 Madrid Yearly Review 2017: 860 Hague Yearly Review 2017: 581	5% growth for World IP Indicators - annual 5% growth for Yearly Reviews - annual	World IP Indicators 2017: 30,658 <sup>94</sup> (+116%) PCT Yearly Review 2018: 6,883 <sup>95</sup> (+97%) Madrid Yearly Review 2018: 1,030 <sup>96</sup> (+20%) Hague Yearly Review 2018: 690 <sup>97</sup> (+19%)	● ● ● ●

<sup>91</sup> The end 2017 baselines have been updated due to further refinements to the web analytics tool tracking filters at the end of 2018.

<sup>92</sup> Published November 23, 2016

<sup>93</sup> The PCT, Madrid and Hague Yearly Reviews for 2017 were published on June 20, 2017, May 16, 2017, and August 3, 2017, respectively

<sup>94</sup> December 6, 2017 to May 6, 2018

<sup>95</sup> August 6, 2018 to 6 January, 2019

<sup>96</sup> September 14, 2018 to February 14, 2019

<sup>97</sup> July 10, 2018 to December 10, 2018



Performance Indicators	Baselines	Targets	Performance Data			PIE		
Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges	2017 Actual values were within the 80% confidence intervals (CIs) for PCT, Madrid and the Hague (2016: 103%, 102%, 100%)	Actual values are within 80% confidence interval of forecast	80% CI <sup>98</sup>		2018 Actual <sup>99</sup>	●		
			High	Low				
			PCT	235,300	265,000		243,500	●
			Madrid	48,310	63,800		60,400	●
			Hague	3,781	6,971	5,420	●	
<b>V.2 Wider and better use of WIPO economic analysis in policy formulation</b>								
Annual no. of visitors to Global Innovation Index (GII) websites	WIPO GII webpage: 74,734 (44,244) GII-dedicated website: 215,281 (214,122)	10% growth - annual	WIPO GII webpage: 86,889 (+16%) GII-dedicated website: 236,876 (+10%)			●		
No. of downloads of World IP Report within 5 months of publication	World IP Report 2017: 13,702 (25,936 <sup>100</sup> )	10% growth - biennium	The World IP Report is a biennial publication, published in the second year of the biennium.			◆		

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
V.1 Wider and better use of WIPO IP statistical information	2,659	2,985	1,395
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,309	1,935
<b>Total</b>	<b>6,918</b>	<b>7,294</b>	<b>3,330</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	5,748	5,991	2,833	47%
Non-personnel Resources	1,170	1,303	497	38%
<b>Total</b>	<b>6,918</b>	<b>7,294</b>	<b>3,330</b>	<b>46%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in personnel resources was primarily due to the transfer of a post to strengthen the collection, analysis and dissemination of data underlying composite indicators.

The increase in non-personnel resources reflected the recruitment of an expert to conduct a survey on creative industries (ER V.I).

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

<sup>98</sup> As per Annex IV of the Program and Budget 2018/19

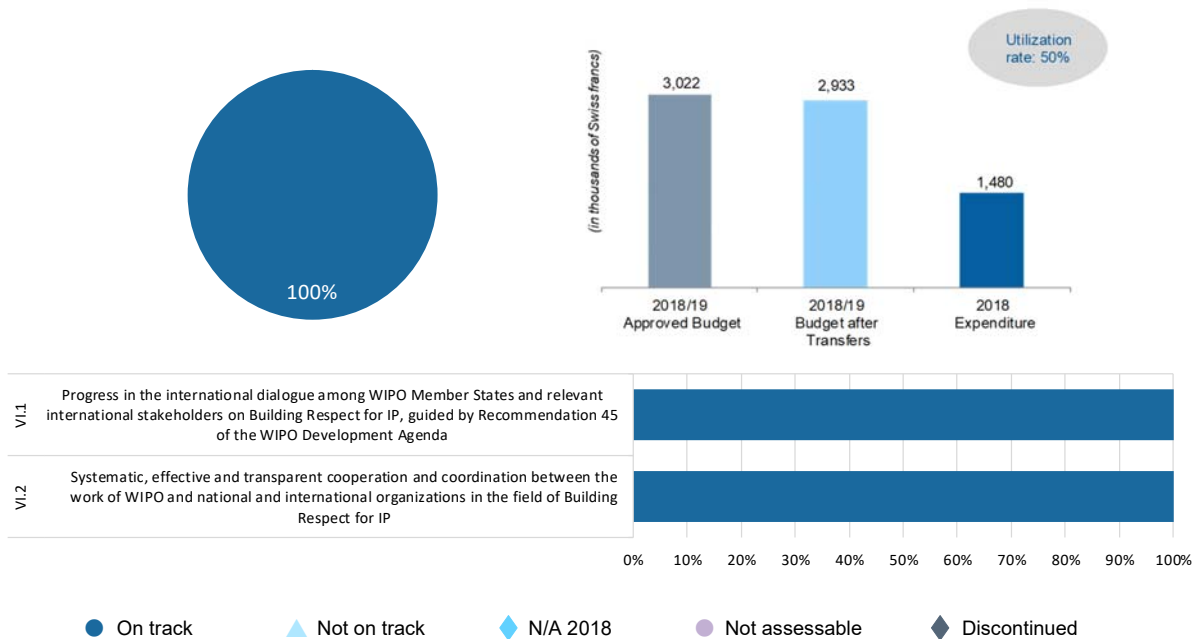
<sup>99</sup> Source: January 2019 Forecast of the Chief Economist

<sup>100</sup> Original baseline is not comparable, as a different tool and methodology were used in 2016.

## Strategic Goal VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
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	Continued agreement by Member States on the substantive work of the Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Program 17	●
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations with partner organizations on building respect for IP	Program 17	●

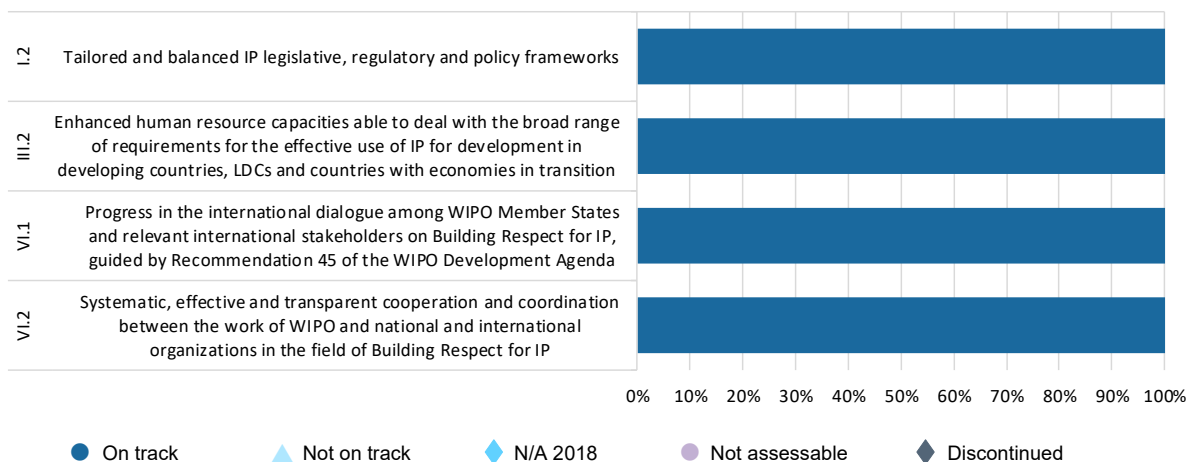
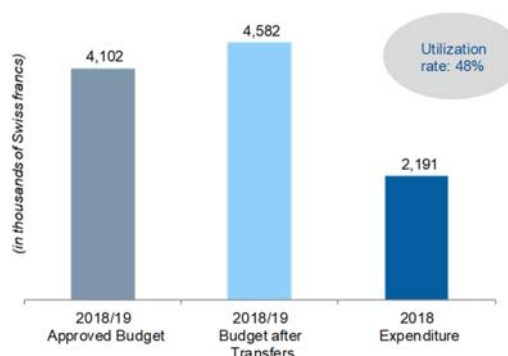
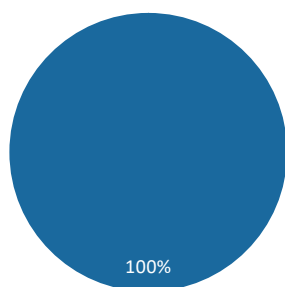
## PROGRAM 17 Building Respect for IP



Program Manager Mr. M.A. Getahun

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks				
No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance	2 countries - cumulative (31 countries/ organizations were in the process)	4 countries/ regional organizations having adopted and/or amended relevant frameworks towards effective IP enforcement further to WIPO assistance	1 additional country adopted/amended (3 cumulative end 2018)  42 countries/organizations were in the process of amending and/or adopting relevant frameworks towards effective IP enforcement: Africa (18), Arab region (4), Asia and the Pacific (11), Latin America and the Caribbean (7), Transition countries (2).	●

	Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>III.2</b>	<b>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</b>				
	Level of satisfaction of participants in WIPO training and capacity-building activities	Average rate of usefulness: 93% (92%)	Usefulness: >85%	Average rate of usefulness: 95%	●
		Average rate of relevance: 93% (92%)	Relevance: >85%	Average rate of relevance: 95%	●
<b>VI.1</b>	<b>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</b>				
	Continued agreement by Member States on the substantive work of the Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Agreement by Member States on the work program was achieved during the eleventh and twelfth sessions of the ACE <sup>101</sup> (same)	Agreement by the Member States on the work program for the fourteenth (2019) and fifteenth (2020) sessions	Agreement by Member States on the ACE work program was reached during the thirteenth session of the ACE (WIPO/ACE/13/11 para. 30) (status as of December, 31, 2018)	●
<b>VI.2</b>	<b>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</b>				
	No. of strategic collaborations <sup>102</sup> with partner organizations on building respect for IP	7 ongoing strategic collaborations cumulative (same)	7 active strategic collaborations	7 active strategic collaborations (cumulative end 2018)	●

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	319	451	217
<b>III.2</b> 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	1,822	797
<b>VI.1</b> 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	1,432	798
<b>VI.2</b> 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	877	379
<b>Total</b>	<b>4,102</b>	<b>4,582</b>	<b>2,191</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	3,261	3,697	1,821	49%
Non-personnel Resources	841	885	370	42%
<b>Total</b>	<b>4,102</b>	<b>4,582</b>	<b>2,191</b>	<b>48%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in the Budget after Transfers was primarily due to: (i) the transfer of one post to support the increased work on capacity building and technical assistance (ER III.2); (ii) additional resources to support the provision of legislative advice offered in the area of building respect for IP (ER I.2); and (iii) the transfer of non-personnel resources for the International Conference Respect for IP – Growing from the Tip of Africa (ER VI.1) and strategic collaborations with partner organizations (ER VI.2).

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

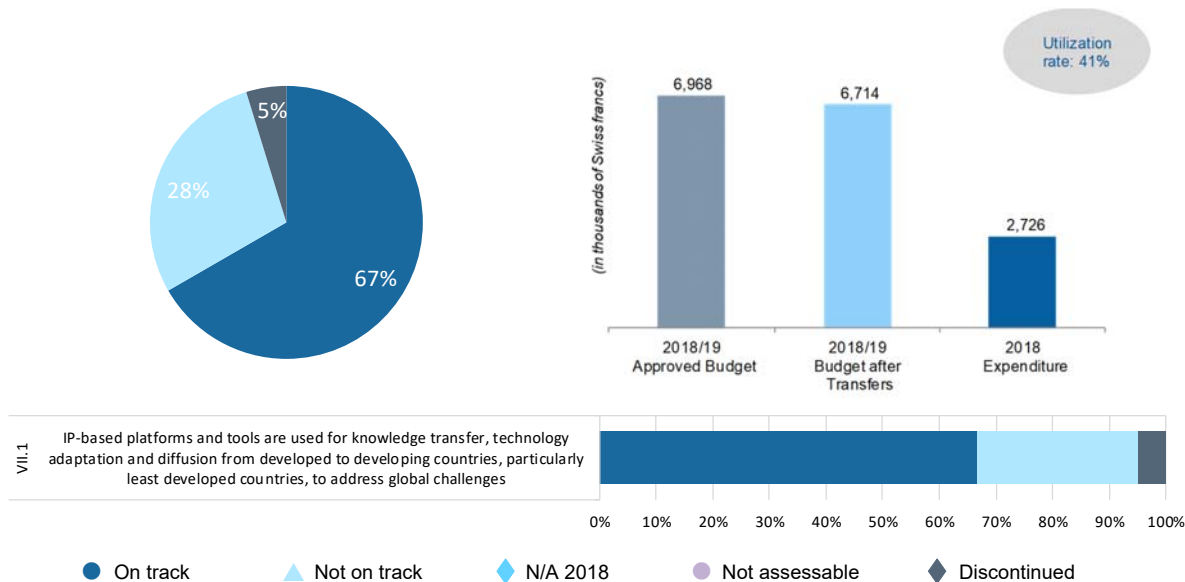
<sup>101</sup> Status as of December 31, 2017 as reflected in: WIPO/ACE/11/11 para. 39 and WIPO/ACE/12/15 para. 47

<sup>102</sup> Strategic collaborations capture partnerships of systematic and long-term nature, including those established through cooperation agreements, and address elements of building respect for IP.

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

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
<b>VII.1</b> IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	No. of books in accessible format downloaded from the ABC Book Service by participating libraries	Program 3	●
	No. of books in accessible format loaned to library patrons through ABC participating libraries	Program 3	●
	Increased membership in WIPO Re:Search, including from developing countries and LDCs	Program 18	●
	Increased no. of WIPO GREEN Members	Program 18	▲ ●
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	Program 18	● ▲ ●
	No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB	Program 18	●
	No. of records in the WIPO GREEN database	Program 18	●
	No. of visits to the Global Challenges website	Program 18	▲ ● ● ● ▲ ●
	No. of visits to the WIPO Re:Search and WIPO GREEN databases	Program 18	● ▲
	Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process	Program 18	◆
Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	Program 20	▲ ●	

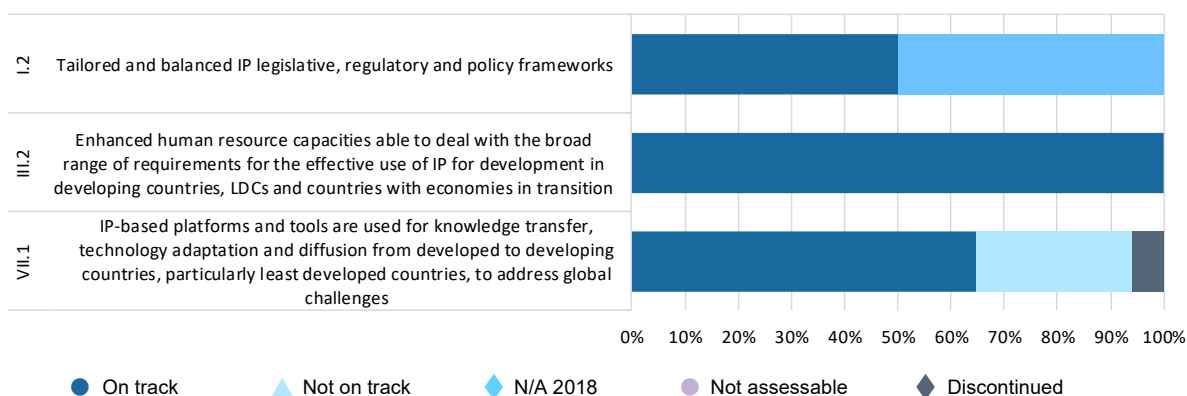
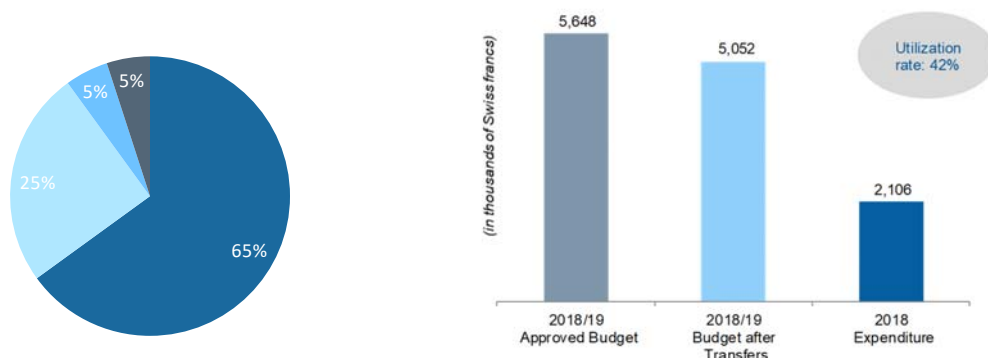
## PROGRAM 18 IP and Global Challenges



Program Manager Mr. M. A. Getahun

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>				
No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues	7 (2) countries	5 countries per year	4 countries: Brazil, Colombia, Italy and Peru	●
% of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work	n/a (TBD)	50% of participants 50% of supervisors	To be assessed at the end of the biennium	◆
<b>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</b>				
No. of hosting arrangements for developing country scientists	9 (6) cumulative	4 additional hosting arrangements	5 additional hosting arrangements (14 cumulative, of which 8 were completed at the end of 2018)	●

	Performance Indicators	Baselines	Targets	Performance Data	PIE
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges				
	Increased membership in WIPO Re:Search, including from developing countries and LDCs	134 (108) Members of which 55 (41) from developing countries/LDCs, cumulative	12 (6) new Members: of which 5 (4) from developing countries and 1 new private sector Member	7 new Members of which 2 from developing countries (141 cumulative, 57 from developing countries)	●
	No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB	122 <sup>103</sup> (108) agreements, of which 3 advancing agreements, cumulative	20 new agreements of which 8 are advancing (follow-on <sup>104</sup> ) agreements	18 new agreements of which 5 are advancing agreements (140 agreements of which 8 advancing, cumulative)	●
	Increased no. of WIPO GREEN Members	85 (74) Partners, cumulative	14 additional Partners;	4 additional Partners in 2018: 3 Partners discontinued operations (86 cumulative)	▲
		1,051 (808) users, cumulative	350 (200) additional users	185 additional users (1,236 cumulative)	●
	No. of records in the WIPO GREEN database	3,288 (2,621) records (cumulative end 2017)	1,200 additional records	622 additional records (3,910 cumulative)	●
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	- 9 Data sharing agreements, cumulative	- Data sharing agreements: 2 additional	1 additional Data sharing agreement (10 cumulative)	●
		- 26 Formalized Connections, cumulative o 25 Signed Letters of Intent, o 1 Memorandum of Understanding	- Formalized Connections: 8 additional	1 additional Signed Letter of Intent - 27 Formalized Connections cumulative o 26 Signed Letters of Intent o 1 Memorandum of Understanding	▲
		- 2 (0) Agreements catalyzed, cumulative	- Agreements catalyzed: 4 additional (2 by the end of 2019)	3 additional Agreements catalyzed <sup>105</sup> (5 cumulative)	●
	No. of visits to the WIPO Re:Search and WIPO GREEN databases	WIPO Re:Search database: 3,788 (4,581) unique page views	WIPO Re:Search: 10% biennial increase	WIPO Re:Search database: 4,341 unique page views (+15%)	●
		WIPO GREEN database: 36,349 (48,447) unique page views	WIPO GREEN: 10% biennial increase	WIPO GREEN database: 25,962 unique page views (-29%)	▲
	No. of visits to the Global Challenges website	No. of unique page views <sup>106</sup> : - GCD: 1,310 (742)	Biennial increases of: - GCD: 10%	- GCD: 1,270 (-3%)	▲
		- Global Health and IP: 3,994 (4,566)	- Global Health and IP: 10%	- Global Health and IP: 5,059 (+27%)	●
		- Climate Change and IP: 2,406 (2,709)	- Climate Change and IP: 10%	- Climate Change and IP: 2,808 (+17%)	●
		- WIPO Re: Search: 9,275 (18,345)	- WIPO Re: Search: 20%	- WIPO Re: Search: 16,766 (+81%)	●
		- WIPO GREEN: 28,098 (117,176)	- WIPO GREEN: 10%	- WIPO GREEN: 24,293 (-14%)	▲
		- PDF Downloads: 15,137 (37,868)	- Downloads of pdf files: 10%	- PDF Downloads: 16,732 (+11%)	●
	Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process	No draft framework (same)	A draft framework developed	Work was reoriented in 2018 to a more practical approach within the framework of WIPO GREEN.	◆

<sup>103</sup> Corrigendum: At the end of 2017, there 122 agreements and not 115, as reported in the WPR 2016/17.

<sup>104</sup> Follow-on and advancing agreements are the same. The terminology was updated to more accurately reflect the standard terminology used across WIPO Re:Search.

<sup>105</sup> (i) Green School (technology seeker from Indonesia) and Zero Mass Water (technology provider from the United States of America): collaborating to make clean drinking water from sunlight and air in Indonesia using solar panel arrays; (ii) Okra Solar (technology seeker from Cambodia) and Entrepreneurs du Monde (technology provider from France/Indonesia): collaborating to improve electricity access in rural Cambodia using solar power systems; (iii) Green School (technology seeker from Indonesia) and IDEP Foundation (technology provider from Indonesia): collaborating on a grey water filtration system in Indonesia

<sup>106</sup> The end 2017 baselines were updated due to further refinements to the web analytics tool tracking filters at the end of 2018.

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	386	323	160
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10	10	-
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	150	9
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	466	226
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	158	77
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	3,773	1,552
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	206	171	82
<b>Total</b>	<b>5,648</b>	<b>5,052</b>	<b>2,106</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	4,860	4,140	1,688	41%
Non-personnel Resources	788	913	418	46%
<b>Total</b>	<b>5,648</b>	<b>5,052</b>	<b>2,106</b>	<b>42%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources was due to the redeployment of accrued personnel savings for additional administrative support for the IGC/SCCR and the provision of legislative advice in the area of building respect for IP, reflected across results.

The increase in non-personnel resources reflected a shift from personnel resources to support WIPO Re:Search and address administrative needs (VII.1).

In addition, the shift in resources from VII.1 to ER III.2 also reflected a greater focus on building capacity and outreach in the areas IP and climate change and IP and global health, in line with the WIPO GREEN Strategy 2019-2023 and the WIPO Re:Search Strategic Plan 2017-2021, respectively.

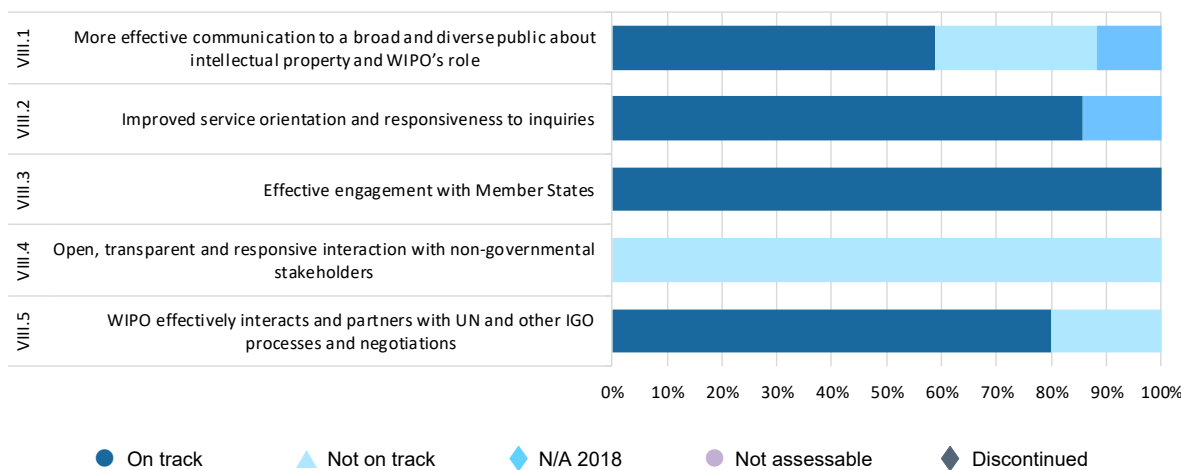
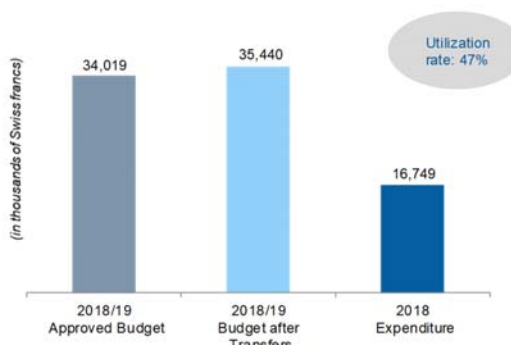
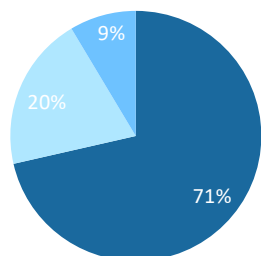
**Budget Utilization** was within the expected range for the first year of the biennium.



## Strategic Goal VIII A RESPONSIVE COMMUNICATIONS INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



● On track    ▲ Not on track    ◆ N/A 2018    ● Not assessable    ◆ Discontinued

Expected Result	Performance Indicators	Responsible Program(s)	PIE
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	Program 19	●
	Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	Program 19	●
	Brand/Reputation: Stakeholders understand WIPO's brand positioning and have a positive perception of WIPO's reputation	Program 19	◆
	Engagement with WIPO multi-media content	Program 19	●
	Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information	Program 19	▲▲
	Engagement: Global participation in World IP Day Campaign	Program 19	●
	Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Program 19	●
	Engagement: WIPO interaction on social and digital media	Program 19	●●◆
	Increased traffic to the website of WIPO External Offices	Program 20	●●▲▲▲
	No. of Member States participating in the WIPO Awards Program	Program 21	●
VIII.2	Service: Overall customer satisfaction with WIPO services	Program 19	◆
	Service: User satisfaction with Library services	Program 19	●

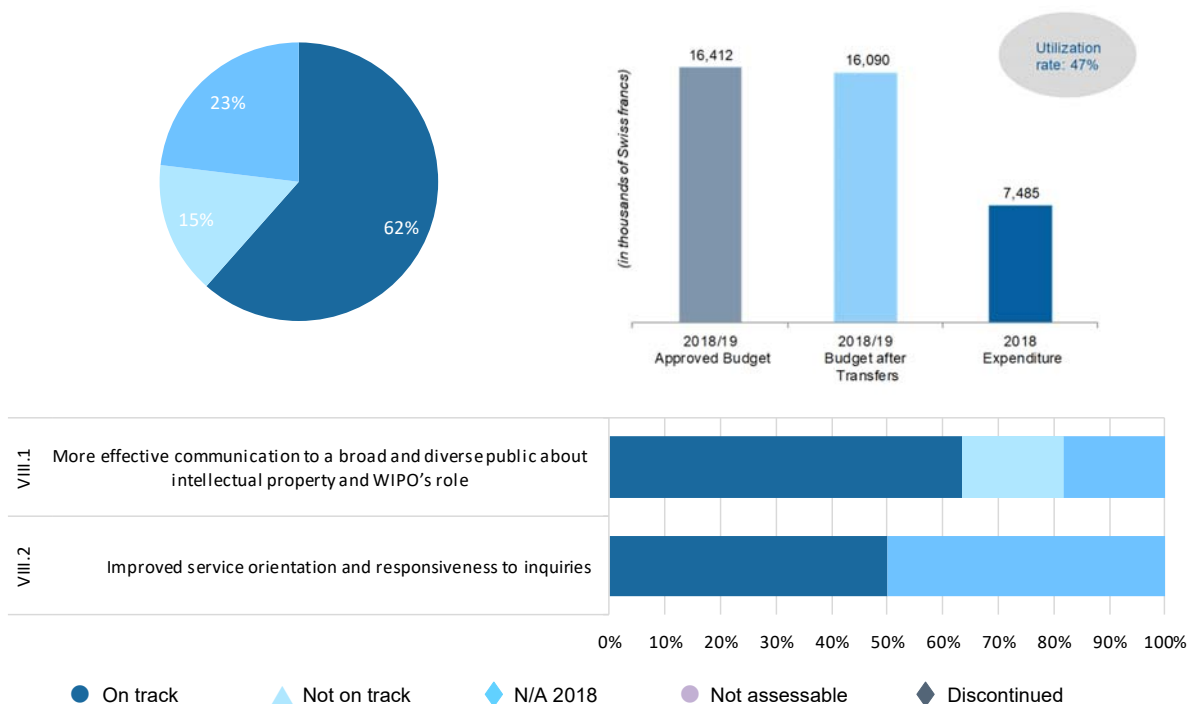
Expected Result	Performance Indicators	Responsible Program(s)	PIE
<b>Improved service orientation and responsiveness to inquiries</b>	Processing time of inquiries	Program 20	● ● ● ● ●
<b>VIII.3 Effective engagement with Member States</b>	% of Committee Meetings for which pre-Committee information meetings for Member States are held	Program 21	●
	% of official documentation prepared by OLC that is published on time	Program 21	●
	Delegates' satisfaction levels with the organization of the Assemblies	Program 21	●
	Satisfaction rate of Member States and stakeholders with the organization of events	Program 21	●
	Timeliness of publication of Assemblies documents	Program 21	●
<b>VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders</b>	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Program 20	▲
<b>VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations</b>	No. of WIPO-led initiatives in partnership with UN and other IGOs related to implementation of the SDGs	Program 20	●
	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes	Program 20	●
	New joint initiatives with other UN agencies/IGOs	Program 21	●
	% of locally sourced goods and services compared to total amount procured for development activity	Program 24	●
	% of spend through UN cooperation	Program 24	▲

## PROGRAM 19 Communications

Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role</b>				
Brand/Reputation: Stakeholders understand WIPO's brand positioning and have a positive perception of WIPO's reputation	74% of survey respondents perceived WIPO as the global forum for IP ( <i>same</i> )	75% of stakeholders recognize WIPO as the global forum for IP	Survey to be conducted in 2019	◆
Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	97% of all articles about WIPO were positive or neutral	At least 95% of all articles about WIPO are positive or neutral	99% of all articles about WIPO were positive or neutral	●
Engagement: WIPO interaction on social and digital media	(i) 20,928 (13,289) "likes"; 20,710 (19,715) retweets	(i) 15% biennial increase in the number of both "likes" and retweets of WIPO Twitter content	28,064 "likes"	●
			21,136 retweets	●
	(ii) % of users satisfied with the Delegates' app- not available (TBD)	(ii) At least 80% of users are satisfied with the Delegates' app	Survey to be conducted in 2019	◆
Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	14,990 (12,762) subscribers to WIPO Wire in all languages	10% increase in WIPO Wire newsletter subscriptions over the biennium (all languages)	16,622 subscribers to WIPO Wire in all languages (+11%)	●

Performance Indicators	Baselines	Targets	Performance Data	PIE
Engagement with WIPO multi-media content	2016/17: 520,296 (238,734) views on the WIPO YouTube channel (excluding pre-school)	8% increase in total video views on the WIPO YouTube channel (excluding pre-school)	297,535 views on the WIPO YouTube channel (excluding pre-school)	●
Engagement: Global participation in World IP Day Campaign	500 (450) events reported in 124 (122) countries	Stable level of global participation, including representation in each geographic region	Events reported in 135 countries (+9%)	●
Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences	2,467,381 downloads of WIPO publications - all languages (TBD)	5% increase in total downloads of WIPO publication (by end 2019)	2,559,063 downloads of WIPO publications (all languages)	●
Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information	(i) 4,617,945 (8,914,297) unique page views of the cross-organizational and top-level pages on WIPO website	(i) 10% biennial increase in page views	(i) 4,741,442 unique page views (+3%)	▲
	(ii) An average of 71% (80%) of visitors to the top-level "landing pages" (EN) continued their journey to further pages	(ii) Stable rate approximately 80% of visitors to the landing pages who continue their journey to further pages	(ii) An average of 69% of visitors to the top-level "landing pages" (EN) continued their journey to further pages	▲
<b>VIII.2 Improved service orientation and responsiveness to inquiries</b>				
Service: Overall customer satisfaction with WIPO services	WIPO Customer Satisfaction Index: 51%	WIPO Customer Satisfaction Index: 53%	Survey to be conducted in 2019	◆
	Sub-indicators: - Professionalism: 59% - Reliability: 57% - Responsiveness: 48% - Ability to provide valuable information: 54% - Service Orientation: 49%	Sub-indicators: - Professionalism: 61% - Reliability: 59% - Responsiveness: 50% - Ability to provide valuable information: 56% - Service Orientation: 51%		
Service: User satisfaction with Library services	79.8% <sup>107</sup> (70%) of clients were highly satisfied - "excellent"	At least 80% of respondents are satisfied with Library services	81% of clients were highly satisfied - "excellent"	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	10,693	10,610	5,012
VIII.2 Improved service orientation and responsiveness to inquiries	5,719	5,481	2,473
<b>Total</b>	<b>16,412</b>	<b>16,090</b>	<b>7,485</b>

<sup>107</sup> The updated baseline end 2017 reflects a new methodology implemented in 2017, which is based on a quarterly average.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	13,923	13,343	6,286	47%
Non-personnel Resources	2,489	2,747	1,199	44%
<b>Total</b>	<b>16,412</b>	<b>16,090</b>	<b>7,485</b>	<b>47%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The decrease in personnel resources was the result of: (i) the redeployment of accrued personnel savings to other organizational priorities; and (ii) a shift of resources to non-personnel to strengthen customer service and switchboard operations. The latter is reflected in the increase in non-personnel resources.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

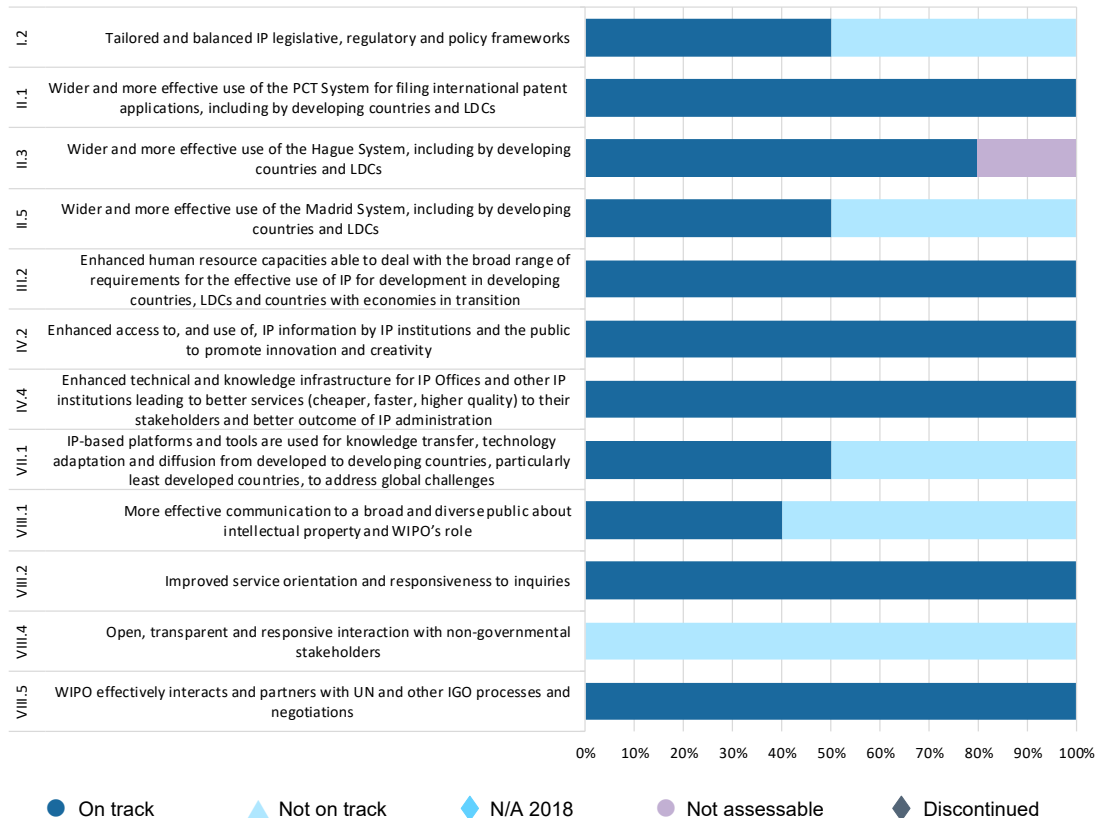
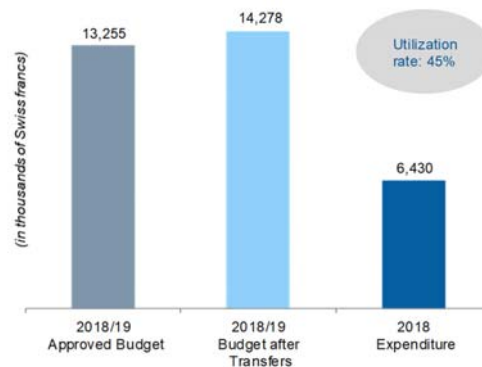
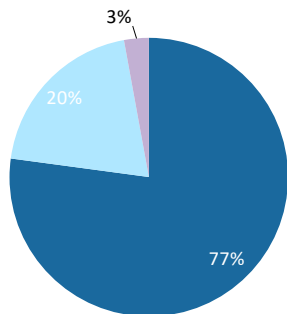
## PROGRAM 20 External Relations, Partnerships and External Offices



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

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



## Performance Data

### EXTERNAL RELATIONS AND PARTNERSHIPS

	Performance Indicators	Baselines	Targets	Performance Data	PIE
VIII.4	<b>Open, transparent and responsive interaction with non-governmental stakeholders</b> No. of permanent observer NGOs engaging in WIPO's work and vice versa	An average of 252 per year: 2016: 262 (13 meetings) 2017: 241 (11 meetings) (TBD)	Maintain or increase engagement	Representatives of 229 permanently accredited NGOs attended 12 WIPO committee meetings	▲
VIII.5	<b>WIPO effectively interacts and partners with UN and other IGO processes and negotiations</b> WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes No. of WIPO-led initiatives in partnership with UN and other IGOs related to implementation of the SDGs	79% <sup>108</sup> (80%) of WIPO's contributions were reflected.  5 (3) initiatives	85%  6 initiatives	85% of WIPO's contributions (9 out of 11 submissions) were reflected  6 initiatives	●  ●

### EXTERNAL OFFICES

	Performance Indicators	Baselines	Targets	Performance Data	PIE
I.2	<b>Tailored and balanced IP legislative, regulatory and policy frameworks</b> No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty No. of ratifications/accessions to the Singapore Treaty <sup>110</sup>	WCT: 95 (same) WPPT: 95 (same) Beijing Treaty: 19 (15) Marrakesh Treaty: 33 (26) - cumulative  46 Contracting Parties (45 as at January 2017)	WCT: 100 WPPT: 100 Beijing: 40 Marrakesh: 45 <sup>109</sup> - cumulative	WCT (99) WPPT (99) Beijing Treaty (23) Marrakesh Treaty (48 covering 75 Member States)  1 new Contracting Party: Peru (47 Contracting Parties cumulative)	●  ▲
II.1	<b>Wider and more effective use of the PCT system for filing international patent applications</b> % of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	77% (n/a) WBO n/a WOC 88% (81%) WJO n/a WRO 88% (94%) WSO	85% all Offices	87% (WBO) 80% (WOC) 90% (WJO) 89% (WRO) 85% (WSO)	●
II.3	<b>Wider and more effective use of the Hague system, including by developing countries and LDCs</b> Membership of the Geneva (1999) Act <sup>111</sup> % of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	52 (same) members  no Hague workshops conducted (n/a) WBO n/a (same) WOC 73% (62%) WJO 85% (86%) WSO	62 members cumulative  75%	6 additional Members (58 members cumulative end 2018)  no events (WBO) 80% (WOC) 81% (WJO) 75% (WSO)	●  ● ● ●
II.5	<b>Wider and more effective use of the Madrid System, including by developing countries and LDCs</b> Total Membership of the Madrid System <sup>112</sup>	99 (98) members	110 members cumulative	3 additional members (102 members cumulative end 2018)	▲

<sup>108</sup> 30 out of 38 submissions were reflected in 2016/17

<sup>109</sup> Target corrected to align with the approved target under Program 3.

<sup>110</sup> Based on date of entry into force as opposed to the date of deposit of instrument.

<sup>111</sup> Ibid.

<sup>112</sup> Ibid.

Performance Indicators	Baselines	Targets	Performance Data	PIE
% of policy makers, government officials, IP practitioners and participants in targeted workshops with enhanced understanding of the Madrid System	93% (94%) WJO 88% (TBD) WRO 85% (86%) WSO	90%	94% (WJO) 100% (WRO) 90% (WSO)	●
<b>III.2</b> Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
% of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP for development	82% (TBD) WBO n/a (WOC) 96% (100%) WJO n/a (WRO) 87% (87%) WSO	85%	91% (WBO) 80% (WOC) 95% (WJO) 91% (WRO) 85% (WSO)	● ● ● ● ●
<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity				
No. of users of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database	PATENTSCOPE searches <sup>113</sup> : 267,432 (246,516)  Global Brand Database (GBD): 279,676 (119,208)  Global Design Database (GDD): 26,122 (16,868)	+5% annual  +5% annual  +5% annual	PATENTSCOPE searches: 408,132 <sup>114</sup> (+53%)  GBD: 491,206 (+76%)  GDD: 61,685 (+136%)	● ● ●
No. of sustainable <sup>115</sup> national networks of TISCs	30 (28) sustainable national networks: Maturity Level 1: 3 total Maturity Level 2: 20 total Maturity Level 3, including the provision of value-added services <sup>116</sup> : 7 total	36 (34) sustainable national TISC networks - cumulative	34 sustainable national networks (cumulative end 2018): Maturity Level 1: 2 total Maturity Level 2: 24 total Maturity Level 3, including the provision of value-added services: 8 total	●
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration				
No. of Offices using the IPAS suite of applications <sup>117</sup>	83 (31) Offices cumulative	85 (81)	1 additional (84 cumulative)	●
<b>VII.1</b> 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				
Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	WIPO Re:Search: 18 Members (16) WIPO GREEN: 233 Members (225)	20% increase both WIPO GREEN and Re:Search	WIPO Re:Search: 18 (0%) WIPO GREEN: 340 (+46%)	▲ ●

<sup>113</sup> No of unique users having performed a patent search per quarter

<sup>114</sup> The 2018 data reflects an inflated number of users due to a high-level of bot attacks during Q4 2018 and is, therefore, not indicative of regular usage.

<sup>115</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand.

Sustainability is measured through the following levels of maturity:

- **Maturity Level 1**-(a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities;
- **Maturity Level 2**-Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3**-Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

<sup>116</sup> Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

<sup>117</sup> The indicator has been aligned with Program 15.



Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>VIII.1</b>	<b>More effective communication to a broad and diverse public about intellectual property and WIPO's role</b>			
Increased traffic to the website of WIPO External Offices <sup>118</sup>	4,735 WBO (2,932)	5% increase all Offices	8,341 (WBO) (+76%)	●
	6,924 WOC (4,772)		7,553 (WOC) (+9%)	●
	16,708 WJO (7,724)		16,272 (WJO) (-3%)	▲
	7,500 WRO (5,894)		7,359 (WRO) (-2%)	▲
	4,744 WSO (7,752)		3,985 (WSO) (-16%)	▲
<b>VIII.2</b>	<b>Improved service orientation and responsiveness to inquiries</b>			
Processing time of inquiries	Response times: WBO: 90% within 24h	90% within 24h (all Offices) (TBD)	Response time: WBO: 90% within 24h	●
	WOC: 90% within 24h		WOC: 95% within 24h	●
	WJO: 100% within 24h		WJO: 97% within 24h	●
	WRO: 100% within 24h		WRO: 95% within 24h	●
	WSO: 100% within 24h (TBD)		WSO: 100% within 24h	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,022	1,066	633
II.1 Wider and more effective use of the PCT system for filing international patent applications	471	406	268
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	611	485	125
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	293	466	163
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	-	97	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	2,070	2,654	858
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	451	330	131
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	9
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	535	226
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	1,283	1,188	593
VIII.2 Improved service orientation and responsiveness to inquiries	1,409	1,396	676
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	786	1,184	680
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,190	4,430	2,061
<b>Total</b>	<b>13,255</b>	<b>14,278</b>	<b>6,430</b>

<sup>118</sup> The data reflect the traffic to External Offices' homepages for all available languages. In addition, the end 2017 baselines have been updated due to further refinements to the web analytics tool tracking filters at the end of 2018, following the enhancements done in 2017.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	9,561	10,306	4,769	46%
Non-personnel Resources	3,693	3,972	1,662	42%
<b>Total</b>	<b>13,255</b>	<b>14,278</b>	<b>6,430</b>	<b>45%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The increase in personnel resources was primarily due to: (i) the redeployment of two posts for the WIPO Office in Algeria (WAO) and the WIPO Office in Nigeria (WNO) (ER III.2); and (ii) one additional post to support engagement with NGOs (ER VIII.4);

The increase in non-personnel resources was primarily due to the transfer of additional resources to: (i) strengthen the network of External Offices, primarily reflected under ERs II.3 and II.5; and (ii) to support engagement with NGOs (ER VIII.4).

The increase in resources under ER II.7 reflected the support of the WOC for the promotion of Alternative Dispute Resolution (ADR) in China in collaboration with the WIPO Arbitration and Mediation Center.

The decrease in resources under ER IV.4 was due to support for IPAS in the ASEAN region being funded directly from Program 15.

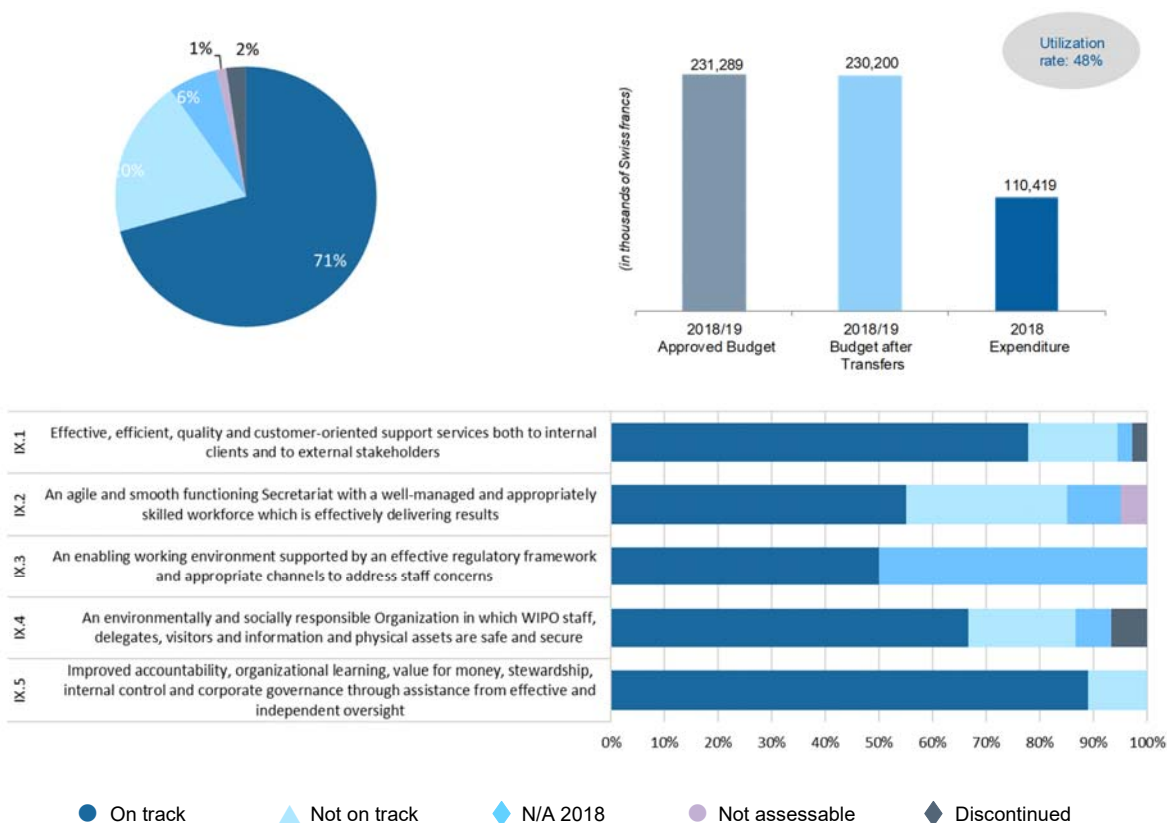
Variations in resources across ER as compared to the 2018/19 Approved Budget are largely the result of more accurately aligning resources in line with the approved workplans.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## Strategic Goal IX EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Result	Performance Indicators	Responsible Program(s)	PIE
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	Program 21	●
	% of PBC documents published on time	Program 22	▲
	Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	Program 22	◆ ▲
	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Program 22	●
	WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	Program 22	● ● ● ▲
	Collective Medical Insurance Protection rate	Program 23	●
	Enhanced and new automated processes in the HR Operations Service	Program 23	●
	% of non-personnel expenditure through use of Long Term Agreements (LTAs)	Program 24	●
	Average air ticket fare	Program 24	●
	Average service fee	Program 24	●
Cost savings for goods and services procured by WIPO	Program 24	●	
Processing time ER	Program 24	●	

Expected Result	Performance Indicators	Responsible Program(s)	PIE	
	Processing time ETA	Program 24	●	
	Processing time Visa	Program 24	●	
	WIPO premises and installations remain fit for purpose	Program 24	●	
	WIPO premises are effectively used and occupied	Program 24	●	
	% of customers that are satisfied with the Service Desk services	Program 25	●	
	Business Sector customer satisfaction level with ICTD services	Program 25	●	
	ICT Platforms are cost-effectively hosted and managed in line with business demands	Program 25	●●▲●	
	ICT Projects are managed in accordance with the WIPO project management and the service transition guidelines	Program 25	●◆	
	ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	Program 25	●	
	Increase in the number of common ICT components used in the implementation of IP Platforms	Program 25	●	
	% of Committees and Working Group documents published on time	Program 27	▲	
	% of internal and external participants satisfied with WIPO Conference Services	Program 27	●	
	Cost effective printing	Program 27	●	
	Cost per word of translation	Program 27	●	
	% of staff aware of their information security responsibilities, security policies and best practices	Program 28	▲●	
<b>IX.2</b>	Improved Organizational Resilience and Preparedness	Program 21	●	
<b>An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results</b>	% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	Program 22	●	
	Enhanced maturity of managing for results (RBM) (including Risk Management)	Program 22	◆	
	Payments to commercial suppliers made on time	Program 22	●●	
	Return on invested funds in line with benchmarks established by the Advisory Committee Investments (ACI) or by the investment policy	Program 22	●	
	Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Program 22	●	
	% of (a) current staff and (b) new staff who have completed the mandatory training programs	Program 23	▲	
	% of staff whose performance is evaluated against their individual objectives and competencies	Program 23	▲	
	Enhanced maturity of HR Planning	Program 23	◆	
	Gender balance: % of women from P4 to D2 levels	Program 23	●▲●▲	
	Geographical diversity: % of staff per region	Program 23	●	
	Increase in applications from unrepresented Member States and countries in under-represented regions	Program 23	▲	
	No. of days to: (i) notify staff of decisions on grievances; (ii) notify staff of decisions on rebuttals; (iii) provide responses to requests for advice	Program 23	●●●	
	Recruitment lead time	Program 23	●	
	<b>IX.3</b>	% of WIPO staff being aware of WIPO ethics principles and policies	Program 21	●
	<b>An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns</b>	Enhanced management awareness and accountability for the application of the regulatory framework	Program 22	◆

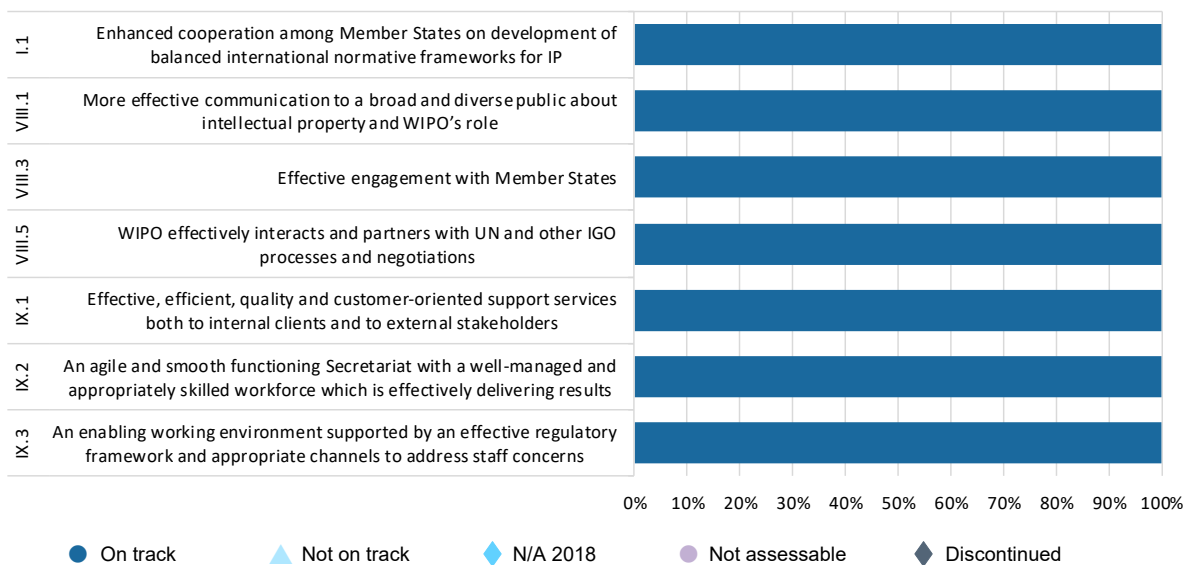
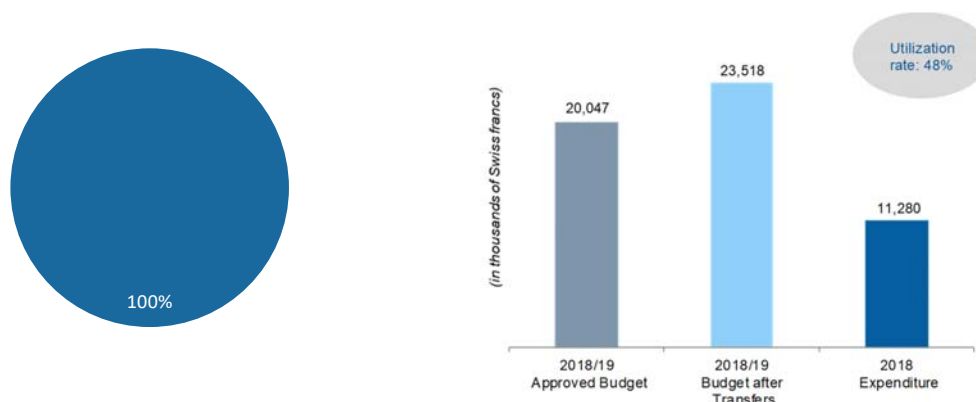
Expected Result	Performance Indicators	Responsible Program(s)	PIE
<b>IX.4</b> An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	Improved physical access to the WIPO Campus	Program 24	
	Reduced impact of WIPO activities on the environment	Program 24	
	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances	Program 28	
	Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	Program 28	
	Increased compliance with Information Security policies	Program 28	
	Increased compliance with the UN Security Management Framework of Accountability	Program 28	
	Information Security vulnerabilities are remediated within agreed timelines	Program 28	
	WIPO Offices meet standards derived from security risk assessments	Program 28	
<b>IX.5</b> Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	% of internal stakeholders who perceive that IOD recommendations are SMART	Program 26	
	% of internal stakeholders who perceive that Oversight work is relevant	Program 26	
	% of Oversight work completed and reported in a timely manner	Program 26	
	No interference and perceived independence by key stakeholders	Program 26	
	No. of Oversight recommendations accepted and implemented	Program 26	

## PROGRAM 21 Executive Management

Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP % of treaty notifications that are promptly processed by OLC	95% of treaty notifications are processed by OLC within 3 days	95%	92% of treaty notifications are processed by OLC within 3 days	●
<b>VIII.1</b> More effective communication to a broad and diverse public about intellectual property and WIPO's role No. of Member States participating in the WIPO Awards Program	54 (45)	45 per year	42	●

	Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>VIII.3</b>	<b>Effective engagement with Member States</b>				
	% of Committee meetings for which pre-Committee information meetings for Member States are held	100% ( <i>same</i> ) from a survey of secretaries of committees	90%	87% (13 pre-Committee consultation meetings were held for 15 Committee meetings)	●
	Satisfaction rate of Member States and stakeholders with the organization of events	90% ( <i>87%</i> )	85%	90%	●
	% of official documentation prepared by OLC that is published on time	<i>n/a (TBD)</i>	- 65% on time <sup>119</sup> - 3% additional within 1 week after the due date - 12% additional within 4 weeks after the due date	95% on time 5% within 1 week after the due date	●
	Timeliness of publication of Assemblies documents	94.4% ( <i>93.5%</i> ) by the due date	95% on time <sup>120</sup>	89% on time	●
	Delegates' satisfaction levels with the organization of the Assemblies	92% ( <i>94%</i> ) satisfied with arrangements	80% satisfied with arrangements	93% overall satisfaction	●
<b>VIII.5</b>	<b>WIPO effectively interacts and partners with UN and other IGO processes and negotiations</b>				
	New joint initiatives with other UN agencies/IGOs	2 additional ( <i>same</i> )	2 additional	The Director General launched on July 10, 2018, the GI 2018 edition "Energizing the World with Innovation", which addressed SDG 7, under review at the High Level Political Forum (HLPF). The launch was held in conjunction with the HLPF, which took place in New York on July 9 to 18, 2018. (1 additional)	●
<b>IX.1</b>	<b>Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</b>				
	% of queries for legal advice and services that receive prompt responses from OLC	95% ( <i>same</i> ) of requests for legal advice are responded to within the timeframe requested, or within 3 days when no deadline is specified	95%	95% of requests for legal advice are responded to within the timeframe requested, or within 3 days when no deadline is specified	●
<b>IX.2</b>	<b>An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results</b>				
	Improved Organizational Resilience and Preparedness	Draft emergency communications strategy was developed, and draft plans were drawn up for 100% of the core critical areas (PCT, Madrid, the Hague, the WIPO Arbitration and Mediation Center) of the Organization ( <i>Organizational Resilience components that have been established (OIs sent):</i> - Strategy - Policy - Roles and Responsibilities)	Organizational Resilience and Business Continuity Plans (BCPs) are drawn up for: (i) Critical business functions: PCT, Madrid, Hague, AMC (ii) Critical support functions: - AIMS (Procurement and Travel) - Communications - DPPF, HRMD, ICTD, OLC, PID, SIAD (iii) Critical applications / data sources covered in BCPs for: Global Brands Databases, IPOBS, UPOV	Draft Business Continuity Plans (BCPs) drawn up and shared with: (i) Critical support functions: - Procurement and travel - Communications - DPPF, HRMD, ICTD, OLC, PID, SIAD (ii) critical applications/data sources were covered in the draft BCPs for: - Global Brands Databases, IPOBS, UPOV	●
<b>IX.3</b>	<b>An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns</b>				
	% of WIPO staff being aware of WIPO ethics principles and policies	86% ( <i>same - 2016 survey</i> )	85%	86%	●

<sup>119</sup> Two months before the relevant meeting

<sup>120</sup> Relevant documents published two months before the Assemblies

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	607	565	281
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	-	587	383
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	-	420	226
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	195	100
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	194	144	76
VIII.3 Effective engagement with Member States	7,342	8,242	3,916
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	141	686	322
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	3,854	6,144	2,972
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	6,969	5,420	2,331
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	941	1,115	673
<b>Total</b>	<b>20,047</b>	<b>23,518</b>	<b>11,280</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	16,780	18,988	8,837	47%
Non-personnel Resources	3,268	4,530	2,443	54%
<b>Total</b>	<b>20,047</b>	<b>23,518</b>	<b>11,280</b>	<b>48%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in resources reflected: (i) WIPO's increased engagement related to the SDGs, resulting in a shift of resources from ER IX.2 to ER VIII.5; (ii) the centralization of WIPO events and protocol-related activities (ER VIII.3); (iii) an increased demand for legal services (ER IX.1); (iv) the creation of a program dedicated to the judicial administration of IP (ERs I.2, III.2 and IV.2); and (v) the transfer of messenger and driver services from Program 27 (ER IX.1).

The increased resources dedicated to ER IX.3 reflected the needs of the WIPO ethics function, including provisions for Financial Disclosure and Declaration of Interests (FDDI) and Protection against Retaliation (PaR).

The shift in resources from ER I.1 to ER IX.1 was due to more accurately aligning personnel resources with the demands of the Office of the Legal Counsel.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

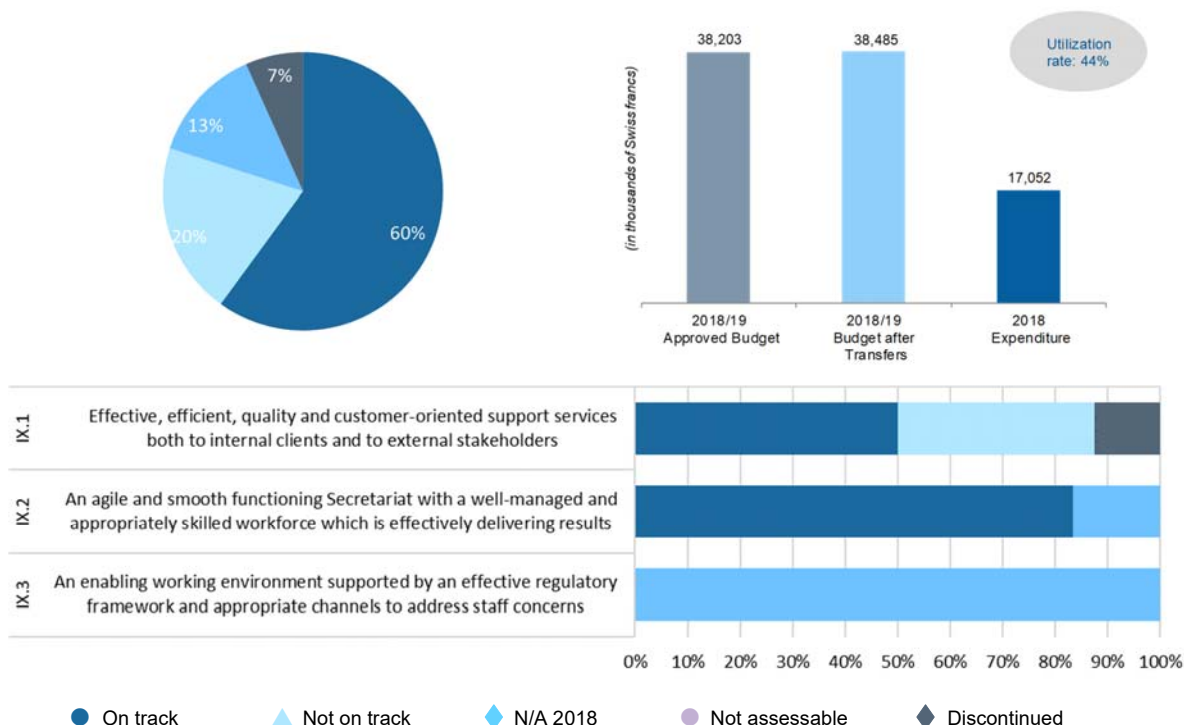


## PROGRAM 22 Program and Resource Management

Program Manager Mr. A. Sundaram

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</b>				
Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Monthly closure completed 10 working days after month end - exceptions January and December ( <i>same</i> )	Same as baseline	Monthly closure completed 10 working days after month end for 9 out of 10 months <sup>121</sup>	●
WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	- uptime: 99.90% ( <i>same</i> ) - average time to close high priority incidents: 31 (25) days - ITIL compliant processes: 0 (3) - average cost per incident: n/a ( <i>TBD</i> )	- uptime: 99.90% - average time to close high priority incidents: 14 days - ITIL compliant processes: 3 - average cost per incident: 2,250 CHF ( <i>TBD</i> )	- uptime: 99.90% - average time to close high priority incidents: 2.49 days (2018) - ITIL compliant processes: 3 - average cost per incident: 2,461 CHF	● ● ● ▲
Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	Average cost per change request: n/a ( <i>TBD</i> ) Level of user satisfaction: 74% ( <i>TBD</i> )	Average cost per change request: n/a ( <i>TBD</i> ) Level of user satisfaction: 80% ( <i>TBD</i> )	Data is unavailable in the current system and will be reviewed for future reporting cycles. Level of user satisfaction: 72% positive response	◆ ▲

<sup>121</sup> January and December are excluded due to the financial closure process.

Performance Indicators	Baselines	Targets	Performance Data	PIE
% of PBC documents published on time <sup>122</sup>	38% on the basis of 8 week deadline (50% on time, 0% within 1 week after the due date, 25% within 4 weeks after the due date)	- 60% on time - 5% within 1 week after the due date - 15% within 4 weeks after the due date	43% by the due date 14% within 1 week after the due date 29% within 4 weeks after the due date	▲
<b>IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results</b>				
Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Clean audit report received for 2016 and 2017 and answers provided to all financial audit recommendations (same)	Clean audit report for both years of the biennium	At the time of publication, the results of the 2018 audit had yet to be received. Answers provided to all audit recommendations received during 2018.	●
Return on invested funds in line with benchmarks established by the Advisory Committee Investments (ACI) or by the investment policy	Investments are held in accordance with the investment policy and are in line with benchmarks established by the policy/ACI (same)	Return on invested funds is in line with the benchmark established by the investment policy/ACI	Investment returns for Operating cash exceeded the benchmark established in the Policy on Investments by 74 basis points (bps) for Swiss francs and 53 bps for Euros. Investments for the Strategic and Core cash portfolio were fully implemented by February 2018, and returns were in line with the benchmarks established by the Advisory Committee on Investments (ACI).	●
Payments to commercial suppliers made on time	Net 30-day payments: - 94% paid on time based on the invoice date indicated by the supplier  Immediate payments: - 94% paid within 1 week of the receipt date (same)	90% of net 30-day payments are paid on time based on the invoice date indicated by the supplier  90% of immediate payments are paid within 1 week of the receipt date	Net 30-day payments: 91% paid on time based on the invoice date indicated by the supplier  Immediate payments: 93% paid within 1 week of the receipt date	●
Enhanced maturity of managing for results (RBM) (including Risk Management)	Maturity Level 4 <sup>123</sup>	Maturity level 4.2	Assessment is conducted on a biennial basis.	◆
% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	19 (8) operational units out of 97 operational units substantively completed the gender marker coding in the 2017 workplans	At least 60% (40%) of WIPO's 97 operational units have substantively completed the gender marker	46 operational units (47%) out of 97 units substantively completed the gender marker coding in the 2018 workplans	●
<b>IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns</b>				
Enhanced management awareness and accountability for the application of the regulatory framework	n/a (TBD)	90% awareness (TBD)	Assessment is conducted on a biennial basis.	◆

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	17,561	17,112	7,853
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	17,615	18,177	7,866
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,165	1,407	662
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,862	1,789	670
<b>Total</b>	<b>38,203</b>	<b>38,485</b>	<b>17,052</b>

<sup>122</sup> Two months before the relevant meeting

<sup>123</sup> Self-assessment using the JIU rating scale

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	25,120	23,915	11,023	46%
Non-personnel Resources	13,083	14,570	6,029	41%
<b>Total</b>	<b>38,203</b>	<b>38,485</b>	<b>17,052</b>	<b>44%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The decrease in personnel resources was primarily due to: (i) the transfer of a position to support PCT IT systems developments (Program 5), reflected under ER IX.1; (ii) a shift of resources to non-personnel, as referenced below; and (iii) the redeployment of accrued savings to other organizational priorities, reflected across ERs IX.1, IX.2 and IX.5.

The increase in non-personnel resources was primarily due to the shift of resources from personnel to: (i) reinforce the ongoing operations, user support and enhancements of WIPO's ERP systems (AIMS); and (ii) support financial services, including the implementation of WIPO's investment policy, reflected by a shift of resources from ERs IX.1 and IX.5 to ER IX.2.

The increase in resources dedicated to ER IX.3 was primarily due to the redistribution of resources from ER IX.1 for the strengthening of internal controls and the related regulatory framework.

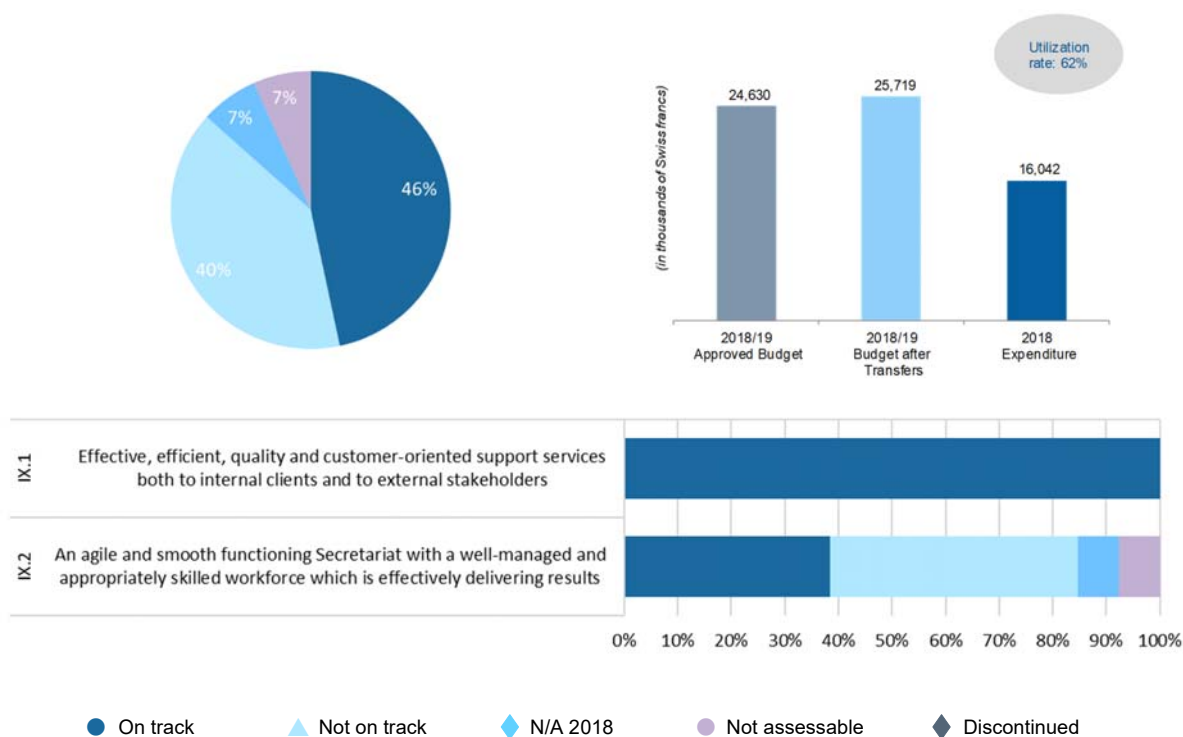
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## PROGRAM 23 Human Resources Management and Development

Program Manager Director General

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders				
Collective Medical Insurance Protection rate <sup>124</sup>	87.7% (87.8%)	Maintain	87.8%	●
Enhanced and new automated processes in the HR Operations Service	16 (8) out of 18 – 89% (44%) cumulative	18 cumulative	16 out of 18 (89%)	●

<sup>124</sup> The Collective Medical Insurance rate does not take into account the costs of insurance.

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.2</b>	<b>An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results</b>			
Geographical diversity: % of staff <sup>125</sup> per region	Africa: 10.9% (11.3%) Asia and Pacific: 18.5% (17.3%) Eastern and Central Europe & Central Asia: 8.3% (7.8%) Latin America and the Caribbean: 7.9% (8.0%) Middle East: 1.3% (same) North America: 9.4% (8.4%) Western Europe: 43.8% (45.9%)	Agreement among Member States on WIPO's policy on geographical distribution	Africa: 10% Asia and the Pacific: 19.7% Eastern and Central Europe & Central Asia: 8.6% Latin America and the Caribbean: 7.3% Middle East: 1.9% North America: 10.5% Western Europe: 41.9%	●
Gender balance: % of women from P4 to D2 levels <sup>126</sup>	P4 – 45.7 (45.6%)	P4 - 48%	P4 – 46.4%	●
	P5 – 35.1% (35.6%)	P5 - 40%	P5 – 34.0%	▲
	D1 – 31.4 (30.0%)	D1 - 35%	D1 – 36.4%	●
	D2 – 18.2% (16.7%)	D2 - 20%	D2 – 15.4%	▲
Recruitment lead time <sup>127</sup>	Biennium average: 18.22 (18.81) weeks 2016: 17.88 weeks 2017: 18.55 weeks (final end 2017)	18 (19) weeks	18.63 weeks (based on selection finalized as at end 2018)	●
Enhanced maturity of HR Planning	Stage 3 <sup>128</sup> - in the process of mainstreaming (2)	Stage 3.5	Assessment to be conducted at the end of the biennium	◆
Increase in applications from unrepresented Member States and countries in under-represented regions	10.7% <sup>129</sup> (TBD)	8% (TBD)	7.11% <sup>130</sup>	▲
% of staff whose performance is evaluated against their individual objectives and competencies	97.1% <sup>131</sup> (93.8% <sup>132</sup> ) as of April 30 in every following year	95%	92% (as at end April 2019)	▲
% of (a) current staff and (b) new staff who have completed the mandatory training programs	(a) 68% of current staff (b) 54% of new staff	(a) 80% of current staff (b) 80% of new staff - biennium	(a) 78.8% of current staff (b) 69.9% of new staff (as at end March 2019)	▲
No. of days to: (i) notify staff of decisions on grievances (ii) notify staff of decisions on rebuttals (iii) provide responses to requests for advice	(i) 60 days from receipt of response to grievance	(i) 60 days from receipt of response to grievance	(i) 60 days from receipt of response to grievance	●
	(ii) 30 days from receipt of response to rebuttal	(ii) 30 days from receipt of response to rebuttal	(ii) 30 days from receipt of response to rebuttal	●
	(iii) Out of 788 (450) requests for advice received in 2016/17, a response was provided within: - 1 day in 88.3% (89.3%) of cases, - 2 to 4 days in 10.9% (9.3%) of cases, and - 5 working days or more in 0.8% (1.3%) of the cases.	(iii) 5 working days from receipt of request for advice	(iii) Out of 392 requests for advice received in 2018, a response was provided within: - 1 day in 83.7% of cases, - 2 to 5 days in 15.3% of cases, and - more than 5 working days in 1% of the cases.	●

<sup>125</sup> Only posts in the Professional and higher categories that are subject to geographical distribution.

<sup>126</sup> Regular-funded staff on fixed-term, continuing and permanent appointments based on post grade

<sup>127</sup> The recruitment lead time calculation is based on the number of weeks from publication of the competition to the finalized selection decision in a given calendar year.

<sup>128</sup> The scale and ratings are based on the Joint Inspection Unit System-wide Review of RBM in the UN System. The rating scale: Stage 1-Not started; Stage 2- Exploration for mainstreaming; Stage 3- In the process of mainstreaming; Stage 4- Fully mainstreamed and continuous learning for refinement/adjustment; Stage 5- Evaluation and renewal

<sup>129</sup> Based on applications to fixed-term posts and temporary positions in the Professional categories and above

<sup>130</sup> Ibid.

<sup>131</sup> Corrigendum: The percentage was 97.1% in 2017, not 91.1% as reported in the WPR 2016/17.

<sup>132</sup> Corrigendum: The percentage was 93.8% in 2016, not 92.7% as reported in the Program and Budget 2018/19.

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,006	12,781	6,039
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	12,624	12,938	10,003
<b>Total</b>	<b>24,630</b>	<b>25,719</b>	<b>16,042</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	19,030	19,596	12,981	66%
Non-personnel Resources	5,600	6,123	3,061	50%
<b>Total</b>	<b>24,630</b>	<b>25,719</b>	<b>16,042</b>	<b>62%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The increase in personnel resources was primarily due to the transfer of positions to support HR planning and recruitment activities.

The increase in non-personnel resources was primarily due to: (i) the transfers from Programs for internships; and (ii) an additional contribution to the WIPO Staff Council.

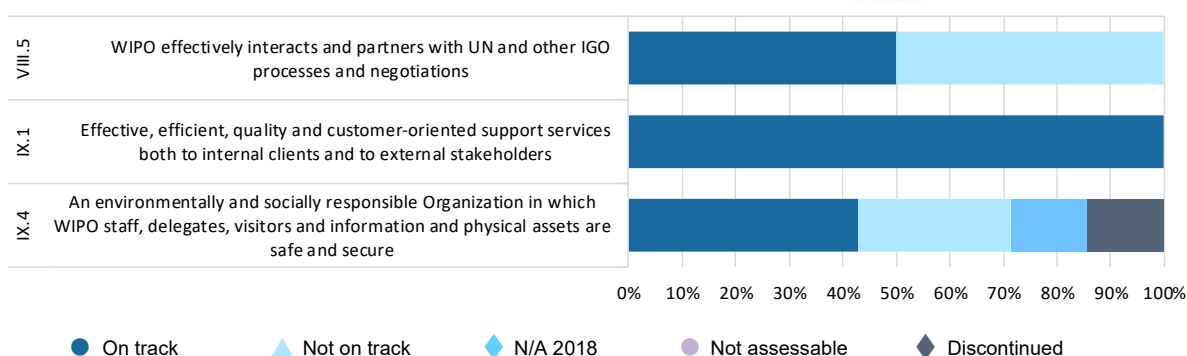
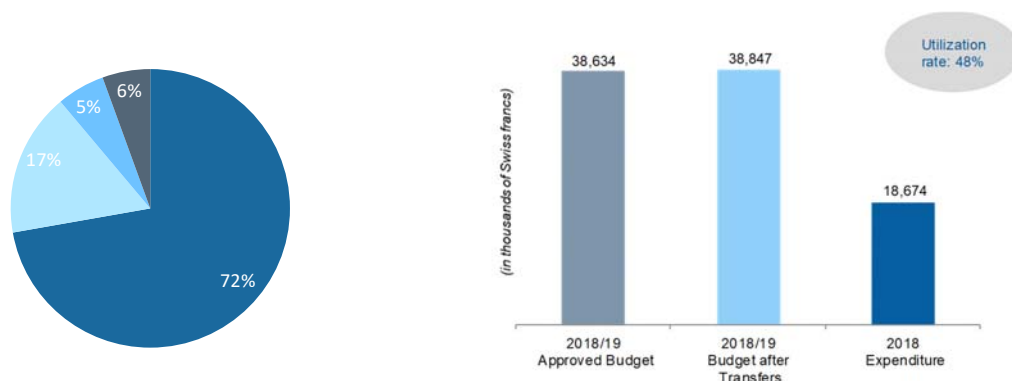
**Budget Utilization:** The personnel budget utilization rate reflected the charging of a provision for litigation costs totaling 3,965,300 Swiss francs.

## PROGRAM 24 General Support Services

Program Manager Mr. A. Sundaram

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

	Performance Indicators	Baselines	Targets	Performance Data	PIE
VIII.5	WIPO effectively interacts and partners with UN and other IGO processes and negotiations				
	% of locally sourced goods and services compared to total amount procured for development activity	78.0% (60.27%)	70% (50%) per year	84%	●
	% of spend through UN cooperation	6.6% (6.7%)	8% per year	4.8%	▲
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders				
	Cost savings for goods and services procured by WIPO	4,937,121 CHF (1,801,919 CHF)	2,000,000 CHF - annual	4,626,829 CHF	●
	% of non-personnel expenditure through use of Long Term Agreements (LTAs)	45% (TBD)	10% biennial increase	58.3% (+13.3%)	●
	Processing time ER	Less than ½ day (½ day)	Less than ½ day	95% less than 4 hours	●
	Processing time ETA	Less than ½ day (same)	Less than ½ day	95% less than 4 hrs	●
	Processing time Visa	Less than 1 day (same)	Less than 1 day	95% less than 24 hours	●
	Average air ticket fare	1,414 CHF (1,315 CHF)	< 1,315 CHF	1,269 CHF	●
Average service fee	94 CHF (92 CHF)	< 92 CHF	71 CHF	●	

Performance Indicators	Baselines	Targets	Performance Data	PIE
WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core activities ( <i>Maximum of 1 working day per year</i> )	Maintain maximum of 1 working day per year with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities.	Zero working days in 2018 with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities	●
WIPO premises are effectively used and occupied	80 ( <i>same</i> ) rented workplaces; 2 (4) offsite storage / archiving areas	Maintain 80 rented workplaces (on the condition that the increase in business needs generated by WIPO registration activities remains in line with recent yearly increases), 2 offsite storage/ archiving areas.	80 rented workplaces 2 offsite storage/archiving areas	●
<b>IX.4</b>	<b>An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure</b>			
Improved physical access to the WIPO Campus	No baseline available <sup>133</sup> ( <i>Recommendations contained in the report of the expertise to be carried out in 2017</i> )	Implementation of the recommendations in accordance with the defined Roadmap ( <i>TBD or the basis of the 2017 expertise recommendations</i> )	The Roadmap will only be finalized in 2019.	◆
Reduced impact of WIPO activities on the environment <sup>134</sup>	Energy consumption for all HQ buildings and rented buildings in Geneva :	Maintain energy consumption at end 2017 levels ( <i>same</i> ) (+/- 2%)	Energy consumption for all HQ buildings and rented buildings in Geneva:	●
	- electricity: 7,888,733 kWh (7'758'000)		electricity (7,511,018 kWh) (-4.8%)	
	- water: 37,894 m3 (40'654)	Maintain energy consumption at end 2017 levels ( <i>same</i> ) (+/- 2%)	water (32,824 m3) (-13.4%)	●
	- natural gas for heating: 2,641 kWh/HDD <sup>135</sup> (7'550'012)	Maintain energy consumption at end 2017 levels ( <i>same</i> ) (+/- 5%)	natural gas for heating (2,828 kWh/HDD <sup>136</sup> ) (+7%)	▲
	- heating oil: 5,090 li (5'500)	Maintain energy consumption at end 2017 levels ( <i>same</i> ) (+/- 5%)	heating oil: Discontinued	◆
- Geneva Lake Water system for cooling (8,105 kWh/CDD <sup>137</sup> )	Maintain energy consumption at end 2017 levels ( <i>same</i> ) (+/- 5%)	Geneva Lake Water system for cooling (8,319 kWh/CDD <sup>138</sup> ) (+2.6%)	●	
Carbon emissions: 7,243 tons CO <sub>2</sub> , of which 100% was offset ( <i>Carbon emissions end 2017</i> )	Maintain carbon emissions at end 2017 levels ( <i>same</i> ) (+/- 2%)	Carbon emissions: 7,445 tons CO <sub>2</sub> , of which 100% was offset <sup>139</sup> (+3%)	▲	

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,820	1,788	740
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	35,899	36,268	17,616
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	914	791	318
<b>Total</b>	<b>38,634</b>	<b>38,847</b>	<b>18,674</b>

<sup>133</sup> A new architect mandate was awarded only at the end of 2018.

<sup>134</sup> The methodology for measuring the performance indicator was refined in 2018 to reflect industry standards (see footnotes below), resulting in updates to the baselines.

<sup>135</sup> Heating Degree-Days Unified (HDD) is the technical performance indicator recognized by and utilized in the industry context.

<sup>136</sup> Ibid.

<sup>137</sup> Cooling Degree-Days Unified (CDD) is the technical performance indicator recognized by and utilized in the industry context.

<sup>138</sup> Ibid.

<sup>139</sup> Carbon emissions relate to emissions caused by WIPO facilities and travel for staff and third party individuals representing approximately 25 and 75 per cent of total emissions, respectively.



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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	17,108	17,136	8,191	48%
Non-personnel Resources	21,526	21,711	10,482	48%
<b>Total</b>	<b>38,634</b>	<b>38,847</b>	<b>18,674</b>	<b>48%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The slight increase in personnel resources was due to the finalization of recruitments and related re-costing of posts.

The increase in non-personnel resources was primarily due to: (i) additional support for procurement activities, including year-end financial closure; and (ii) funding a replacement for a staff member in procurement on an on-the-job training pilot in the private sector, all reflected under ER IX.1.

The decrease in resources dedicated to ER IX.4 reflected the shift of resources to ER IX.1 to address premises maintenance priorities.

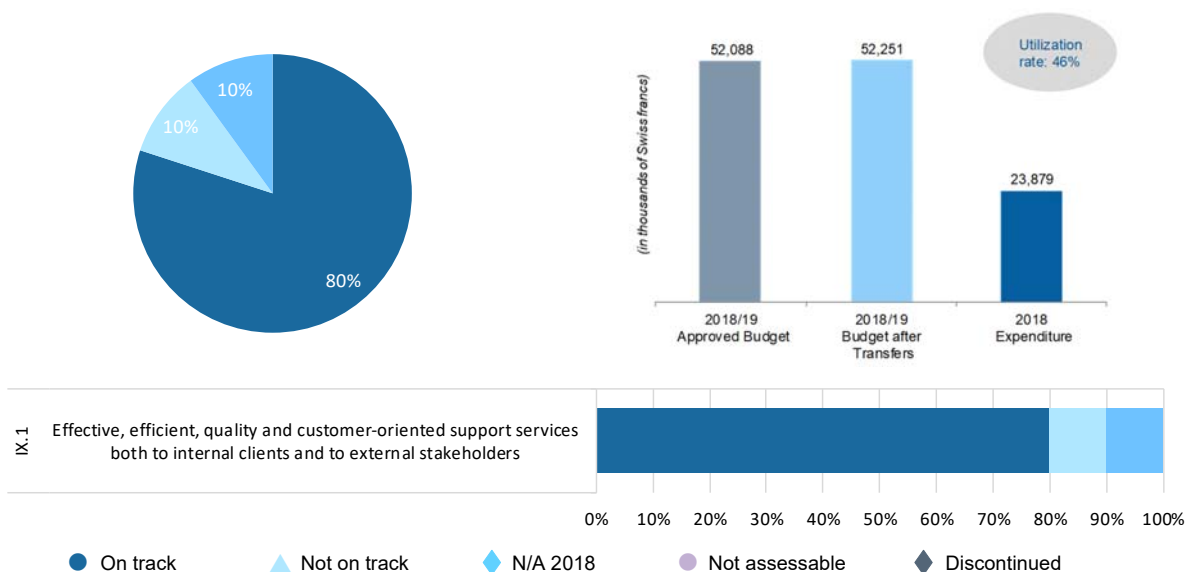
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## PROGRAM 25 Information and Communication Technology

Program Manager Mr. A. Sundaram

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</b>				
ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	n/a	At least 5	5 systems	●
Increase in the number of common ICT components used in the implementation of IP Platforms	1 (TBD)	At least 5	4 components	●
Business Sector customer satisfaction level with ICTD services	75% (TBD)	Maintain 75% (TBD)	76%	●
ICT Platforms are cost-effectively hosted and managed in line with business demands	Average monthly unit cost <sup>140</sup> (CHF):	Unit costs decrease by at least 3% per year	Average monthly unit cost <sup>141</sup> (CHF):	
	Servers: 391 (418)		Servers: 371 (-5.1%)	●
	Storage per TB: 165 (233)		Storage per TB: 147 (-10.9%)	●

<sup>140</sup> Swiss franc amounts are based on the average UN Operational exchange rate USD/CHF of 0.98275 for 2017 payments to the UNICC. Unit costs in USD: Servers (398.36 USD/month), Storage per TB (167.42 USD/month), Backup per of TB Storage (167.20 USD/month)

<sup>141</sup> Swiss franc amounts are based on the average UN Operational exchange rate USD/CHF of 0.98828 for 2018 payments to the UNICC. Unit costs in USD: Servers (376.23 USD/month), Storage per TB (148.42 USD/month), Backup per of TB Storage (166.90 USD/month)

Performance Indicators	Baselines	Targets	Performance Data	PIE
ICT Platforms are cost-effectively hosted and managed in line with business demands	Backup per TB of storage: 164 (232)		Backup per TB of storage: 165 (+0.6%)	●
	1.75 service incidents with medium or high impact per month (1.17)	No increase in service incidents of medium or high impact in spite of planned major ICT transformation projects	1.33 service incidents with medium or high impact per month	● ▲
% of customers that are satisfied with the Service Desk services	96.8% (97.4%) satisfied with Service Desk services	Maintain level of user satisfaction	96.5% satisfied with Service Desk services	●
ICT Projects are managed in accordance with the WIPO project management and the service transition guidelines	100%: 5 out of 5 of ICTD projects were managed in accordance with the WIPO project management guidelines (same)	100% of ICTD projects apply PRINCE2 methodology	100% (3 out of 3) of ICTD projects apply PRINCE2 methodology	●
	100%: 3 out of 3 of ICTD projects follow agreed service transition guidelines (66%: 2 out of 3)	100% of ICTD projects follow agreed service transition guidelines	To be assessed at the end of the biennium	◆
		No exceptions		

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	52,088	52,251	23,879
<b>Total</b>	<b>52,088</b>	<b>52,251</b>	<b>23,879</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	13,631	13,764	6,697	49%
Non-personnel Resources	38,457	38,488	17,182	45%
<b>Total</b>	<b>52,088</b>	<b>52,251</b>	<b>23,879</b>	<b>46%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The slight increase in personnel resources was driven by the finalization of recruitments and related re-costing of posts.

The slight increase in non-personnel resources was primarily related to: (i) IT support costs for WIPO Re:Search and WIPO GREEN; and (ii) the reinforcement of business architecture capabilities.

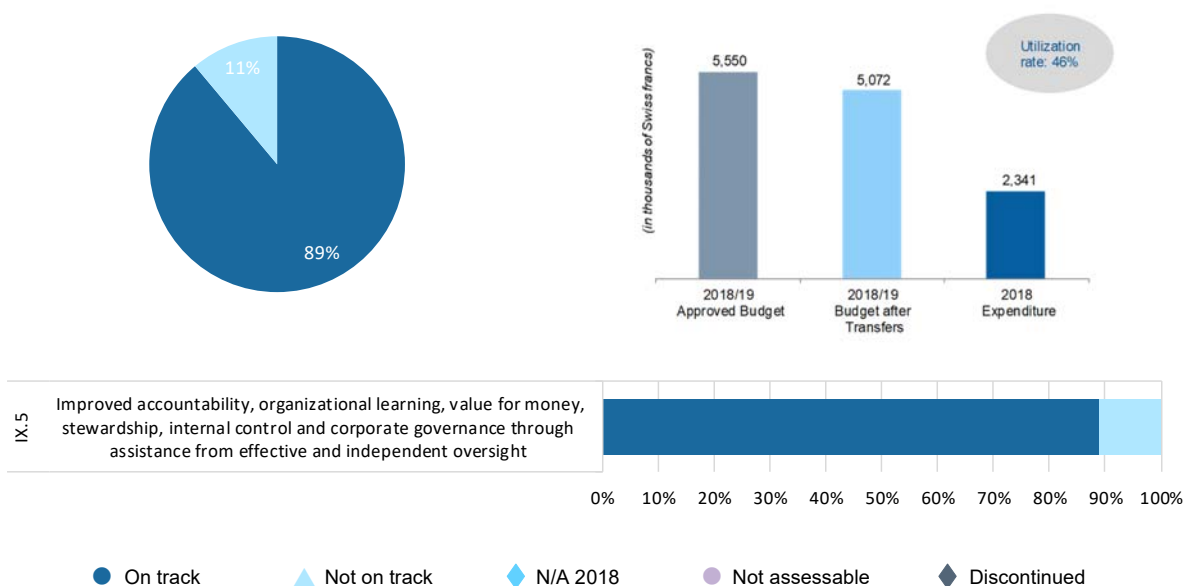
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## PROGRAM 26 Internal Oversight

Program Manager Mr. R. Singh

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.5</b> Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight				
No interference and perceived independence by key stakeholders	No interference ( <i>same</i> )	No interference	No interference	●
% of Oversight work completed and reported in a timely manner	69% (50%) of audit reports issued in less than 4 months	85% of planned audits completed and reported within 4 months	60% of audit reports issued within 4 months	▲
	83% (50%) of evaluation reports issued in less than 6 months	80% (70%) of planned evaluations completed and reported within 6 months	83% of evaluation reports issued within 6 months	●
	54% (53%) of investigation reports issued by Investigation Policy deadline	80% of full-fledged investigations closed within 6 months	80% of investigation reports issued by Investigation Policy deadline	●
% of internal stakeholders who perceive that IOD recommendations are SMART	90% (81%) of managers perceived that IOD recommendations were SMART	85% of managers perceive that IOD recommendations are SMART	84% of managers perceived that IOD recommendations were SMART	●

Performance Indicators	Baselines	Targets	Performance Data	PIE
% of internal stakeholders who perceive that Oversight work is relevant	75% (74%) of respondents perceive that Oversight work is relevant	75% of surveyed internal stakeholders	80% of respondents perceived that Oversight work was relevant	●
	The IAOC (100%) expressed satisfaction with the work of the IOD in 2017 <sup>142</sup> (TBD)	The IAOC (100%) expresses satisfaction with the work of IOD (TBD)	The IAOC (100%) expressed satisfaction with the work of the IOD in 2018 <sup>143</sup>	●
No. of Oversight recommendations accepted and implemented	98% (90%) of recommendations accepted	90% of recommendations accepted	100% of IOD recommendations accepted	●
	48% (90%) of recommendations implemented within a 2 year timeframe	90% of recommendations implemented within a 2 year timeframe	57% of recommendations implemented within a 2 year timeframe	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 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	5,072	2,341
<b>Total</b>	<b>5,550</b>	<b>5,072</b>	<b>2,341</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	4,849	4,085	1,797	44%
Non-personnel Resources	700	987	544	55%
<b>Total</b>	<b>5,550</b>	<b>5,072</b>	<b>2,341</b>	<b>46%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources primarily reflected: (i) the transfer of a position to strengthen the work of records and archiving (Program 27); and (ii) the shift of resources from personnel to non-personnel to support the work of the investigative function.

In addition to the shift of personnel resources described above, the increase in non-personnel also reflected additional resources to support the increased demands for IOD services.

**Budget Utilization** was within the expected range of 40 to 60 per cent for the first year of the biennium.

<sup>142</sup> Quarterly reports of the Forty-Fourth through Forty-Seventh Meetings: [\(WO/IAOC/44\)](#), [\(WO/IAOC/45\)](#), [\(WO/IAOC/46\)](#), [\(WO/IAOC/47\)](#)

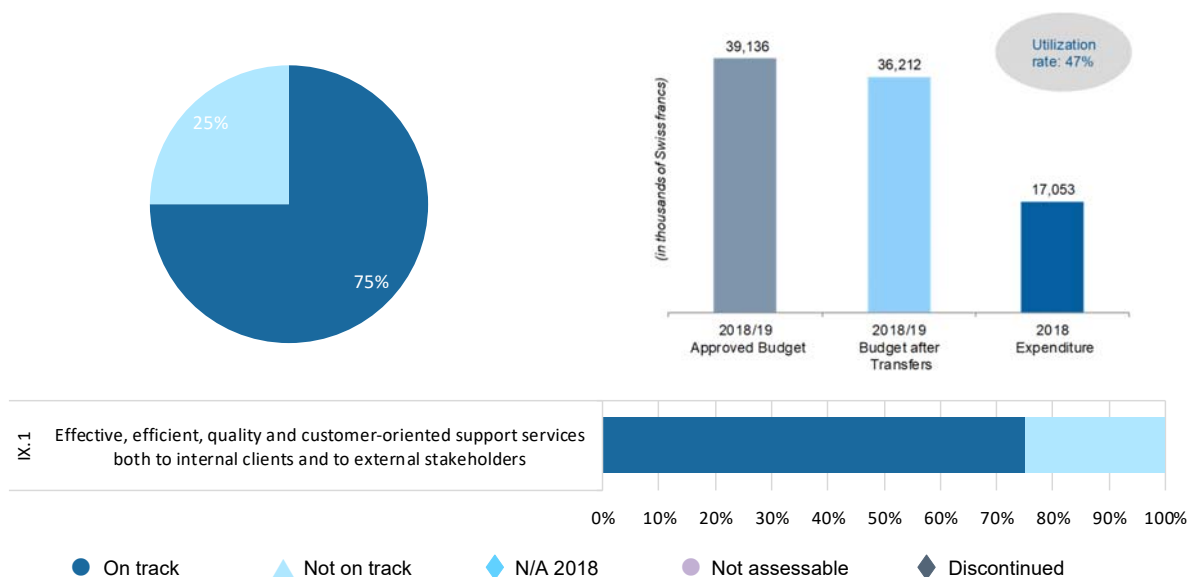
<sup>143</sup> Quarterly reports of the Forty-Eighth through Fifty-First Meetings: [\(WO/IAOC/48\)](#), [\(WO/IAOC/49\)](#), [\(WO/IAOC/50\)](#), [\(WO/IAOC/51\)](#)

## PROGRAM 27 Conference and Language Services

Program Manager Mr. A. Sundaram

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders				
% of internal and external participants satisfied with WIPO Conference Services	98% (95%) of participants satisfied with services	Maintain rate at end 2016	98% of participants satisfied with services	●
% of Committees and Working Group documents published on time <sup>144</sup>	- 49% (51%) on time - 4% (7%) within 1 week after the due date - 26% (19%) within 4 weeks after the due date	- 65% on time - 3% within 1 week after the due date - 12% within 4 weeks after the due date	- 36% by the due date - 41% within 1 week after due date - 65% within 4 weeks after due date	▲
Cost per word of translation	0.56 CHF (0.58 CHF <sup>145</sup> ) per word	Maintain cost per word	0.46 CHF	●
Cost effective printing	0.16 CHF (0.161 CHF) per page	0.15 CHF per page	0.132 CHF per page	●

<sup>144</sup> Two months before the relevant meeting

<sup>145</sup> The 2016 unit cost of 0.58 Swiss francs was restated in the WPR 2016/17; the figure does not match the original baseline (0.55 Swiss francs) in the Program and Budget.

## Resource Utilization

### Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	39,136	36,212	17,053
<b>Total</b>	<b>39,136</b>	<b>36,212</b>	<b>17,053</b>

### Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	29,386	25,809	11,822	46%
Non-personnel Resources	9,750	10,403	5,231	50%
<b>Total</b>	<b>39,136</b>	<b>36,212</b>	<b>17,053</b>	<b>47%</b>

*Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.*

**Budget after Transfers:** The decrease in personnel resources resulted primarily from a reduction in the number of posts due to: (i) the transfer of the responsibility for messenger and driver services to Program 21; (ii) streamlining and increased productivity in the delivery of printing services; (iii) adjustment of mailroom personnel in line with lower mailing volumes; (iv) the transfer of translation technology support services to the PCT; and (v) the transfer of resources to Program 13 to support the implementation of the neural machine translation and the speech-to-text AI projects.

The net increase in non-personnel resources was primarily the result of: (i) a redistribution of personnel resources to temporarily support translation, interpretation, printing and mail services pending the completion of recruitment processes, and to strengthen records management; (ii) additional resources for ECM operational and maintenance costs; and (iii) the transfer of messenger and driver services to Program 21.

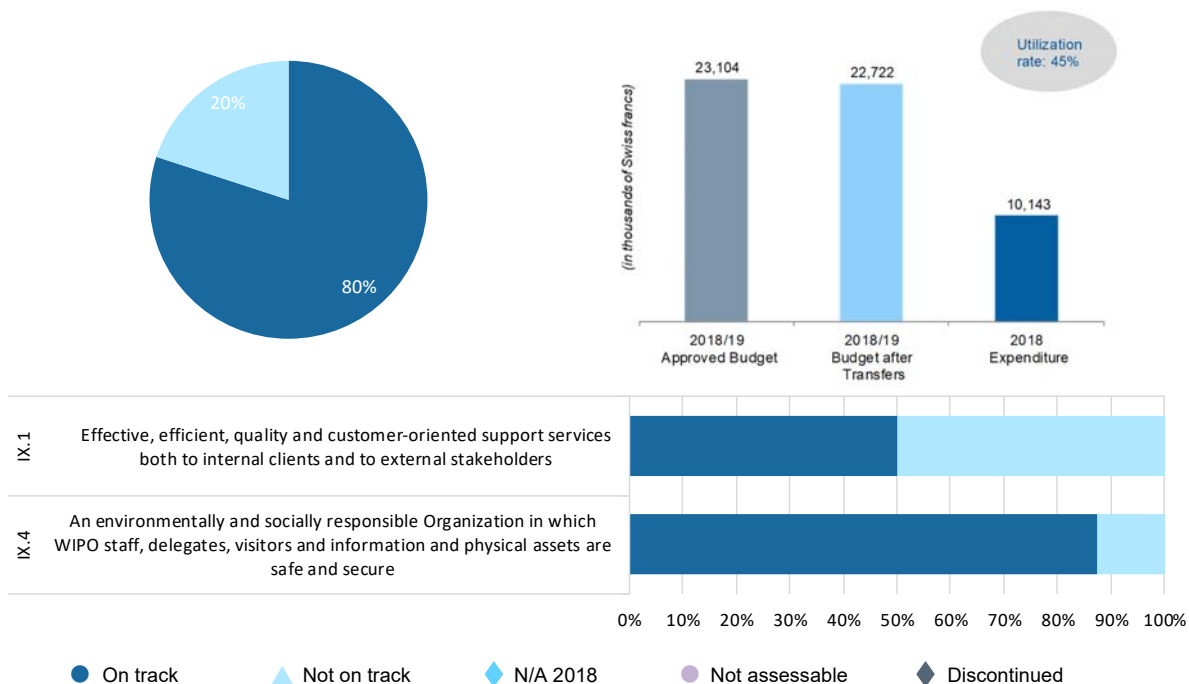
**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## PROGRAM 28 Information Assurance, Safety, and Security

Program Manager Mr. A. Sundaram

### Performance Dashboard

The dashboard below provides a summary of the progress towards the achievement of the Results in 2018 as measured by the indicators under this Program.



### Performance Data

Performance Indicators	Baselines	Targets	Performance Data	PIE
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders				
% of staff aware of their information security responsibilities, security policies and best practices.	45% (40%) of WIPO staff report simulated phishing attacks	60% of WIPO staff report simulated phishing attacks	38%	▲
	90% of WIPO users with a WIPO email address to have completed the computer-based training (CBT) within 30 days of engagement	90% of WIPO users with a WIPO email address to have completed the computer-based training within 30 days of engagement	95%	●
<b>IX.4</b> An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure				
WIPO Offices meet standards derived from security risk assessments	0% compliance (TBD)	50% compliance of WIPO Offices with applicable measures outlined in the United Nations country security risk management assessments (TBD)	50% of WIPO Offices were assessed to be compliant with applicable measures outlined in the United Nations country security risk management assessments	●
Increased compliance with the UN Security Management Framework of Accountability	WIPO is 55% compliant with the UN Security Management Framework of Accountability	70% compliance	WIPO is 70% compliant with the UN Security Management Framework of Accountability	●



Performance Indicators	Baselines	Targets	Performance Data	PIE
% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances.	All relevant (50%) new contracts with external service providers were assessed for third party risks	90% of new contracts with external service providers are assessed for third party risks	All relevant contracts with external service providers were assessed for third party risks	●
	Information risk management processes are manual and performed on an ad-hoc basis	Improved consistency through automation and training of at least 4 risk management processes	Improved consistency through automation and training on 2 new risk management processes (cumulative)	●
Information Security vulnerabilities are remediated within agreed timelines	90% of sensitive systems had no critical or high risk vulnerabilities	90% of critical and high risk vulnerabilities on sensitive systems are remediated	90% of critical and high risk vulnerabilities on sensitive systems were remediated	●
	50% of non-sensitive systems had no critical or high risk vulnerabilities (TBD)	50% of critical and high risk vulnerabilities on non-sensitive systems are remediated	90% of critical and high risk vulnerabilities on non-sensitive systems were remediated	●
Increased compliance with Information Security policies	ISO 27001 compliance and certification covered PCT, the Hague, Madrid and the Arbitration and Mediation Center and the "Hire to Retire" and the "Procure to Pay" processes (Hague, Madrid and HR applications)	2 additional business process areas become ISO 27001 certified	No additional in 2018	▲
Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	Mean Time To Detect a potential security incident during normal business hours: up to 48 hours (TBD)	Mean Time to Detect a potential security incident 24/7: 2 hours or less (TBD)	Mean time to detect a potential security incident 24/7: 2 hours or less	●

## Resource Utilization

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	2,129	2,349	939
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	20,372	9,204
<b>Total</b>	<b>23,104</b>	<b>22,722</b>	<b>10,143</b>

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	5,754	5,051	2,381	47%
Non-personnel Resources	17,350	17,671	7,761	44%
<b>Total</b>	<b>23,104</b>	<b>22,722</b>	<b>10,143</b>	<b>45%</b>

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

**Budget after Transfers:** The decrease in personnel resources was primarily the result of: (i) the transfer of a temporary position to Program 13 for the reinforcement of the Advanced Technology Applications Centre (ATAC); and (ii) the redistribution to non-personnel, as referenced below; both reflected under ER IX.4.

The increase in non-personnel resources was the result of the redistribution of personnel resources, pending the completion of recruitment processes, to temporarily support information security architecture and the management of the information security operations centre, reflected under ER IX.4.

The slight increase in resources dedicated to ER IX.1 resulted from a redistribution of personnel resources from ER IX.4, in line with the annual workplans.

**Budget Utilization** was within the expected range of 40-60 per cent for the first year of the biennium.

## III. ANNEXES

## ANNEX I Expenditure by Expected Result and Program in 2018

(in thousands of Swiss francs)

Expected Result No. and Description	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	30	31	32				
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,579	1,013	1,352	2,022													160			281														6,405
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	941	638	1,745					304	431							217			633	383														5,292
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations		157																															157	
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	83																																83	
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs				11,621				249	526											268														12,665
II.2	Improved productivity and service quality of PCT operations				85,893																														85,893
II.3	Wider and more effective use of the Hague system, including by developing countries and LDCs								164	241											125										2,143				2,673
II.4	Improved productivity and service quality of the Hague operations																													6,762					6,762
II.5	Wider and more effective use of the Madrid system, including by developing countries and LDCs					6,114			293	324											163														6,894
II.6	Improved productivity and service quality of Madrid operations					21,459																													21,459
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods							1,878	64	218											8														2,168
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs							3,390																											3,390
II.9	Wider and more effective use of the Lisbon system, including by developing countries and LDCs																															397			397
II.10	Improved productivity and service quality of Lisbon operations																															262			262
III.1	National IP strategies and plans consistent with national development objectives			204					3,541	641																									4,386
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		460	841	799				3,841	730	6,242		229				797	9		858	226									517					15,549
III.3	Mainstreaming of the DA recommendations in the work of WIPO							1,497	67																										1,564
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs			1,648					2,317	387																									4,352
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation									890																					2,345				3,235
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											3,091																							3,091

(in thousands of Swiss francs)

Expected Result No. and Description	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	30	31	32				
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		496	286					1,248				3,227	3,673							131	100													9,160
IV.3	Broad geographical coverage of the content and use of WIPO Global IP Databases												1,097																						1,097
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		358						857				61	131	6,382						9													7,797	
V.1	Wider and better use of WIPO IP statistical information															1,395																			1,395
V.2	Wider and better use of WIPO economic analysis in policy formulation															1,935																			1,935
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																	798	226															1,024	
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																	379	77																456
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		748	199															1,552		226														2,726
VIII.1	More effective communication to a broad and diverse public about intellectual property and WIPO's role		118																			5,012	593	76											5,799
VIII.2	Improved service orientation and responsiveness to inquiries																					2,473	676												3,149
VIII.3	Effective engagement with Member States																						3,916												3,916
VIII.4	Open, transparent and responsive interaction with non-governmental stakeholders																						680												680
VIII.5	WIPO effectively interacts and partners with UN and other IGO processes and negotiations																			82	2,061	322		740										3,205	
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																					2,972	7,853	6,039	17,616	23,879		17,053	939					76,351	
IX.2	An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																					2,331	7,866	10,003										20,200	
IX.3	An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																					673	662												1,335
IX.4	An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																							318					9,204						9,522
IX.5	Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																						670					2,341							3,010
<b>TOTAL BY PROGRAM</b>			2,603	2,268	7,509	3,306	97,515	27,574	5,269	1,497	13,835	3,498	6,242	3,091	4,385	4,032	6,382	3,330	2,191	2,106	7,485	6,430	11,280	17,052	16,042	18,674	23,879	2,341	17,053	10,143	2,862	8,905	660	339,436	

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

## ANNEX II 2018/19 Budget after Transfers by Program

(in thousands of Swiss francs)

	Program	2018/19 Approved Budget	Transfers <sup>1</sup>			2018/19 Budget after Transfers	Transfers as % of Approved Budget of a Program	Transfers as % of Total Approved Budget
			Transfers In	Transfers Out	Total Net Transfers			
1	Patent Law	4,965	459	(66)	393	5,358	7.9%	0.1%
2	Trademarks, Industrial Designs and Geographical Indications	4,925	240	(518)	(278)	4,647	-5.6%	0.0%
3	Copyright and Related Rights	16,680	1,596	(1,676)	(81)	16,599	-0.5%	0.0%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	154	(341)	(188)	6,869	-2.7%	0.0%
5	The PCT System	213,107	2,102	(5,839)	(3,737)	209,370	-1.8%	-0.5%
6	Madrid System	58,839	1,895	(3,426)	(1,531)	57,308	-2.6%	-0.2%
7	WIPO Arbitration and Mediation Center	11,322	81	(134)	(53)	11,269	-0.5%	0.0%
8	Development Agenda Coordination	3,455	415	(212)	203	3,658	5.9%	0.0%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,785	425	(2,164)	(1,739)	29,046	-5.6%	-0.2%
10	Transition and Developed Countries	8,679	1,036	(1,186)	(151)	8,528	-1.7%	0.0%
11	The WIPO Academy	13,614	539	(1,272)	(733)	12,881	-5.4%	-0.1%
12	International Classifications and Standards	7,215	151	(166)	(15)	7,201	-0.2%	0.0%
13	Global Databases	8,840	2,344	(615)	1,729	10,569	19.6%	0.2%
14	Services for Access to Information and Knowledge	7,850	280	(106)	174	8,024	2.2%	0.0%
15	Business Solutions for IP Offices	14,574	1,561	(1,640)	(79)	14,495	-0.5%	0.0%
16	Economics and Statistics	6,918	1,111	(735)	376	7,294	5.4%	0.1%
17	Building Respect for IP	4,102	565	(85)	480	4,582	11.7%	0.1%
18	IP and Global Challenges	5,648	41	(637)	(595)	5,052	-10.5%	-0.1%
19	Communications	16,412	16	(338)	(322)	16,090	-2.0%	0.0%
20	External Relations, Partnerships and External Offices	13,255	2,032	(1,008)	1,024	14,278	7.7%	0.1%
21	Executive Management	20,047	5,267	(1,796)	3,471	23,518	17.3%	0.5%
22	Program and Resource Management	38,203	1,145	(864)	282	38,485	0.7%	0.0%
23	Human Resources Management and Development	24,630	2,150	(1,060)	1,089	25,719	4.4%	0.2%
24	General Support Services	38,634	2,046	(1,832)	214	38,847	0.6%	0.0%
25	Information and Communication Technology	52,088	377	(214)	163	52,251	0.3%	0.0%
26	Internal Oversight	5,550	286	(763)	(478)	5,072	-8.6%	-0.1%
27	Conference and Language Services	39,136	1,140	(4,064)	(2,924)	36,212	-7.5%	-0.4%
28	Information Assurance, Safety and Security	23,104	108	(491)	(382)	22,722	-1.7%	-0.1%
30	SMEs and Entrepreneurship Support	6,326	1,208	(1,154)	54	6,380	0.9%	0.0%
31	The Hague System	11,193	5,377	(1,155)	4,221	15,414	37.7%	0.6%
32	Lisbon System	1,347	-	(9)	(9)	1,339	-0.7%	0.0%
	Unallocated	7,357	13,369	(13,947)	(578)	6,778	-7.9%	-0.1%
	<b>TOTAL</b>	<b>725,857</b>	<b>49,514</b>	<b>(49,514)</b>	<b>-</b>	<b>725,857</b>	<b>-</b>	<b>-</b>

<sup>1</sup> 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."

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

## ANNEX III 2018 Approved Budget and Budget after Transfers by Program

(in thousands of Swiss francs)

Program	2018 Approved Budget <sup>1</sup>	2018 Budget after Transfers <sup>2</sup>	Budget after Transfers vs. Approved Budget	
			Amount	%
1 Patent Law	2,443	2,661	218	8.9%
2 Trademarks, Industrial Designs and Geographical Indications	2,426	2,362	(63)	-2.6%
3 Copyright and Related Rights	8,261	8,423	162	2.0%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,505	3,627	121	3.5%
5 The PCT System	105,589	101,665	(3,924)	-3.7%
6 Madrid System	29,109	28,249	(860)	-3.0%
7 WIPO Arbitration and Mediation Center	5,588	5,517	(71)	-1.3%
8 Development Agenda Coordination	1,706	1,688	(18)	-1.1%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	15,179	14,231	(948)	-6.2%
10 Transition and Developed Countries	4,293	3,935	(358)	-8.3%
11 The WIPO Academy	6,718	6,890	172	2.6%
12 International Classifications and Standards	3,553	3,675	122	3.4%
13 Global Databases	4,360	4,926	565	13.0%
14 Services for Access to Information and Knowledge	3,912	4,324	412	10.5%
15 Business Solutions for IP Offices	7,136	6,693	(443)	-6.2%
16 Economics and Statistics	3,351	3,349	(2)	-0.1%
17 Building Respect for IP	2,027	2,353	326	16.1%
18 IP and Global Challenges	2,791	2,433	(357)	-12.8%
19 Communications	8,108	7,778	(329)	-4.1%
20 External Relations, Partnerships and External Offices	6,552	6,722	170	2.6%
21 Executive Management	9,898	11,771	1,872	18.9%
22 Program and Resource Management	18,911	18,656	(255)	-1.3%
23 Human Resources Management and Development	12,267	12,658	391	3.2%
24 General Support Services	19,199	20,157	958	5.0%
25 Information and Communication Technology	25,949	25,983	34	0.1%
26 Internal Oversight	2,716	2,470	(246)	-9.1%
27 Conference and Language Services	19,382	17,526	(1,856)	-9.6%
28 Information Assurance, Safety and Security	11,526	11,085	(441)	-3.8%
30 SMEs and Entrepreneurship Support	3,113	3,020	(93)	-3.0%
31 The Hague System	5,537	8,998	3,461	62.5%
32 Lisbon System	663	689	26	4.0%
Unallocated	3,678	5,191	1,513	41.1%
<b>TOTAL</b>	<b>359,448</b>	<b>359,705</b>	<b>256</b>	<b>0.1%</b>

<sup>1</sup> Total 2018 Approved Budget reflects the total annual budget as per Annex VI of the Program and Budget 2018/19.

<sup>2</sup> 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

## ANNEX IV Estimated Income for 2018

(in thousands of Swiss francs)

Income	2018 Income Estimates <sup>1</sup>	2018 Updated Estimates <sup>2</sup>	Updated Estimates vs. Income Estimates	
			Amount	%
<b>Income on accrual basis</b>				
Fees				
PCT	312,155	316,290	4,135	1.3%
Madrid	69,026	76,490	7,464	10.8%
Hague	5,418	4,793	(625)	-11.5%
Lisbon <sup>1</sup>	20	20	-	0.0%
<i>Sub-total</i>	386,620	397,593	10,973	2.8%
<b>Income on a modified accrual basis</b>				
Contributions (unitary)	17,376	17,376	-	0.0%
Arbitration	1,550	1,550	-	0.0%
Publications	205	205	-	0.0%
Investment Revenue	23	23	-	0.0%
Miscellaneous Income	2,536	2,536	-	0.0%
<i>Sub-total</i>	21,690	21,690	-	0.0%
<b>Total Income after IPSAS adjustments</b>	<b>408,310</b>	<b>419,283</b>	<b>10,973</b>	<b>2.7%</b>

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

<sup>2</sup> Updated estimates for the PCT, Madrid and the Hague Systems fees as per the January 2019 Forecast by the Chief Economist. All other income for the first year of the biennium is estimated based on the annual budgets reflected in Annex VI of the Program and Budget 2018/19.



## ANNEX V Implementation of Cost Efficiency Measures in 2018

(in Swiss francs)

Area	Total Savings 2017 <sup>1</sup>	Total Savings 2018 <sup>1</sup>	Unit Cost Savings 2017 <sup>2</sup>	Unit Cost Savings 2018 <sup>2</sup>	Comments
<b>Registrations systems</b>					
Unit cost for processing applications under the PCT System	-	-	-	A decrease of 80 CHF (-11.4%) from 702 CHF in 2017 to 622 CHF in 2018	The lower unit cost of processing applications under the PCT System in 2018, resulted from a decrease of 5.9% in the total cost of production, combined with an increase of 6.2% in the number of publications compared to 2017. The decrease in the total cost of production included a decrease of approx. 14,000 CHF per week in the average translation cost of French abstracts, constituting savings of approx. 728,000 CHF per year.
Unit cost for processing applications and renewals under the Madrid System	-	-	A decrease of 16 CHF (-2.0%) from 746 CHF in 2016 to 731 CHF in 2017	A decrease of 130 CHF (-16.7%) from 779 CHF in 2017 to 648 CHF in 2018	The lower unit cost of processing applications and renewals under the Madrid System in 2018, resulted from a decrease of 10.5% in the total cost of production, combined with an increase of 7.5% in the number of registrations and renewals compared to 2017.
Unit cost per document inscribed under the Madrid System	-	-	-	A decrease of 57 CHF (-16.8%) from 341 CHF in 2017 to 284 CHF in 2018	The lower unit cost per document inscribed under the Madrid System in 2018, resulted from a decrease of 10.5% in the total cost of production, combined with an increase of 7.7% in the number of inscribed documents compared to 2017.
Unit cost for processing new/renewed designs under the Hague System	-	-	-	-	The unit cost for processing new/renewed designs under the Hague System increased from 587 CHF in 2017 to 669 CHF in 2018. This increase was driven by an increase of 12.9% in the total cost of production, combined with a slight decrease of -0.9% in the number of new/renewed designs compared to 2017.
Unit cost for recording documents under the Hague System	-	-	-	-	The average cost of recording a document in the Hague Register increased from 1,519 CHF in 2017 to 1,603 CHF in 2018. This increase was driven by an increase of 12.9% in the total cost of production, combined with an increase of 7.1% in the number of recorded documents compared to 2017.
<b>Human Resources</b>					
Language Training <sup>3</sup>		-	-	-	No additional savings in 2018 as compared to 2017.
Personnel Savings <sup>3</sup>		14,837,186	-	-	Personnel savings in 2018, as compared to the approved budget, amounted to 14.8 million CHF. This was the net result of savings on positions of 18.6 million CHF, partially offset by a litigation provision of 4 million CHF. The personnel savings on positions were mainly driven by: <ul style="list-style-type: none"> <li>- Savings on <u>Salaries</u> amounted to 15.5 million CHF, mainly driven by savings from a higher-than-budgeted vacancy rate (8.3 million CHF), salary adjustments related to the PAM reduction (3.5 million CHF), and part-time working arrangements (3 million CHF).</li> <li>- Expenditure related to <u>Benefits and Entitlements</u> was in line with the budgeted estimate. This was the net result of : (i) savings on dependency allowances (1.9 million CHF), medical insurance contributions (1 million CHF), and education grants (0.8 million CHF), driven by a higher-than-budgeted vacancy rate and costing assumptions on vacant positions, and (ii) a higher-than-budgeted expenditure (3.8 million CHF) related to home leave, assignment grants, termination</li> </ul>

(in Swiss francs)

Area	Total Savings 2017 <sup>1</sup>	Total Savings 2018 <sup>1</sup>	Unit Cost Savings 2017 <sup>2</sup>	Unit Cost Savings 2018 <sup>2</sup>	Comments
					settlements and other staff benefits. - Savings related to <u>UNJSPF</u> expenditure amounted to 2.2 million CHF, mainly due to the higher-than-budgeted vacancy rate and the USD/CHF exchange rate fluctuation. - Savings related to <u>ASHI</u> expenditure amounted to 1 million CHF, mainly due to higher-than-budgeted vacancy rate and salary adjustments related to the PAM reduction.
<b>Administration and Management Services</b>					
<b>Procurement</b>					
Procurement of goods and services <sup>4</sup>	4,937,121	4,626,829	-	-	Additional savings in 2018 resulted from contracts negotiated by: (i) WIPO, amounting to 3,795,987 CHF; and (ii) the Common Procurement Activities Group (CPAG), amounting to 830,842 CHF.
<b>Travel</b>					
Home leave travel cost	841,319	-	-	-	No additional savings in 2018 as compared to 2017.
Global average ticket fare	-	-	-	A reduction of 64 CHF (-4.8%) from 1,333 CHF in 2017 to 1,269 CHF in 2018	The lower global average ticket fare is mainly driven by a higher proportion of travel authorizations submitted on time (resulting from stricter monitoring of the advance purchase policy implemented in June 2018) that led to early ticket purchasing with lower fares.
Travel agent and UNDP fees	-	-	-	A reduction of 23 CHF (-24.5%) from 94 CHF in 2017 to 71 CHF in 2018	The lower service fee is primarily driven by: (i) lower negotiated fees from the travel agent, which resulted in a decrease in travel agent fees from 78 CHF in 2017 to 53 CHF in 2018; and (ii) higher proportion of tickets booked through online booking tool or purchased through the travel agent (as opposed to purchased through UNDP), which carried a lower service fee compared to UNDP fees.
<b>Premises</b>					
Electricity cost	-	70,421	-	-	Cost savings in 2018 were mainly due to: (i) the optimization of the ventilation installation; and (ii) new energy efficient light fixtures on the ground floor in the GBI building (renovated printshop and adjacent areas in AB basement); AB lobby and the underground parking in the PCT building.
Water cost	5,440	21,970	-	-	Additional savings in 2018 resulted from the continuous optimization measures of the watering system for the outside gardens.
Natural Gas (for heating) cost	-	71,430	-	-	Cost savings in 2018 were driven by a reduction in the price of energy by 13% and a warmer winter.
Storage areas cost (termination of leases)	52,872	-	-	-	No additional savings in 2018 as compared to 2017.
Parking cost ("Parking des Nations")	15,520	32,800	-	-	Cost savings in 2018 resulted from the termination of 13 additional subscriptions in Parking des Nations.
<b>ICT</b>					
Data backup cost (for Storage on demand data)	-	-	A decrease from 232 CHF/TB in	-	Total data backup cost increased from 1.2 million CHF in 2017 to 1.4 million CHF in 2018, mainly driven by an increase in average storage data volume from 620 TB to 720 TB. Data backup cost per

(in Swiss francs)

Area	Total Savings 2017 <sup>1</sup>	Total Savings 2018 <sup>1</sup>	Unit Cost Savings 2017 <sup>2</sup>	Unit Cost Savings 2018 <sup>2</sup>	Comments
			2016 to 164 CHF/TB in 2017		TB (for Storage on demand data) increased slightly from 164 CHF per TB in 2017 to 165 CHF per TB in 2018.
Server hosting cost (virtual and physical)	-	-	A decrease from 418 CHF/server in 2016 to 391 CHF/server in 2017	A decrease from 391 CHF/server in 2017 to 371 CHF/server in 2018	Overall server hosting cost decreased from 3.4 million CHF in 2017 to 3.3 million CHF in 2018 (driven by a shift from physical to virtual servers), whereas the average number of servers (virtual and physical combined) increased from 722 to 738 servers during the same period.
Storage on demand cost	-	-	A decrease from 233 CHF/TB in 2016 to 165 CHF/TB in 2017	A decrease from 165 CHF/TB in 2017 to 147 CHF/TB in 2018	Despite the decrease in storage on demand cost per TB, the total storage on demand cost increased from 1.2 million CHF in 2017 to 1.3 million CHF in 2018, mainly driven by an increase in average storage data volume from 620 TB to 720 TB.
<b>Other areas</b>					
Translation cost	-		Cost per word decreased by 0.02 CHF from 0.58 CHF in 2016 <sup>5</sup> to 0.56 CHF in 2017	Cost per word decreased by 0.10 CHF (-17.9%) from 0.56 CHF in 2017 to 0.46 CHF in 2018	The decrease in the cost per word is mainly due to efficiency gains from the use of CAT tools.
Printing cost	-		-	Cost per page decreased by 0.03 CHF (-18.5%) from 0.162 CHF in 2017 to 0.132 CHF in 2018	The decrease in unit cost per page was due to higher productivity; staff skills-training to increase polyvalence; and the consolidation of two printshops into one, which produced savings in the cost of personnel, number of machines, maintenance and repair, despite the increase in total volume of pages printed in 2018.

<sup>1</sup> Current year expenditure compared to previous year expenditure, (i.e. 2018 expenditure compared to 2017 expenditure), unless otherwise indicated.

<sup>2</sup> Current year Unit Cost compared to previous year Unit Cost (i.e. 2018 compared to 2017).

<sup>3</sup> 2017 Language Training and Personnel Savings have been pro-rated equally based on the savings for the biennium 2016/17.

<sup>4</sup> 2018 WIPO and CAPG contract savings calculations have been refined. The calculations are based on Estimated Cost Reduction (ECR) and Estimated Cost Avoidance (ECA) methodologies.

<sup>5</sup> The 2016 Unit Cost of 0.58 CHF has been restated using the same methodology as for the 2017 Unit Cost.

## ANNEX VI Indicators of the PCT System

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

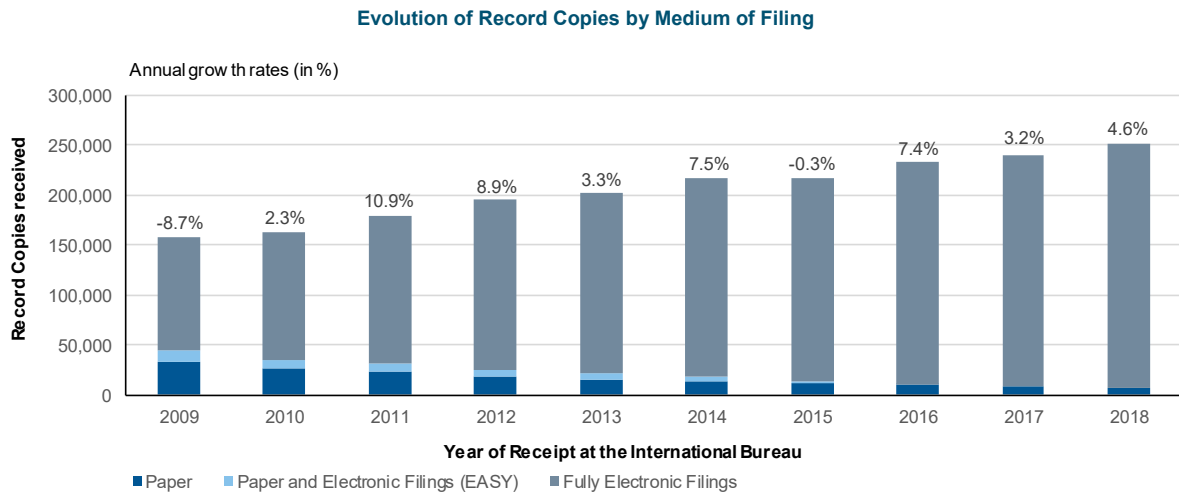
#### General

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 International Bureau (IB).<sup>146</sup>



Source: WIPO Statistics Database, March 2019

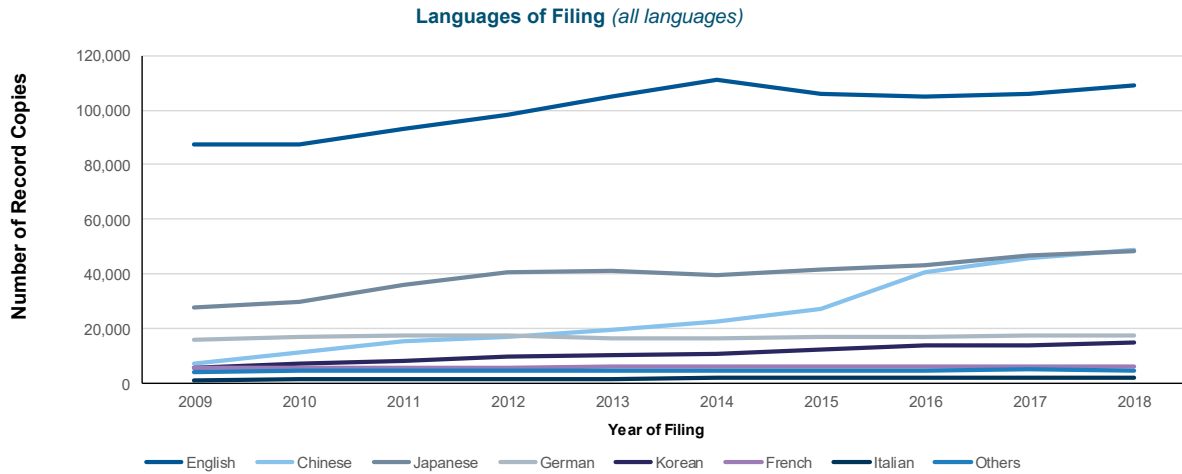
Note: 2018 data may be incomplete.

- The IB received about 252,000 record copies in 2018, representing an increase of 4.6 per cent compared to the previous year.
- In 2018, the share of fully electronic filing methods continued to increase and represented 97 per cent of total filings.

<sup>146</sup> A record copy is a PCT application transmitted to the International Bureau (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.

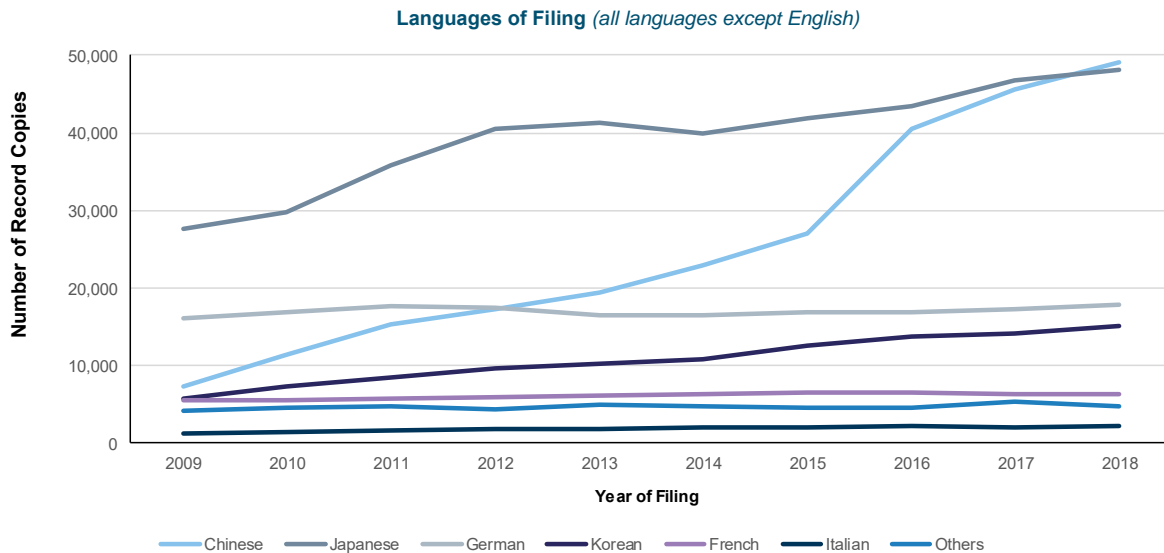
## Language Distribution

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, March 2019  
Note: 2018 data may be incomplete

English accounts for the largest proportion of filings with 43.1 per cent of total filings in 2018. 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 44.6 per cent in 2018. Zooming in on languages other than English provides the following picture:



Source: WIPO Statistics Database, March 2019  
Note: 2018 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 2009, in Full Time Staff Equivalent (FTSE-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 2018.



Source: PCT Services Department, January 2019

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, fellows and agency workers).

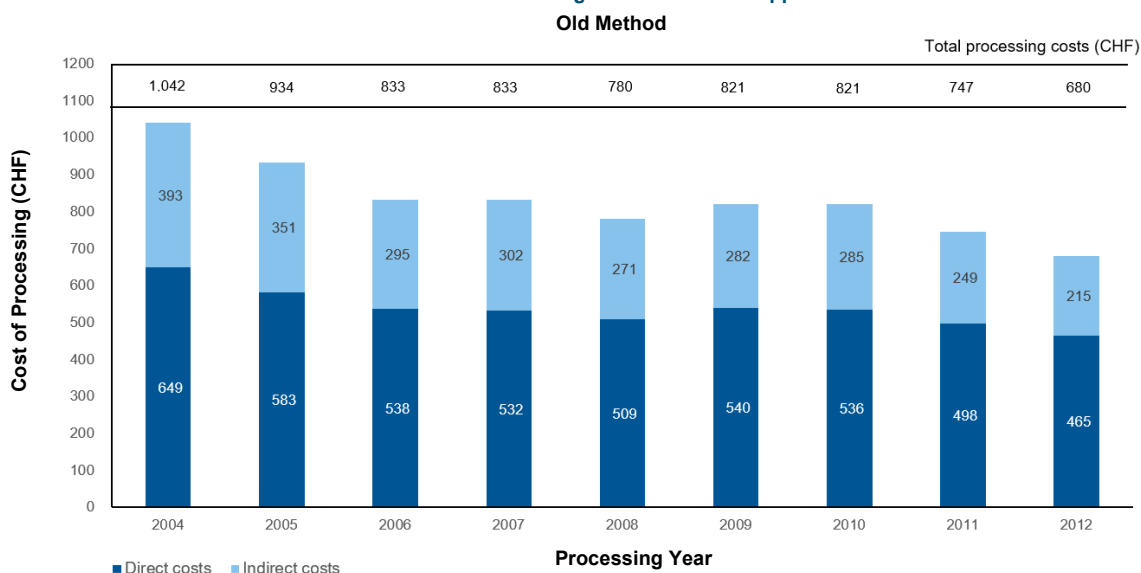
The methodology to compute the unit cost was revised in 2013 in order to align it with other WIPO unit cost calculations and to better capture a fast changing environment. For example, the old method, which was designed in 2007, included a cost of storage (over 30 years) in warehouses, whereas paper 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 francs 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.

Formally, unit cost is defined as: 
$$\text{Unit cost} = \frac{\text{Total cost of production}}{\text{Number of publications}}$$

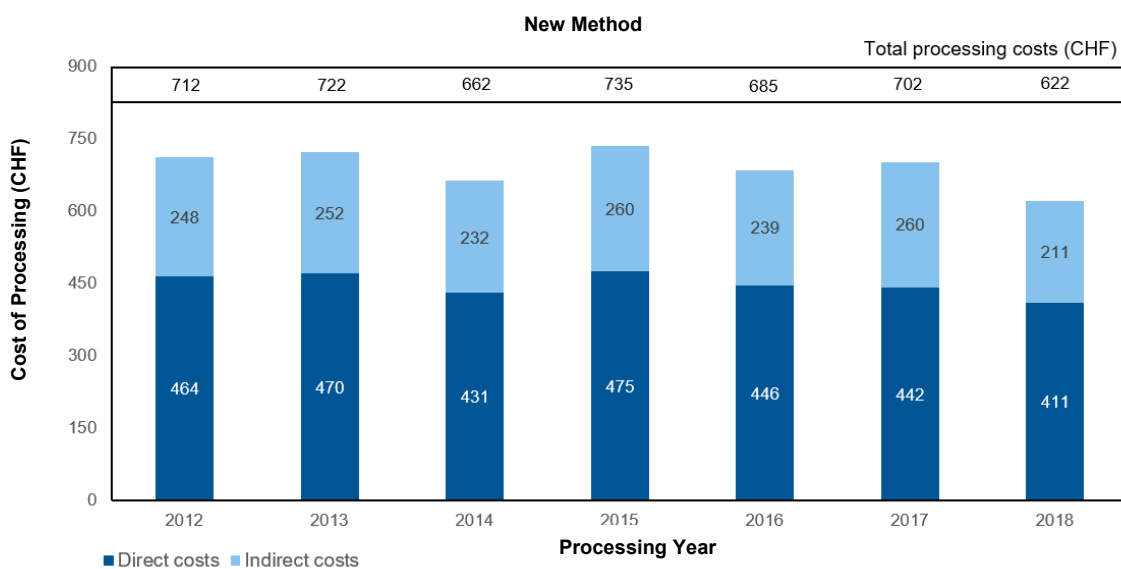
The graphs below depict the evolution of the unit cost of processing from 2004 to 2012 using the old method and from 2012 to 2016 using the new method, including a breakdown of the contribution of direct and indirect costs.

### Unit Cost of Processing a Published PCT Application



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.



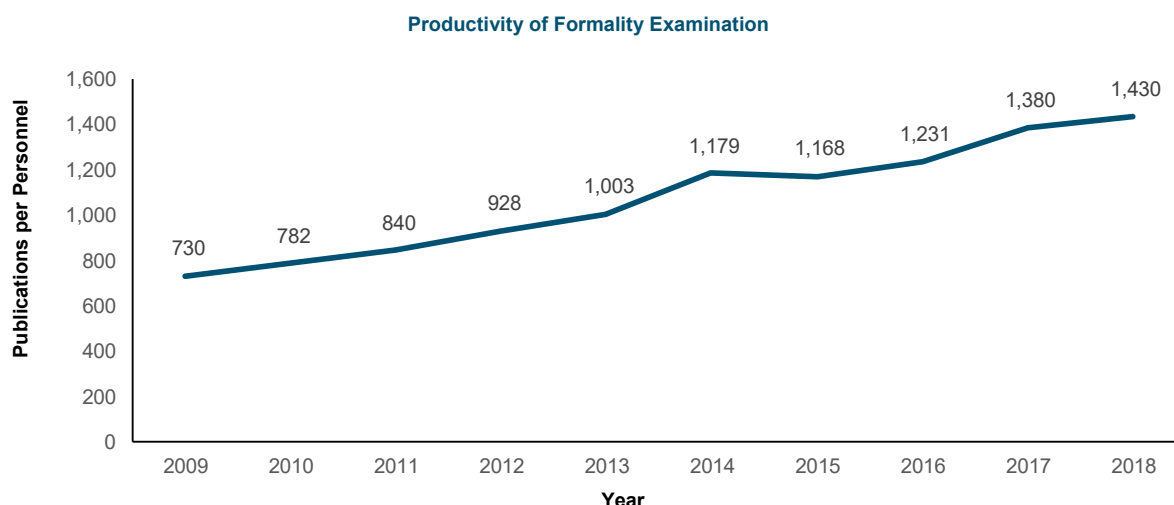
Source: WIPO Statistics Database, March 2019

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 622 Swiss francs in 2018, representing a decrease of 11.4 per cent compared to 2017. This decrease was due to a 5.9 per cent decrease of total costs combined with an increase of 6.2 per cent of published applications.

## 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.



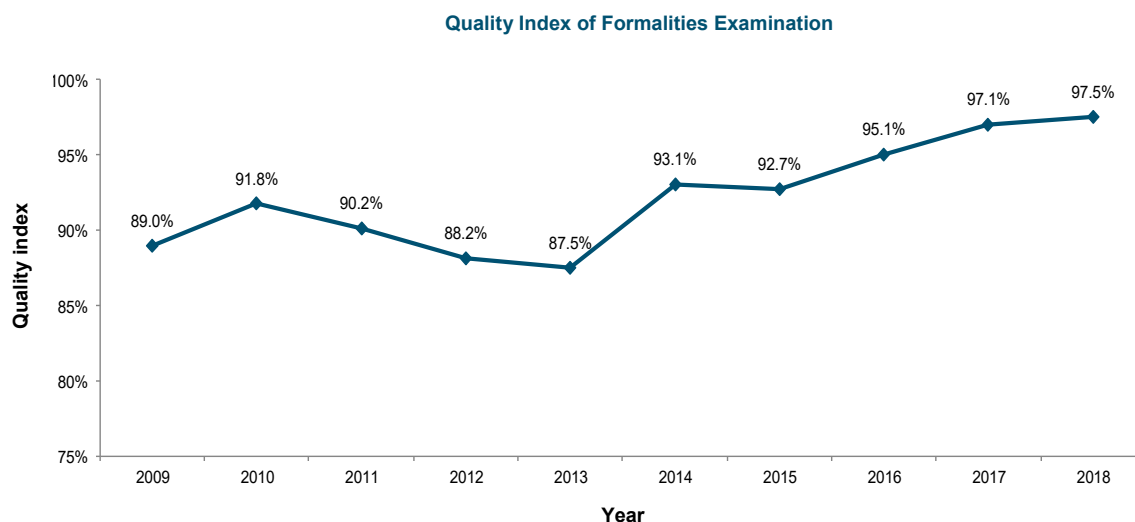
Source: PCT Services Department and WIPO Statistics Database, January 2019

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 2018, the productivity of formalities examination increased by 3.6 per cent compared to 2017.

## 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.



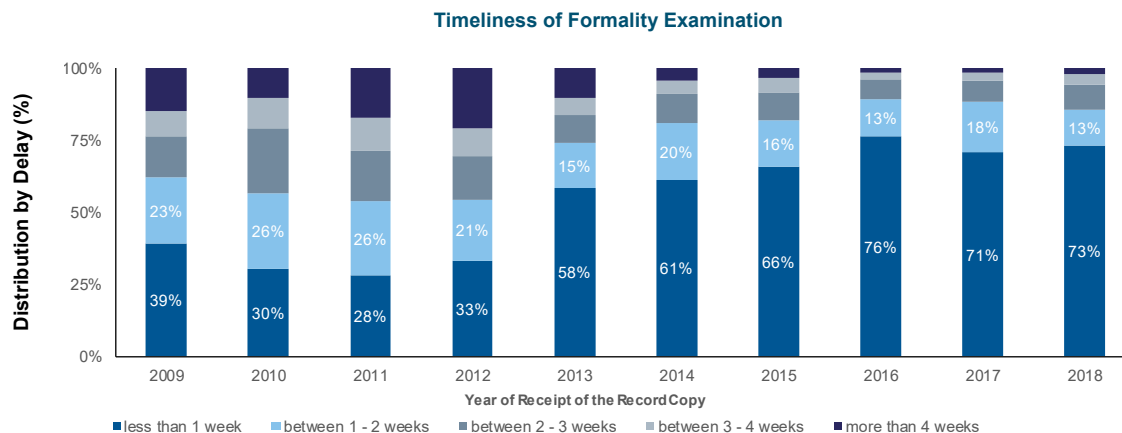
Source: WIPO Statistics Database, March 2019

- The overall quality, as measured by the aggregate index, improved markedly from an average of 89 per cent in 2009 to 97.5 per cent in 2018.



## Timeliness of Formalities Examination

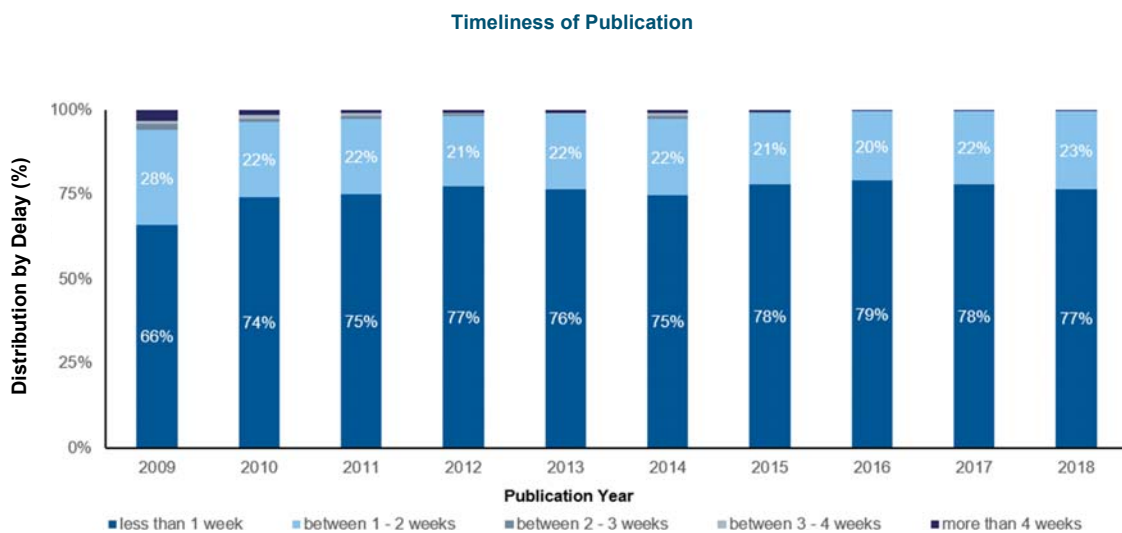
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formality examination of the application has been completed. Applicants appreciate receiving this form as soon as possible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



Source: WIPO Statistics Database, March 2019

## Timeliness of Publication

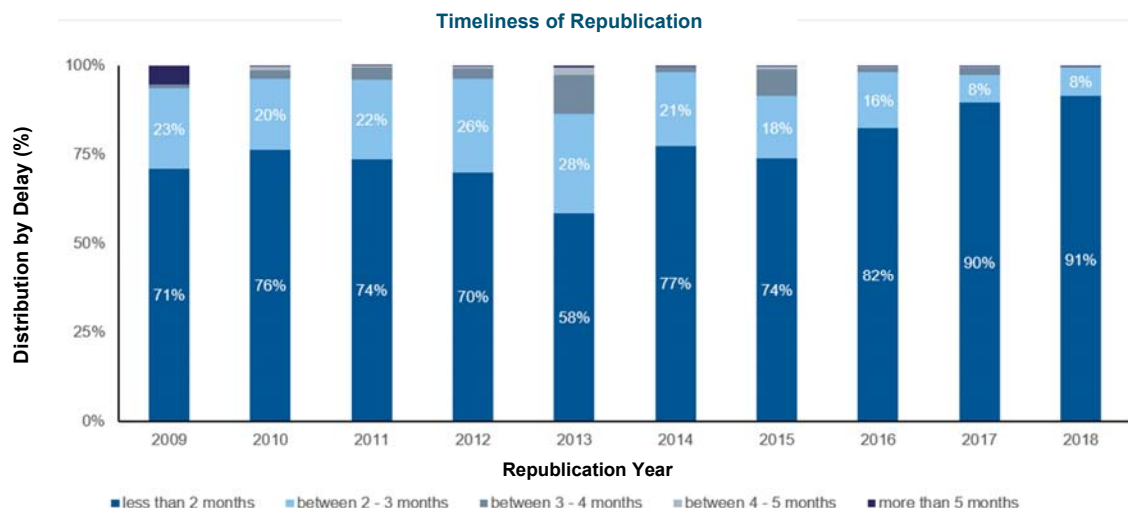
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely, the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the "... international publication of the international application shall be effected promptly after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



Source: WIPO Statistics Database, March 2019

## Timeliness of Republication

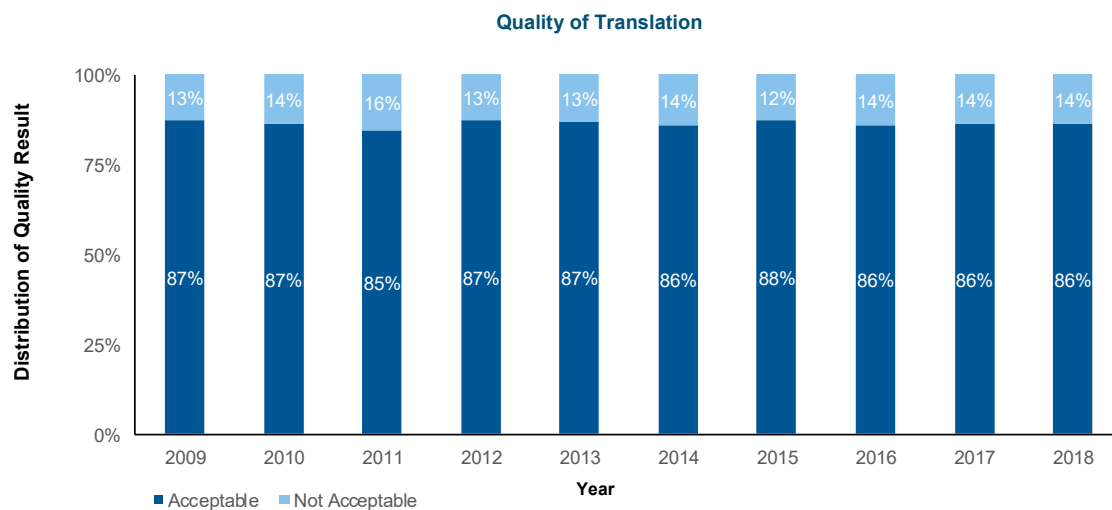
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the international search report (ISR). Due to delays in the communication of ISRs by International Searching Authorities (ISAs), a number 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.



Source: WIPO Statistics Database, March 2019

## 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 2018 remained stable compared to the previous year.

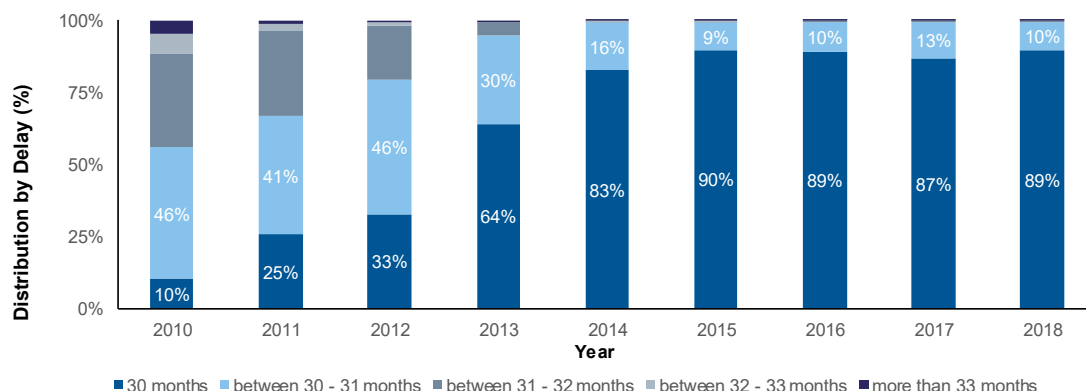


Source: PCT Services Department, February 2019

## 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 2018, 89 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 2019

### 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.

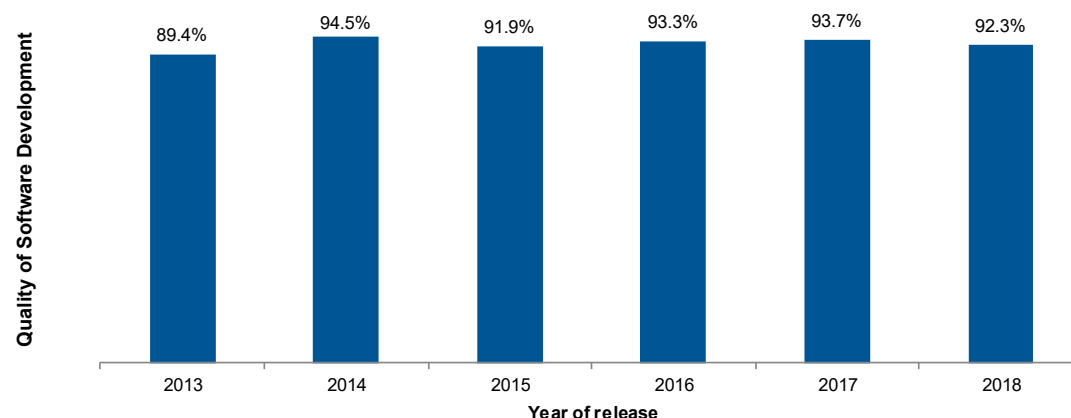
Under this approach, development outputs that contain low levels of rework are deemed high quality as it reflects the extent of value added to the product through the delivery of new features.

The QSD is defined as:

$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work} + \text{Rework}} * 100$$

In 2017, the quality of major releases, as defined by the QSD, was 93.7 per cent. In 2018, there was a slight decrease to 92.3 per cent.

### Quality of Software Development



Source: PCT Services Department, February 2019

### 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 indicators<sup>147</sup>. Each indicator is expressed as the percentage of the target actually attained. The overall service level increased in 2018, with 97.6 per cent of services meeting the target performance levels, compared to 97.1 per cent in previous year.

#### Information Systems Service Levels

Performance Indicator <i>Short description</i>	Target	Conditions	Results					
			2013	2014	2015	2016	2017	2018
Incident resolution time <i>Working time (7am-7pm on WIPO working days) between a ticket being created and resolved.</i>	Severity 1: 4 hours Severity 2: 2 days Severity 3: 5 days Severity 4: 10 days	Production and Support tickets resolved by the support team	85.5%	87.6%	93.6%	96.9%	95.0%	97.2%
Document load time <i>elapsed time between receipt of document at IB and its availability in eDossier</i>	8 hours	Documents loaded by a semi or fully automated process	80.0%	88.2%	89.5%	88.9%	90.8%	91.8%
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%
eDossier system availability	99%	7am-7pm on working days	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
ePCT system availability	99%	24 hours	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Information systems service levels (ISSL) <i>Average of the above indicators</i>			93.0%	95.1%	96.5%	97.1%	97.1%	97.6%

Source: PCT Services Department, February 2019

## 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 2018. 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					2018 Share (%)	Changed Compared to 2017 (%)
	2014	2015	2016	2017	2018		
United States of America	61,973	57,589	56,679	56,297	55,330	21.9	-1.7
China	27,088	31,045	44,462	50,655	55,211	21.8	9.0
Japan	41,292	43,097	44,495	47,425	48,630	19.2	2.5
European Patent Office	32,905	34,158	35,286	36,619	37,975	15.0	3.7
Republic of Korea	13,137	14,592	15,595	15,790	17,002	6.7	7.7
International Bureau	10,540	10,329	10,022	10,202	12,259	4.8	20.2
United Kingdom	4,241	4,100	4,008	3,933	3,887	1.5	-1.2
France	3,508	3,515	3,606	3,804	3,555	1.4	-6.5
Canada	2,174	1,988	1,859	1,875	1,914	0.8	2.1
Australia	1,622	1,615	1,703	1,752	1,675	0.7	-4.4
All others	15,850	15,202	15,192	15,159	15,562	6.2	2.7
<b>Total</b>	<b>214,330</b>	<b>217,230</b>	<b>232,907</b>	<b>243,511</b>	<b>253,000</b>	<b>100.0</b>	<b>3.9</b>

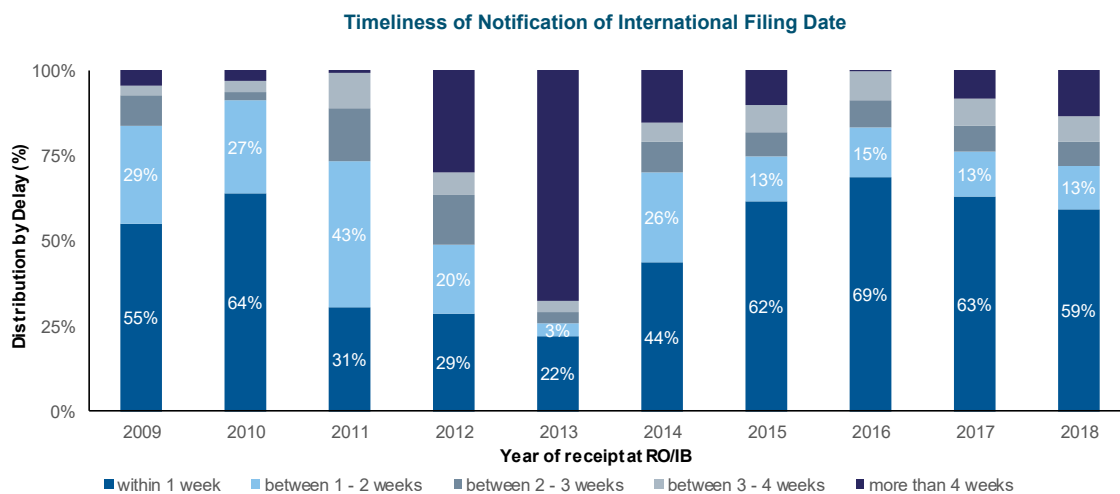
Source: WIPO Statistics Database, March 2019

Note: 2018 data are estimated

<sup>147</sup> 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

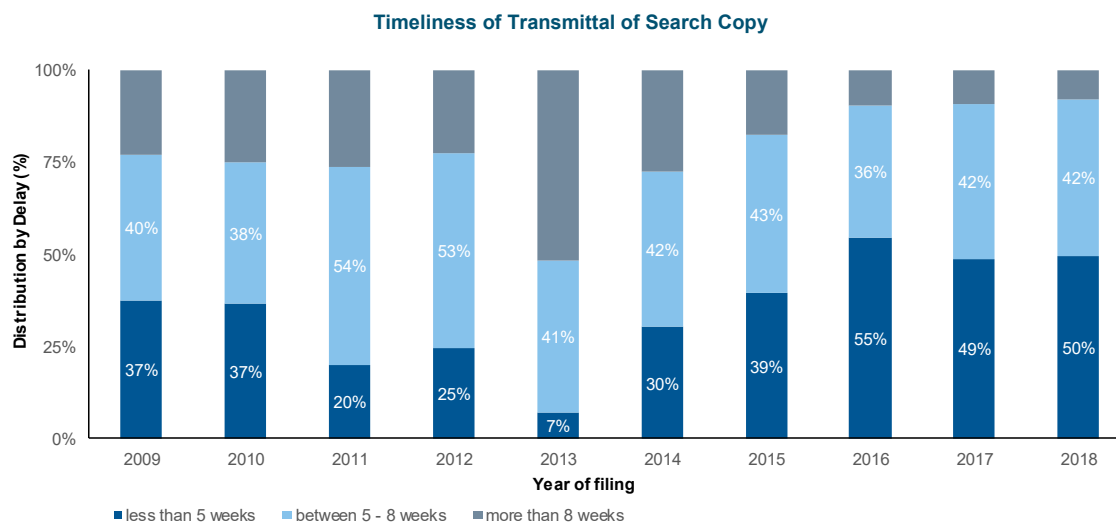
This indicator reflects the time required by the RO/IB to issue Form 105. This form is issued after the international filing date has been accorded. Applicants appreciate receiving this form as soon as possible, because an international application has the effect of a regular national application in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



Source: WIPO Statistics Database, March 2019

## 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.



Source: WIPO Statistics Database, March 2019

## ANNEX VII Indicators of the Madrid System

### 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

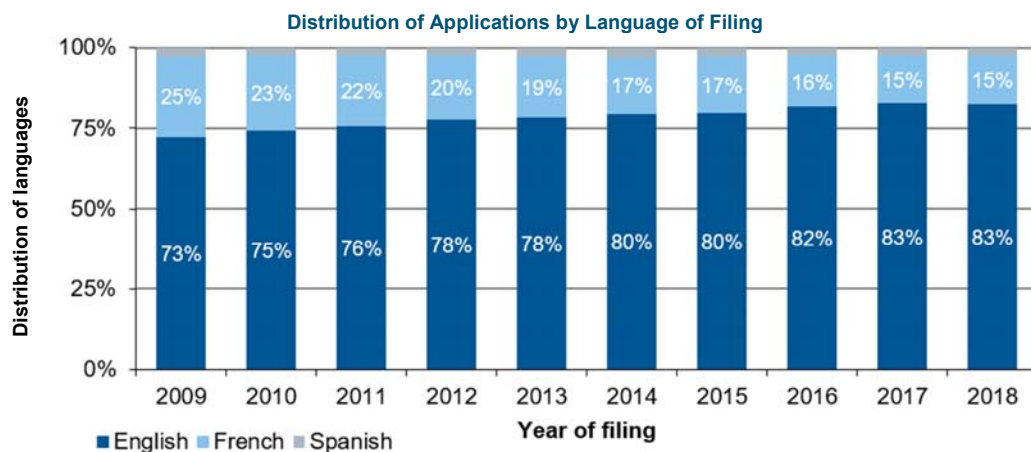
The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for the number of documents received by the IB in relation to each of these categories is presented 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.



Source: WIPO IP Statistics Database, April 2019.

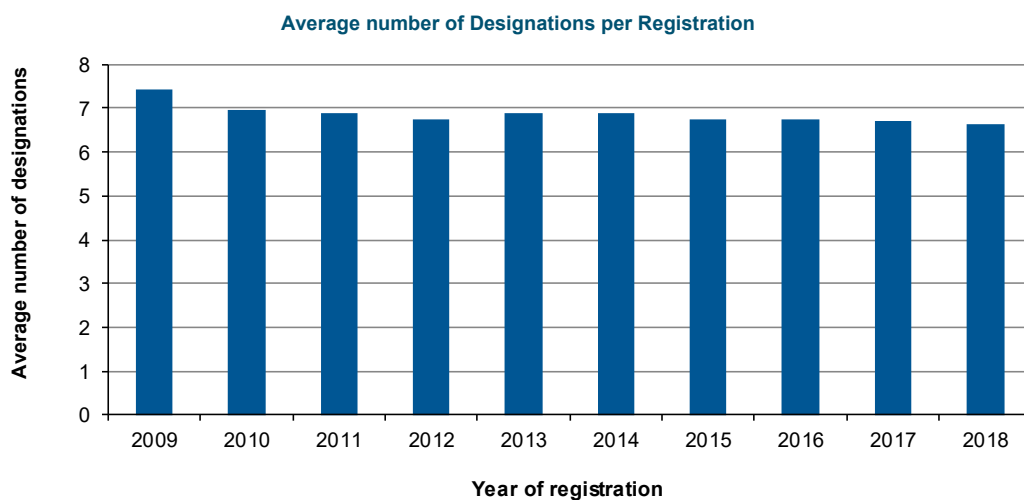
Note: Data are provided based on the date of filing at the Office of origin.

- In 2018, an estimated 61,200 applications were filed, representing an increase of 6.4 per cent compared to 2017.
- The numbers of applications filed have increased continuously since 2010.



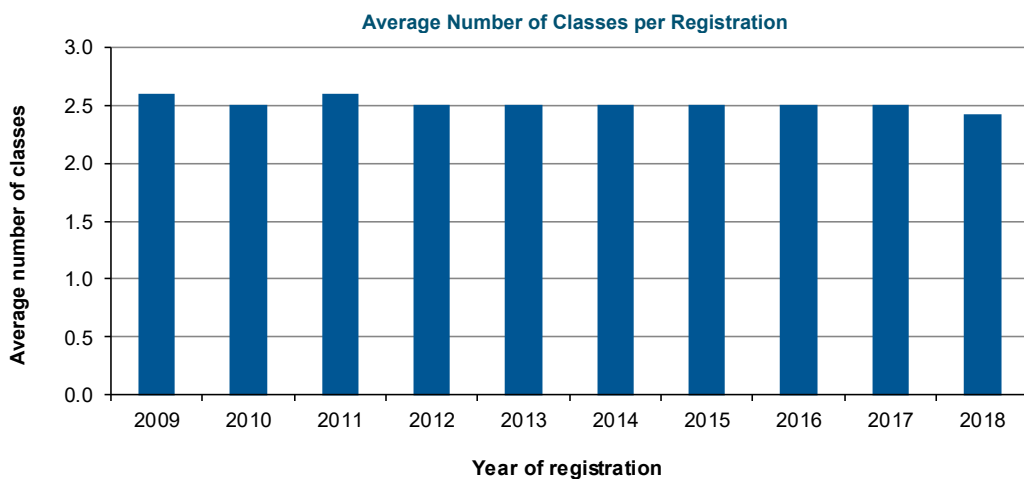
Source: WIPO IP Statistics Database, April 2019.

- In 2018, 83 per cent of all applications were filed in English. This share has remained stable compared to 2017.



Source: WIPO IP Statistics Database, April 2019.

- An average 6.6 designations were made in applications registered in 2018. This average tended to decrease since 2009.

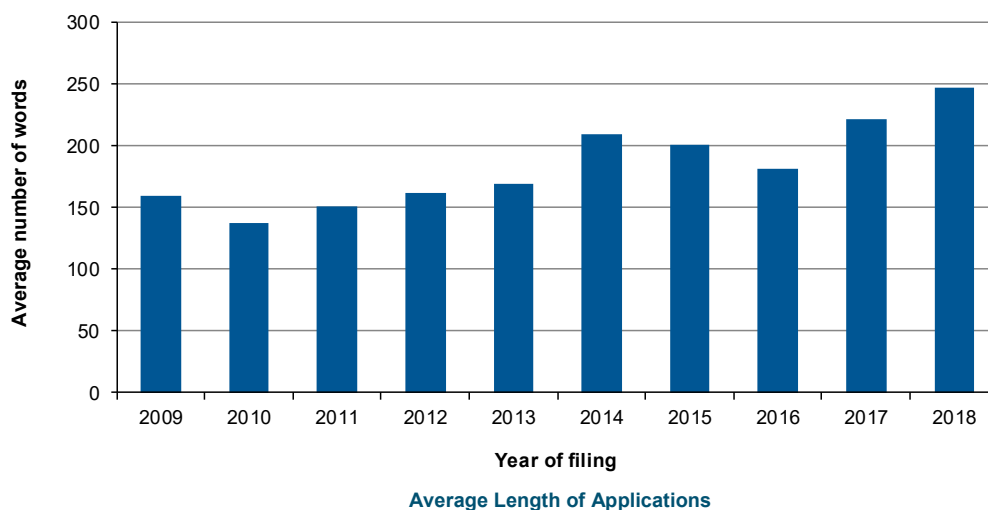


Source: WIPO IP Statistics Database, April 2019.

- The average number of classes specified in registrations (2.4 classes) has decreased slightly compared to 2017.

## Average Length of Applications

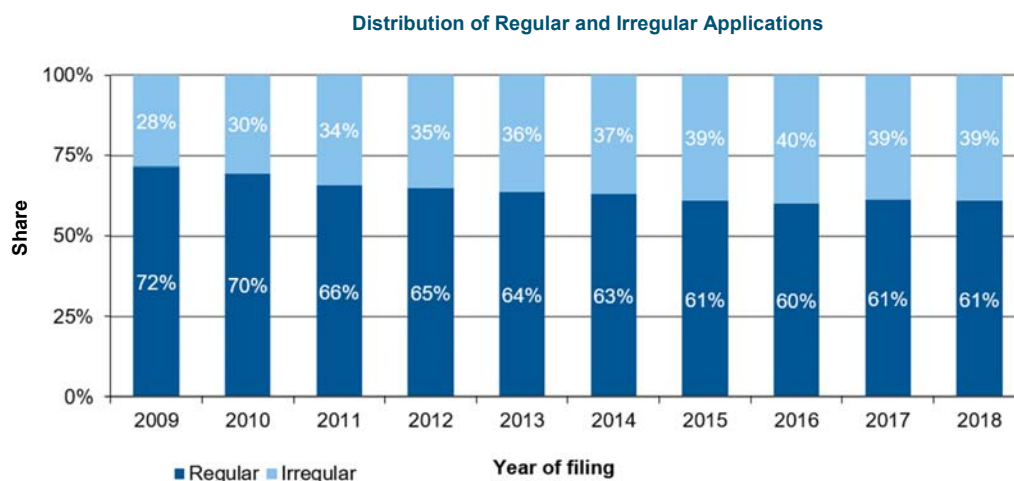
The length of an application is determined by the total number of words used by applicants in (a) the description of the mark, (b) the list of goods and services and (c) any accompanying limitations. To make the application available in all three Madrid System languages, these three elements are translated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



Note: data on the average length of application were revised compared to previous reporting.

Source: WIPO IP Statistics Database, April 2019.

- The average length of applications increased from 221 words in 2017 to 247 in 2018, representing an increase of 12 per cent.



Source: Madrid Registry, April 2019.

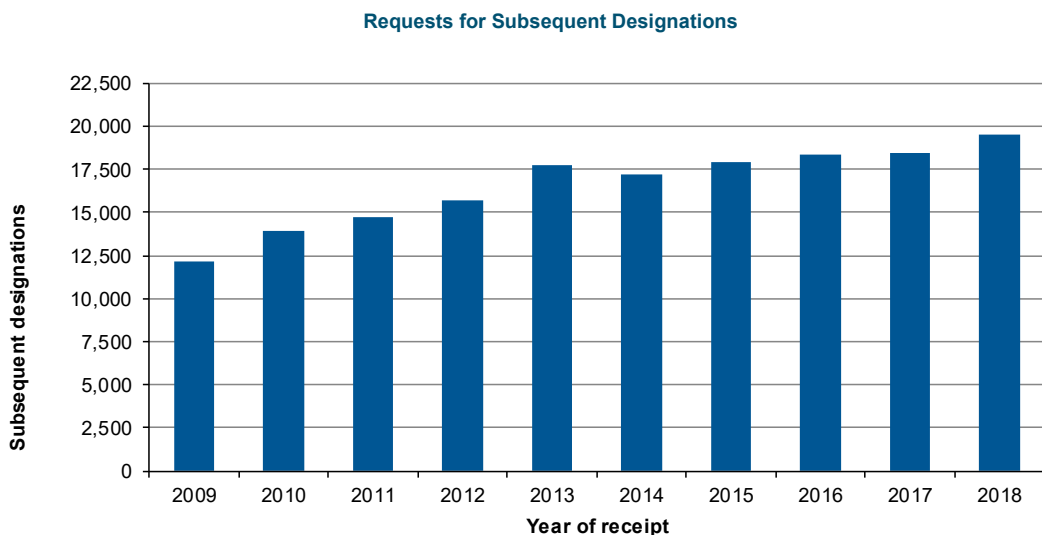
- The share of regular applications has remained relatively stable since 2015.





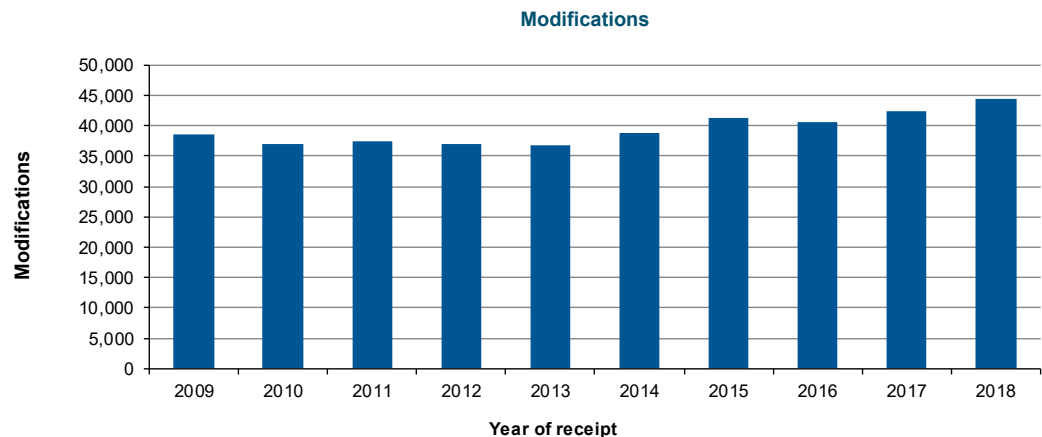
Source: Madrid Registry, April 2019.

- In 2018, the IB received 32,162 renewals, up 9.5 per cent from 2017.



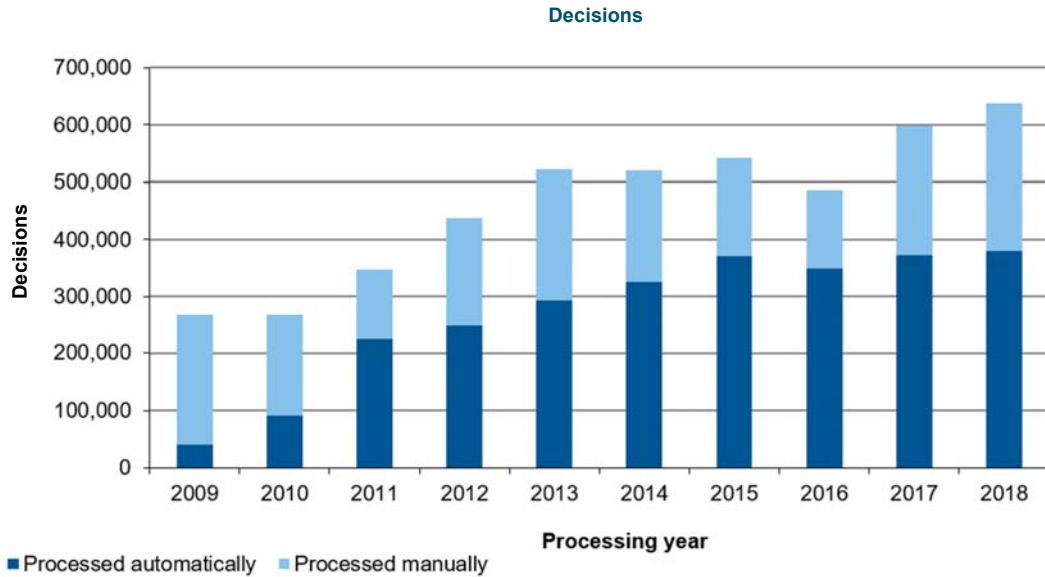
Source: WIPO IP Statistics Database, April 2019.

- In 2018, the IB received 19,551 requests for subsequent designations, up 6.2 per cent from 2017.



Source: Madrid Registry, April 2019.

- In 2018, the IB received 44,336 requests for modification, up 4.4 per cent from 2017.



Source: Madrid Registry, April 2019.

- In 2018, the number of decisions processed by the IB increased by 6.7 per cent compared to 2017, totaling 637,500. Between 2010 and 2015, the number of decisions processed sharply increased followed by a decrease of 10 per cent in 2016. This was due to a temporary slowdown in operations following the deployment of the MIRIS IT system in 2016.
- In 2018, the proportion of decisions processed automatically amounted to 59 per cent, a 2.9 percentage points decrease compared to 2017.

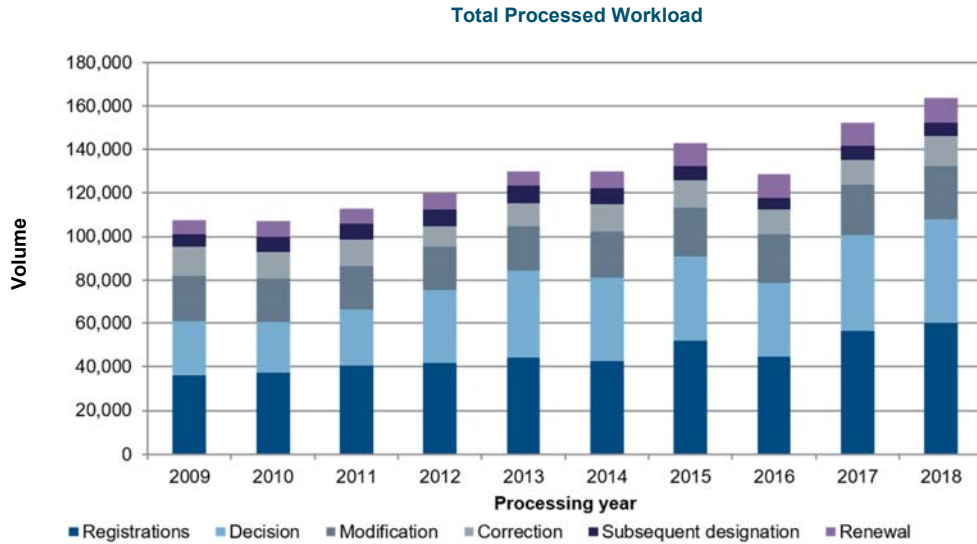


Source: Madrid Registry, April 2019.

- In 2018, the IB received 6,667 requests for corrections, representing an increase of 22 per cent compared to 2017.

## 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 do 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 systems support FTE is required to process 17 documents.

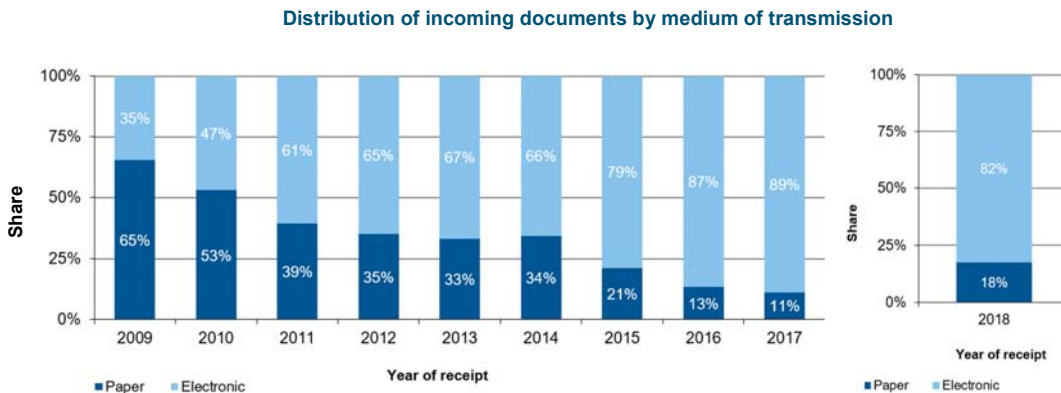


Source: Madrid Registry and WIPO IP Statistics Database, April 2019.

- In 2018, the total processed workload sharply increased by 7.7 per cent compared to 2017. Applications, decisions and modifications represented nearly 81 per cent of the total processed workload.
- 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 transmitted on paper.



Source: Madrid Registry, April 2019.

- In 2018, about 82 per cent of all incoming documents were transmitted electronically to the IB.

### Processing

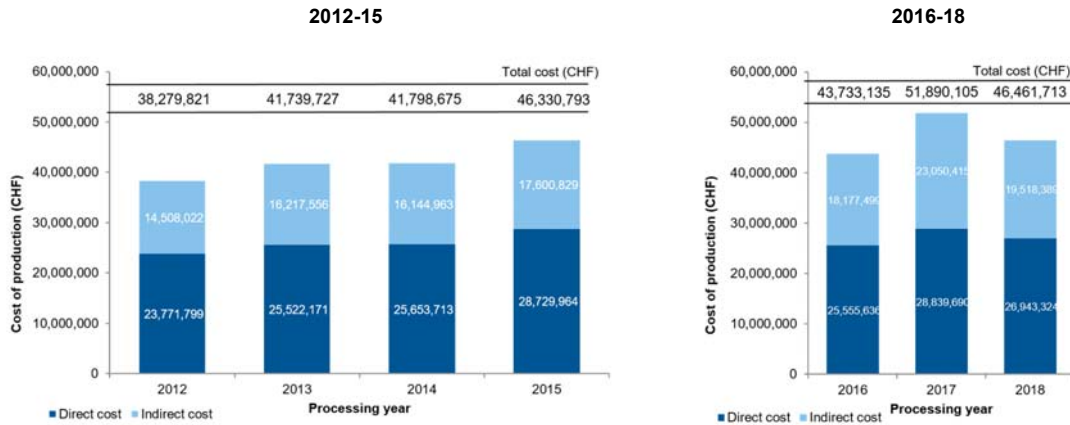
#### Total Cost of Production:

- 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, 2016 and onwards data is not comparable with previous years 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 that these amounts have been revised compared to the previously reported data.

#### Total Cost of Production



Source: Program Performance and Budget Division, April 2019.

- The total cost of production was estimated at 46.5 million Swiss francs in 2018.
- In 2018, the direct costs accounted for 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 Section II, 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.<sup>148</sup>
- 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.

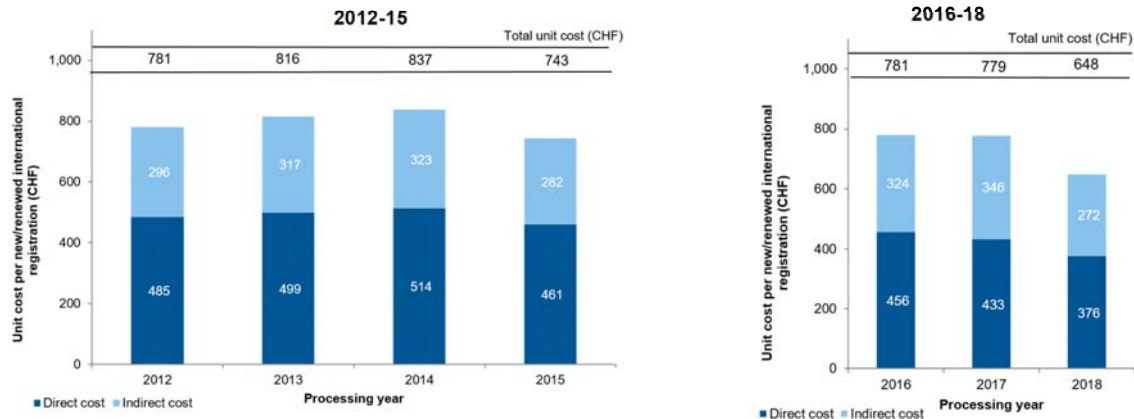
<sup>148</sup> See "Total processed workload" above.

- The headcount count calculation used to estimate the indirect costs include personnel working as fix 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.<sup>149</sup> 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



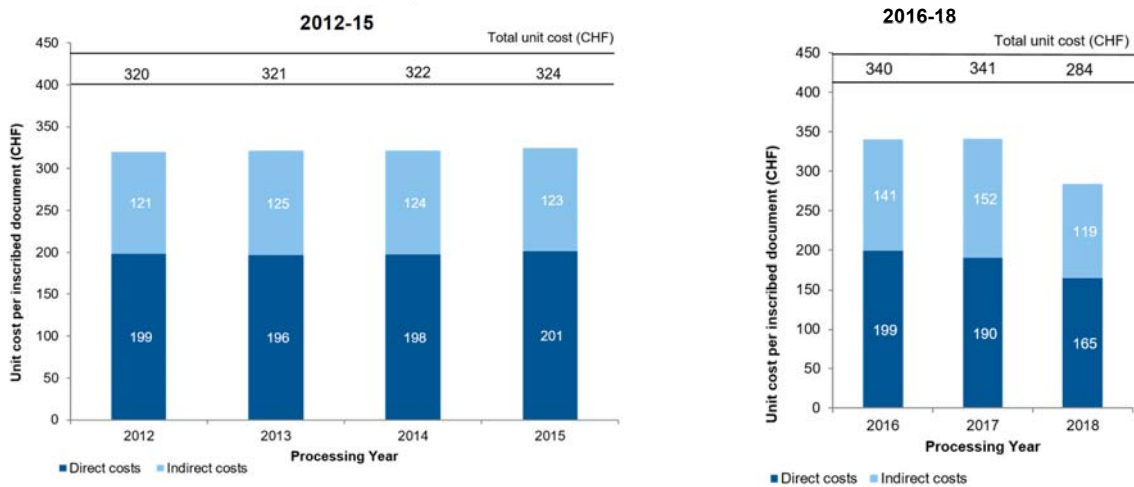
Source: Program Performance and Budget Division and WIPO IP Statistics Database, April 2019.

- The average cost of processing a new/renewed international registration was 648 Swiss francs in 2018.

### 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



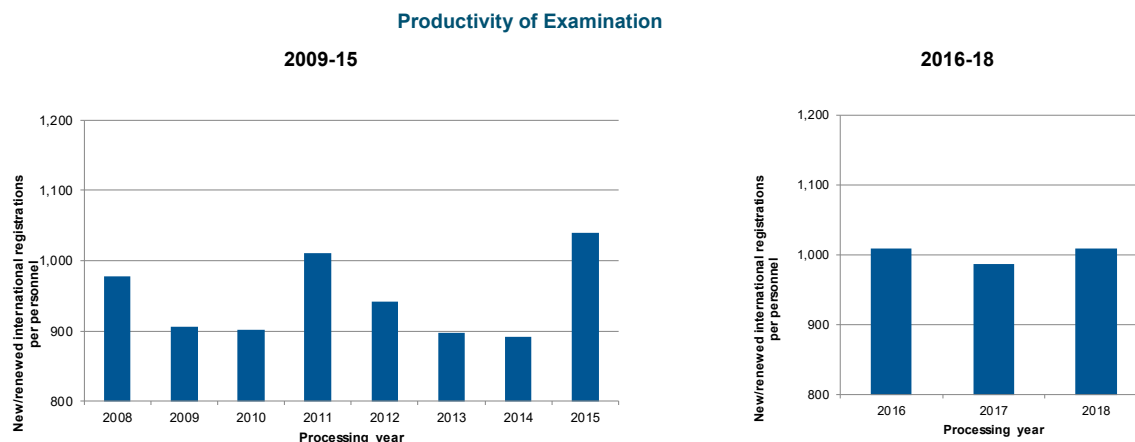
Source: Program Performance and Budget Division, Madrid Registry and WIPO IP Statistics Database, April 2019.

- The average cost of inscribing a document was 284 Swiss francs in 2018.

<sup>149</sup> See “Total processed workload” above.

## Productivity of Examination

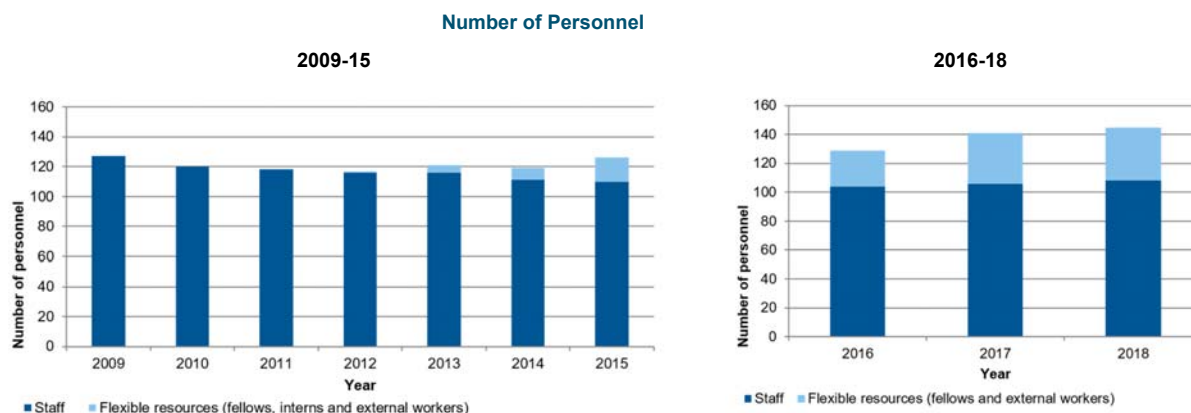
- The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. For data prior to 2016, the number of personnel includes fellows, interns and external contractors. From 2016, the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



Source: Program Performance and Budget Division, April 2019.

- In 2018, the productivity of examination increased by 2 per cent compared to 2017.

## 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.

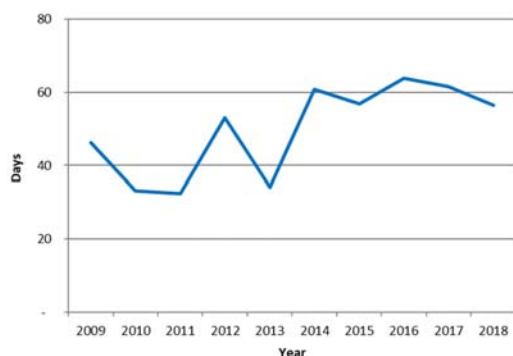
Source: Program Performance and Budget Division, April 2019.

- The number of staff increased from 104 in 2016 to 108 in 2017, while the number of flexible resources remained stable.

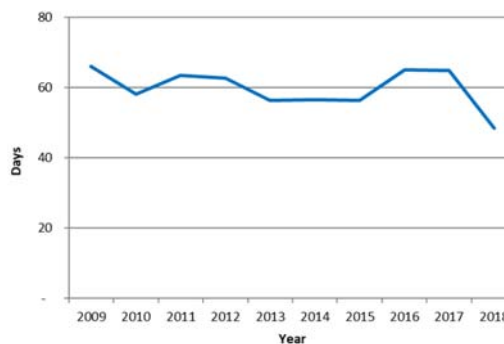
## Pendency

- 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.

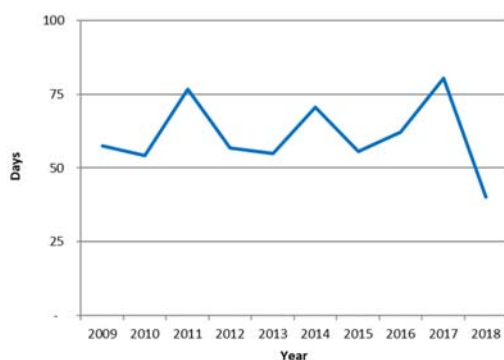
**Average Pendency of Applications**



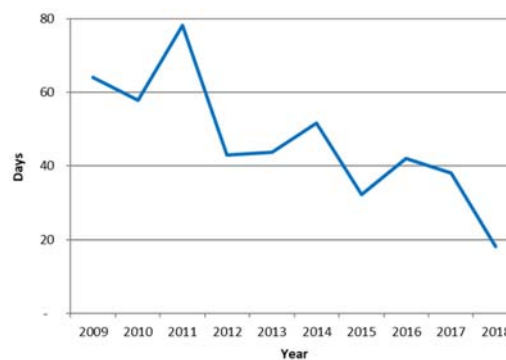
**Average pendency of renewals**



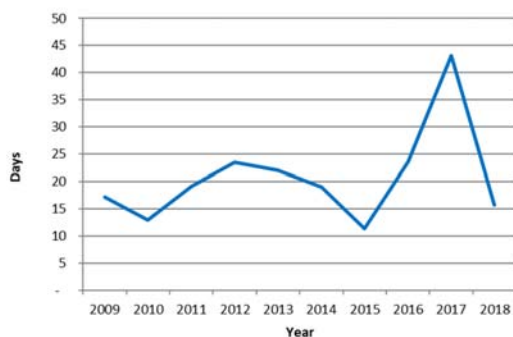
**Average Pendency of Modifications**



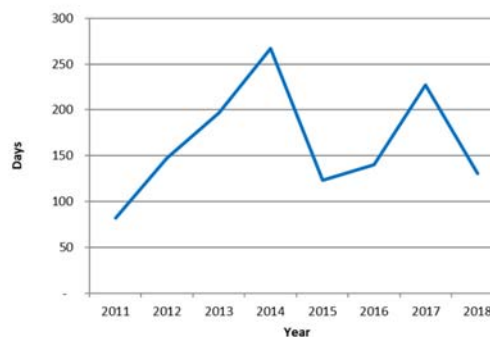
**Average Pendency of Subsequent Designations**



**Average Pendency of Decisions**



**Average Pendency of Corrections**



Source: Madrid Registry, April 2019.

- Compared to 2017, the average pendency in 2018 decreased for all six transactions performed by the IB. For example, the average pendency for modifications decreased from 80 days in 2017 to 40 days in 2018.

## 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 guidance.<sup>150</sup>

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

- (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 2018. 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.

- 1,074 applications for Nice classification
- 1,041 applications for formalities examination (APEX)
- 1,195 decisions
- 962 requests for modification
- 383 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.



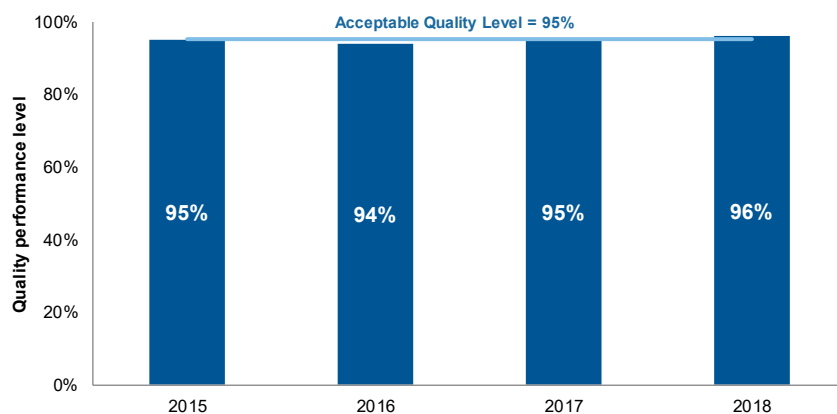
Source: Madrid Registry, April 2019.

- The overall qualitative performance in 2018 was one percentage point above the acceptable quality level.

<sup>150</sup> The Madrid Registry QMF is available on request at [madrid.qp@wipo.int](mailto:madrid.qp@wipo.int)



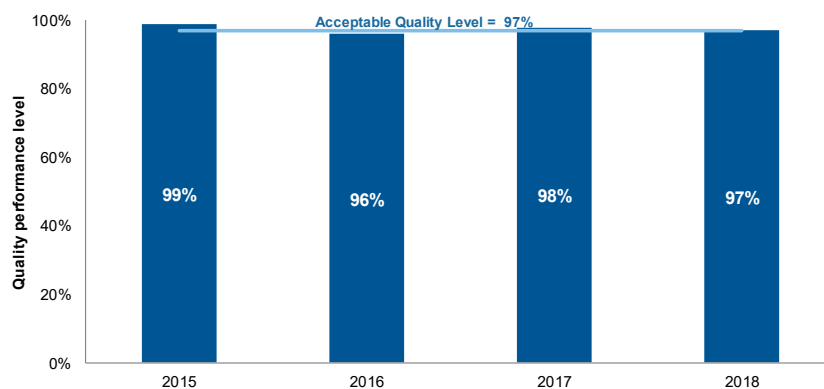
### Quality Performance: Formalities Examination



Source: Madrid Registry, April 2019.

- The overall qualitative performance for the formalities examination in 2018 was one percentage point above the acceptable quality level.

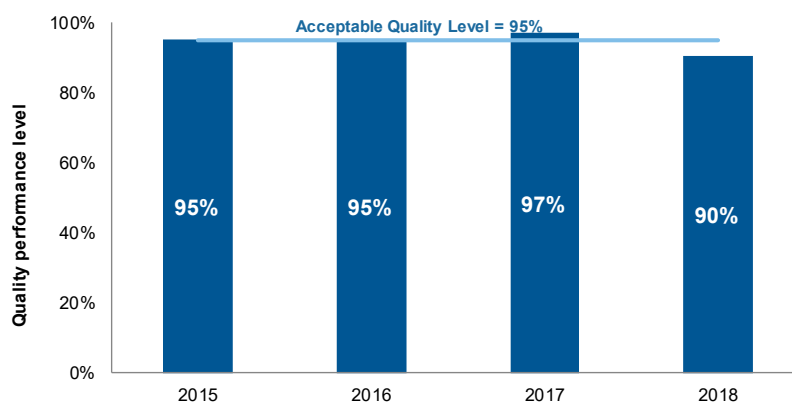
### Quality Performance: Decisions



Source: Madrid Registry, April 2019.

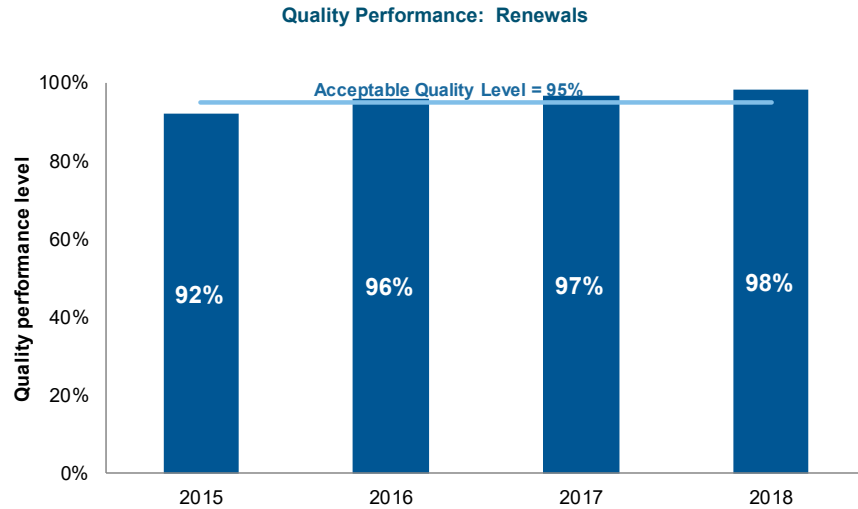
- The overall qualitative performance for the processing of decisions was at the acceptable quality level in 2018.

### Quality Performance: Modifications



Source: Madrid Registry, April 2019.

- The overall qualitative performance for the processing of modifications was five percentage points below the target for 2018.



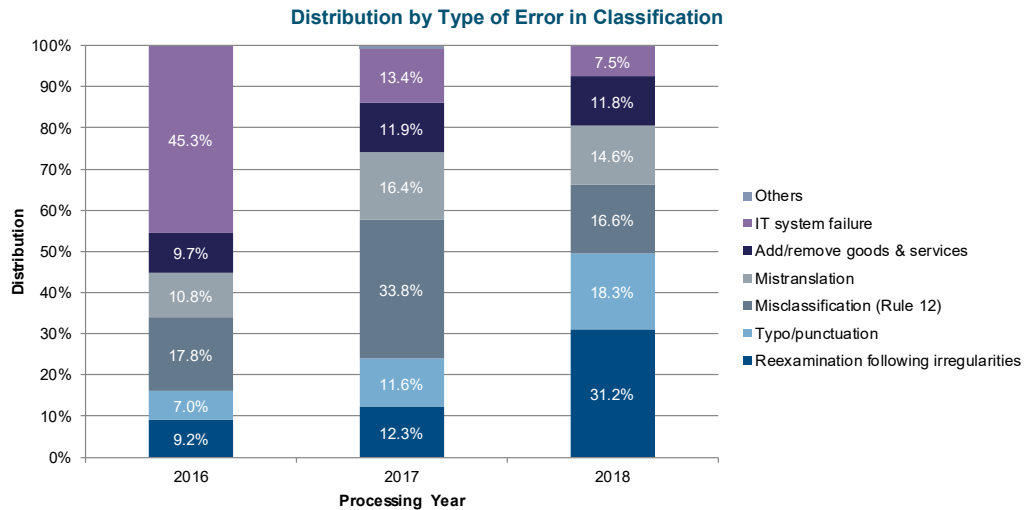
Source: Madrid Registry, April 2019.

- The overall qualitative performance for the processing of renewals was three percentage points above the target for 2018.

### Errors Made by the IB

The distribution of errors presented in the charts below is based on analyses of the following samples of 2017 transactions.<sup>151</sup> The samples include transactions that were processed both manually and in an automated way.

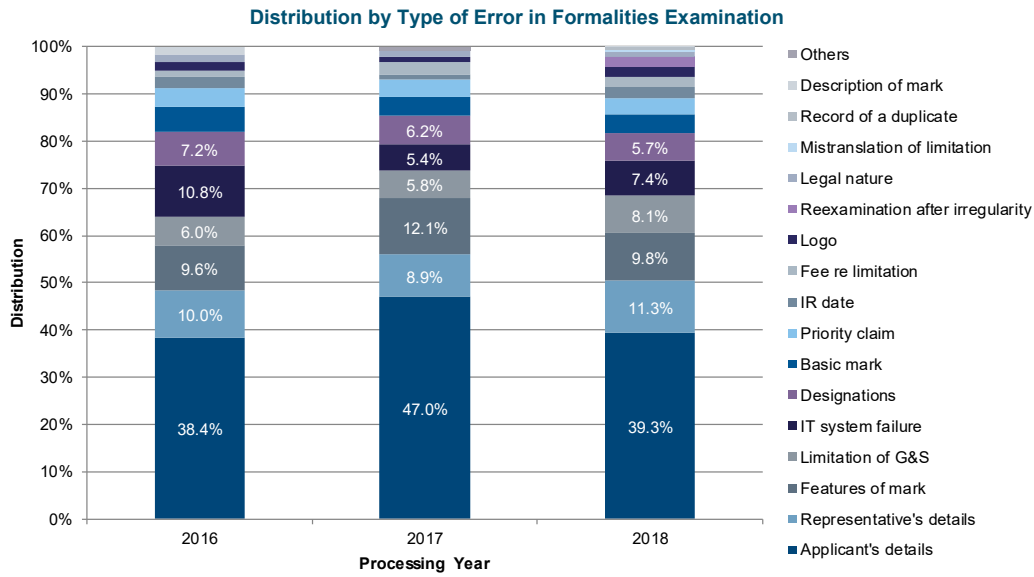
- 584 classifications
- 743 formalities examinations (APEX)
- 119 renewals
- 698 modifications



Source: Madrid Registry, April 2019.

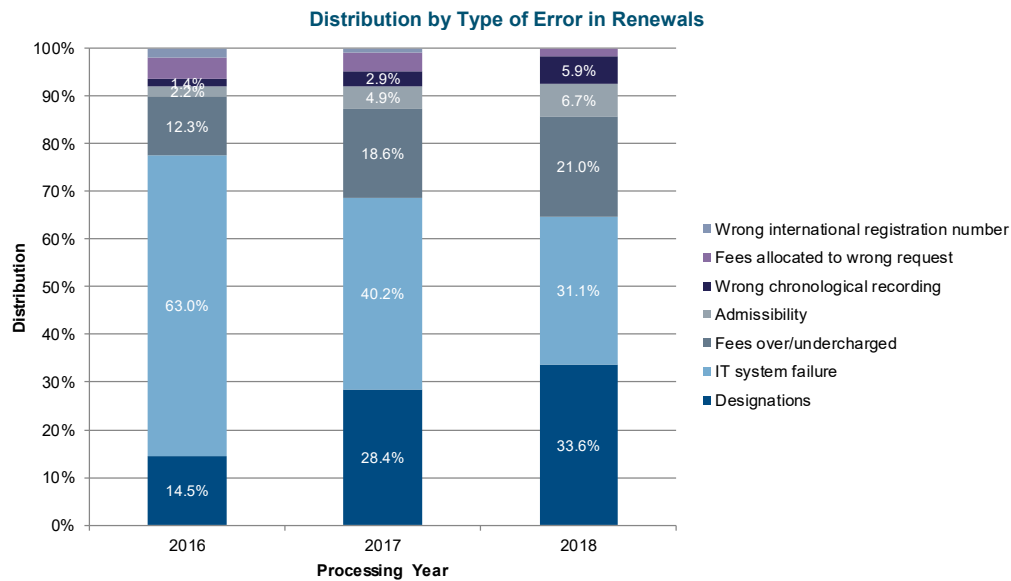
- Reexamination following irregularities and typos or punctuation accounted for the largest proportion of total errors in 2018, with 31.2 per cent and 18.3 per cent of errors, respectively.

<sup>151</sup> Transactions which contain one or more errors.



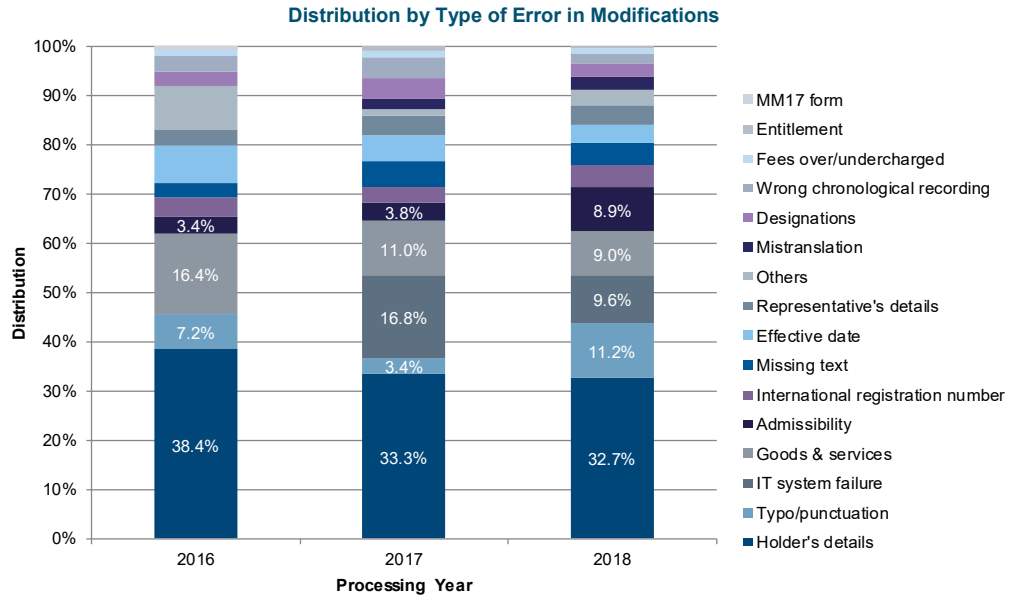
Source: Madrid Registry, April 2019.

- In 2018, the majority of the corrections in formalities examination were due to errors in entering the details of applicants' details (39.3 per cent) and representative's details (11.3 per cent).



Source: Madrid Registry, April 2019.

- In 2018, most of the corrections in renewals were due to designations (33.6 per cent) and IT system failure (31.1 per cent).



Source: Madrid Registry, April 2019.

- Corrections due to errors in the Holder's details represented 32.7 per cent of total corrections made in modifications in 2018, followed by typos or punctuation (11.2 per cent).

## ANNEX VIII Indicators of the Hague System

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

### General

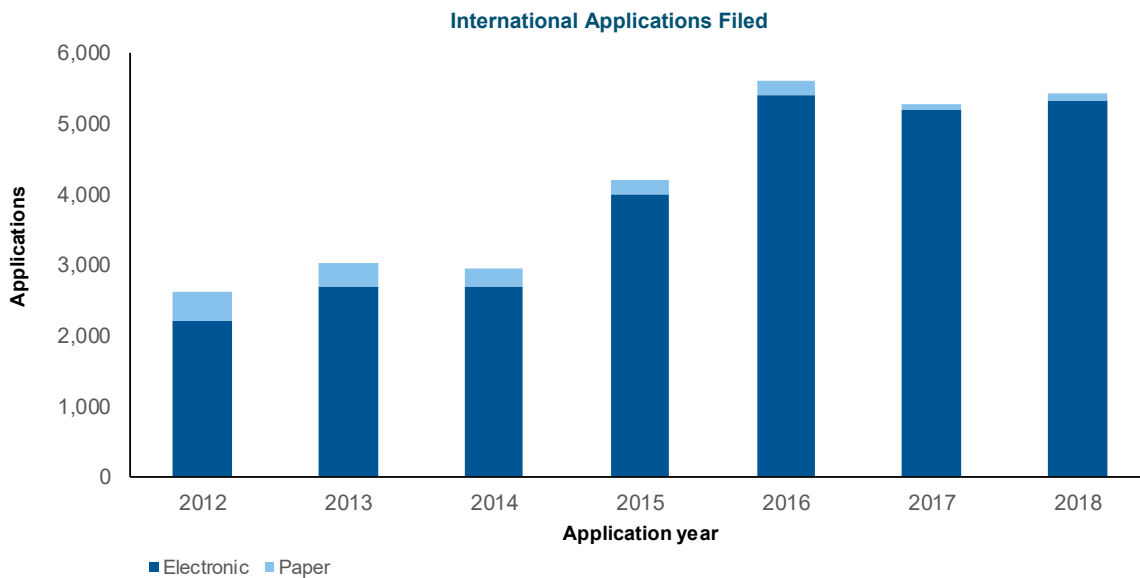
As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

- 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

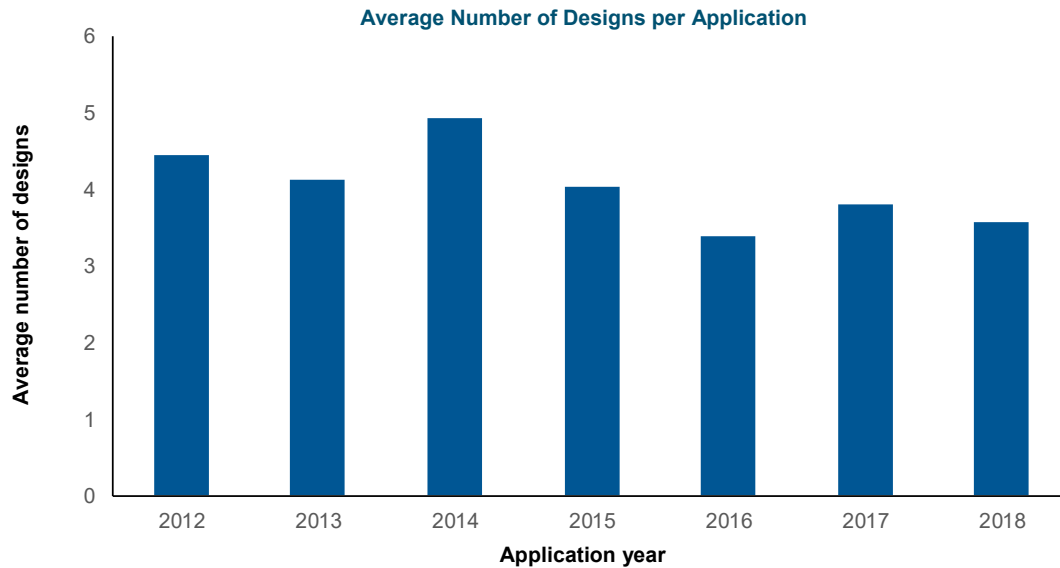
#### Applications Received



Source: WIPO IP Statistics Database, April 2019.

- In 2018, the IB received 5,404 international applications, up 4 per cent from 2017.
- In 2018, 98 per cent of applications were filed electronically, a 14-percentage point increase over 2012.

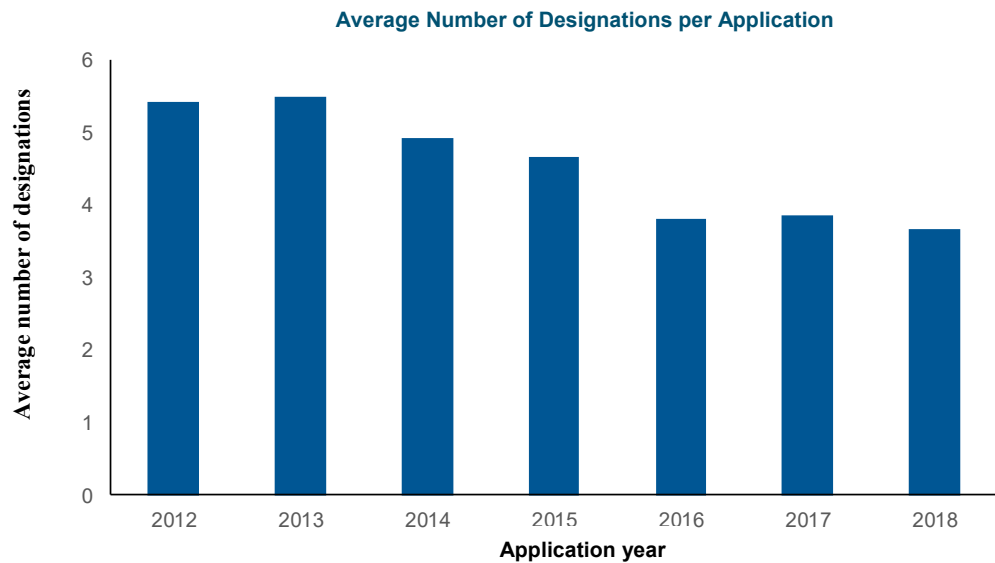
## Average Number of Designs per Application



Source: WIPO IP Statistics Database, April 2019.

- In 2018, an application contained, on average, 3.6 designs, down 0.2 from 2017.

## Average Number of Designations per Application

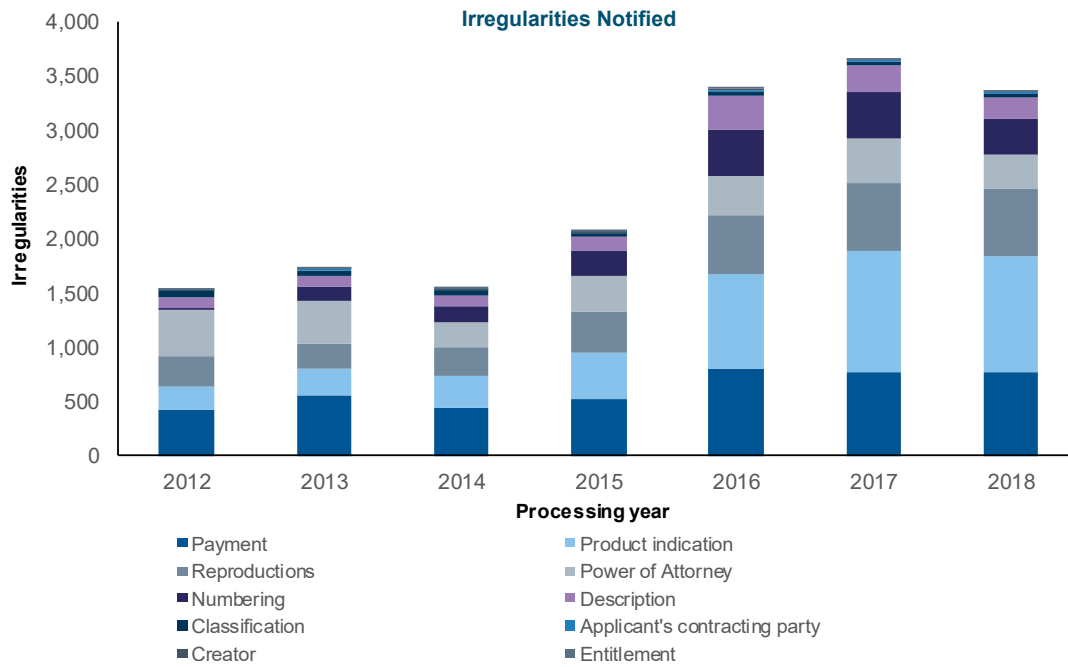


Source: WIPO IP Statistics Database, April 2019.

- In 2018, an application contained on average 3.7 designations. Since 2013, 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.

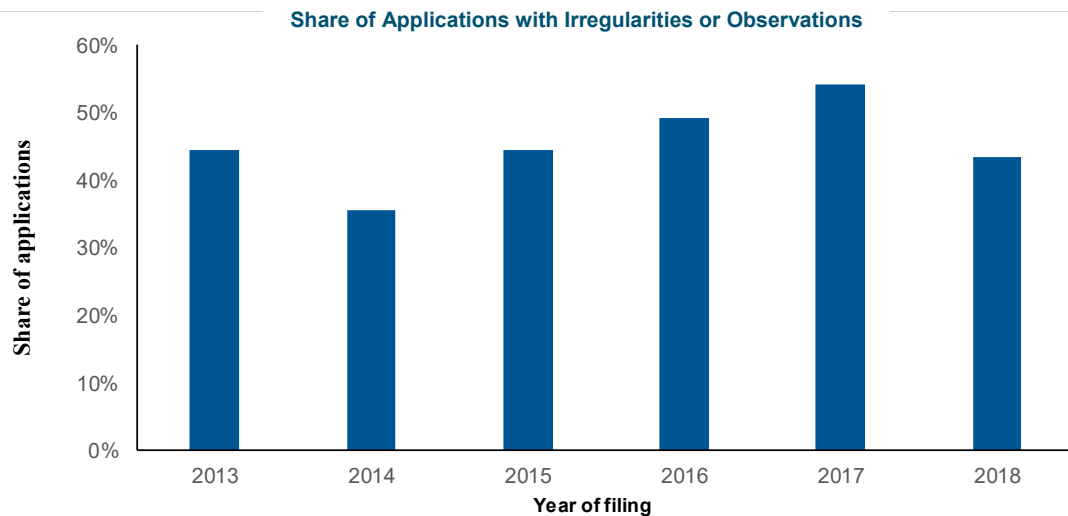


Source: Hague Registry, April 2019.

In 2018, the IB notified 3,352 irregularities in respect of applications registered, down 8 per cent from 2017.

- Among the five main irregularities notified, those relating to power of attorneys (-24 per cent) and numberings (-20 per cent) decreased the most compared to 2017.

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



Source: Hague Registry, April 2019.

<sup>152</sup> Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in Program Performance Reports and in the Program and Budget for 2016/17, has now been corrected for the whole period 2012-2016.

- In 2018, some 43 per cent of applications registered contained at least one irregularity or substantive observation. This represented a decrease of eleven percentage points compared to the previous year.
- The transition to a new IT system impacted the number of irregularities printed in November and December, which partly explains the lower percentage for 2018.

## Renewals



Source: Hague Registry, April 2019.

- In 2018, the number of renewals recorded decreased by 1 per cent compared to 2017, to a total of 3,266 renewals.
- Since 2012, the majority of renewals have been processed electronically, accounting for 67 per cent of total renewals in 2018.

## Changes

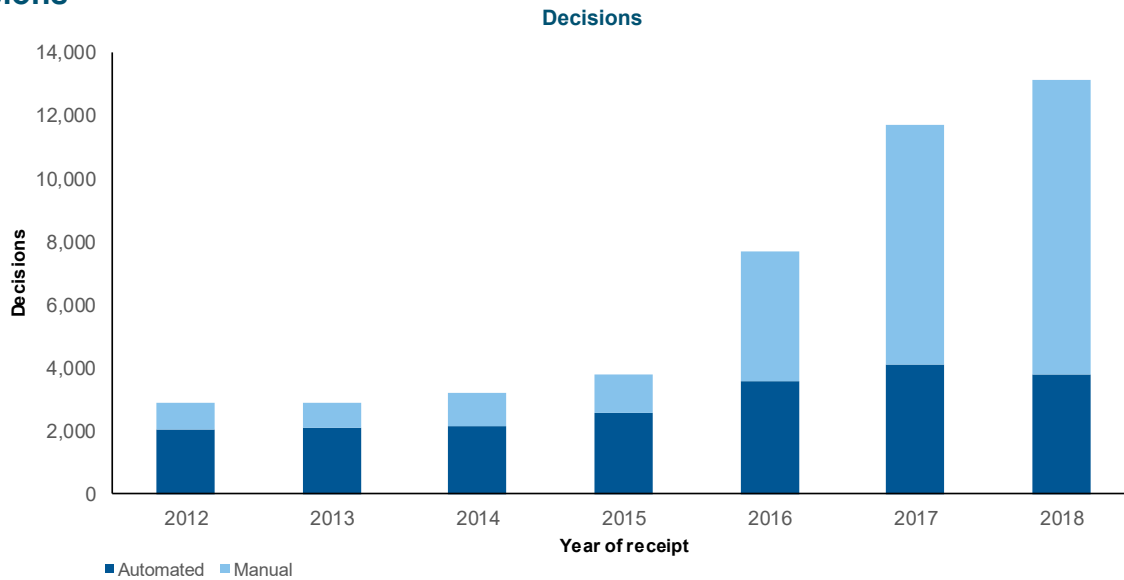


Source: Hague Registry, April 2019.

- The total number of requests for changes in international registrations in 2018 decreased by about 19 per cent from 2017 to 1,053 such requests.



## Decisions



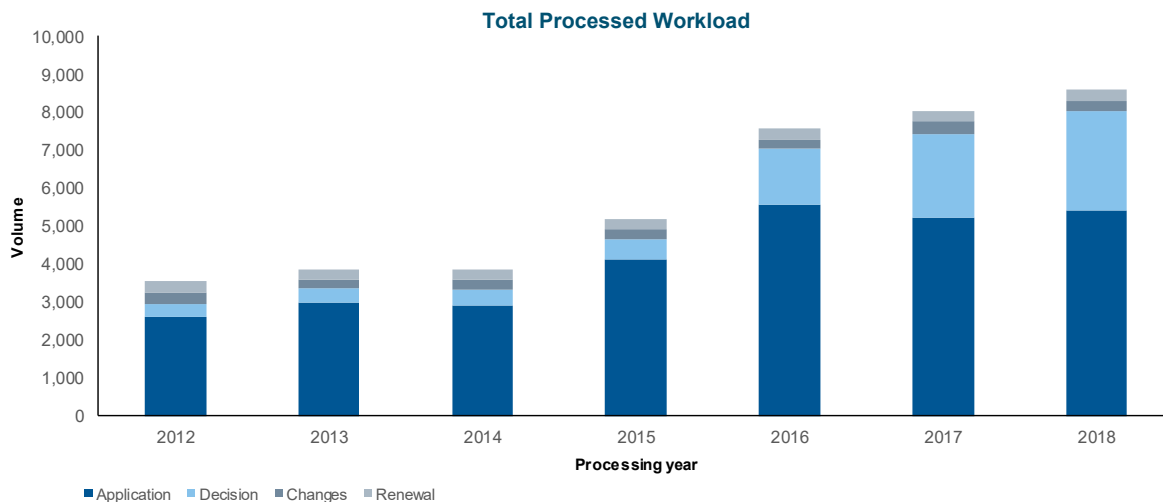
Source: Hague Registry, April 2019.

- The number of decisions received in 2018 increased by 12 per cent as compared to 2017, to 13,128 decisions. In 2018, 29 per cent of decisions were processed automatically. This represented the lowest share since 2012. Only decisions from the European Union Intellectual Property Office are processed automatically.

## 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 8 renewals, 4 changes or 4 decisions (a 1:8:4:4 workload ratio). Since 2014/15, due to an increasing level of complexity of more 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.



Source: Hague Registry and WIPO IP Statistics Database April 2019.

- In 2018, the total processed workload increased by 7 per cent compared to 2017.
- The increase in workload in 2018 was due to the increase in the number of applications and in the number of decisions received.

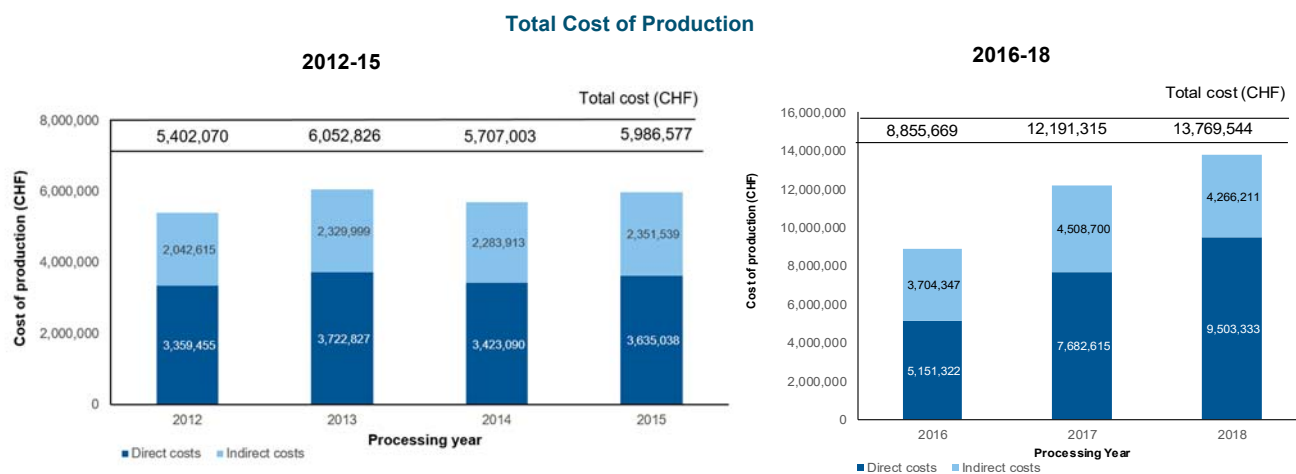
## Cost of Processing

### 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 of the Brands and Designs Sector (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, April 2019.

- The total expenditure related to the processing of the Hague System is estimated at 13.8 million Swiss francs in 2018, representing an increase of 13 per cent compared to the previous year.
- In 2018, the direct costs accounted for 69 per cent of total expenditures.

## 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.

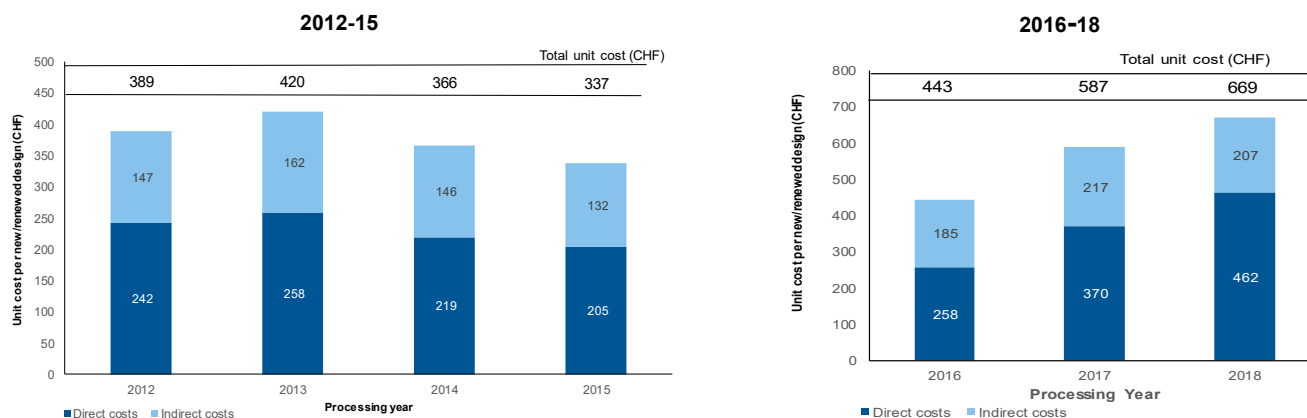
As part of the IB's efforts to continuously refine the methodology for calculating unit costs, the methodology has been revised in the Program and Budget 2016/17 to reflect more accurately the cost of processing the Hague workloads at the IB.<sup>153</sup>

### 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.<sup>154</sup> 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 and Program Performance and Budget Division, April 2019.

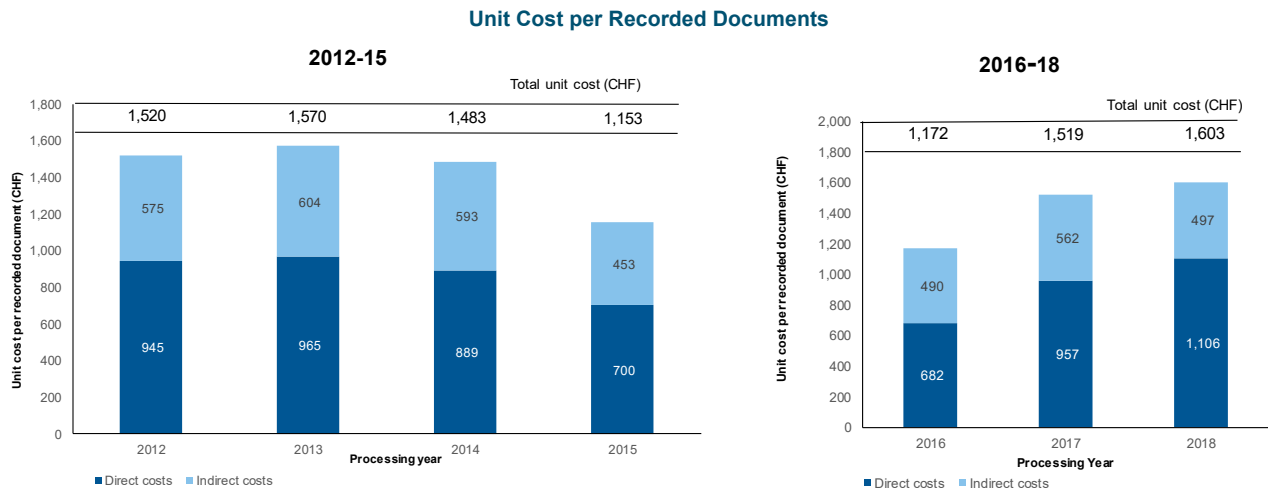
- The average cost of processing a new/renewed design is estimated at 669 Swiss francs in 2018, representing an increase of 14 per cent compared to 2017.

<sup>153</sup> 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.

<sup>154</sup> 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).

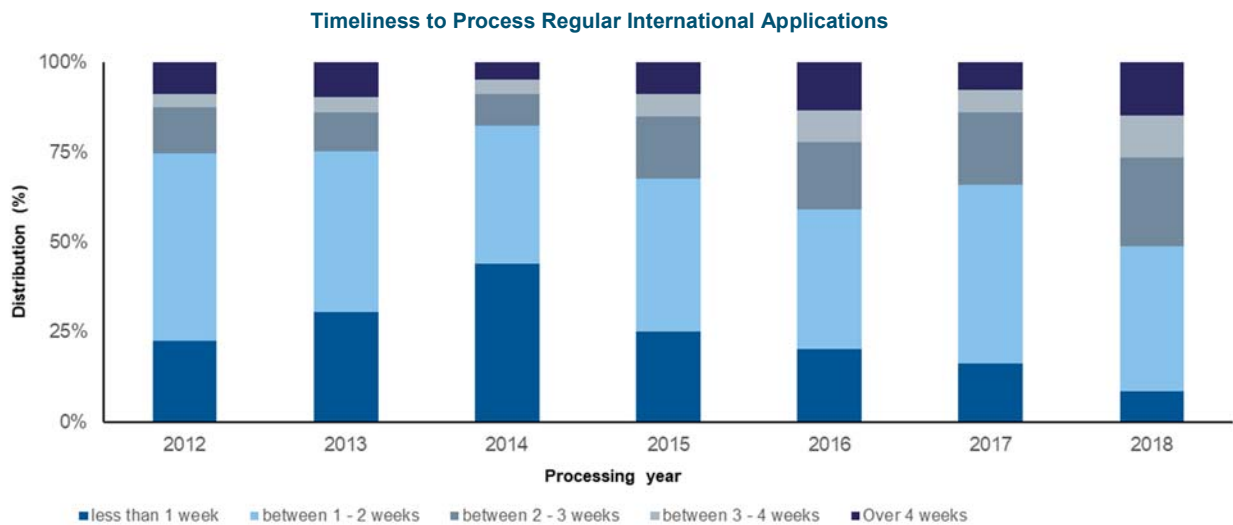


Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, April 2019.

- The average cost of recording a document in the Register is estimated at 1,603 Swiss francs in 2018, representing an increase of 6 per cent compared to 2017.

## 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.



Source: Hague Registry, April 2019.

- In 2018, the share of regular applications processed within less than one week decreased to 9 per cent of the total, as compared to 44 per cent in 2014, reflecting the increase in complexity referred to in Section II, above. In addition, the general increase in processing time in 2018 results from the deliberate focus on processing irregular applications during the five months preceding the transition to a new IT system to limit the number of irregular applications needing to be carried over.
- In 2018, 73 per cent of applications were processed within three weeks from the date of receipt at the IB; a decrease of 13 percentage points compared to 2017 (86 per cent).

## ANNEX IX Funds-in-Trust Progress Report 2018

The FIT report in Annex IX is an integral part of the WIPO Performance Report. It provides an overview of activities implemented under the WIPO Funds-in-Trust (FITs) in 2018, including both programmatic and financial information. The Annex reports on all the FITs listed in the table below and excludes the FITs for Junior Professional Officers (JPOs) and those under which no activities were implemented in 2018.

FUND-IN-TRUST	IMPLEMENTING SECTOR
Accredited Indigenous and Local Communities	Global Issues Sector
Australia	Office of the Director General
China	Brands and Designs Sector
Costa Rica	Development Sector
Finland (Copyright)	Culture and Creative Industries Sector
France (Industrial Property)	Development Sector
Ibero-American Program on Industrial Property	Development Sector
Italy	Development Sector
Japan (Copyright)	Culture and Creative Industries Sector
Japan (Industrial Property)	Development Sector, Global Infrastructure Sector
Japan (Industrial Property/Africa-LDCs)	Development Sector
Mexico	Development 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 States of America (Creative Industries)	Culture and Creative Industries Sector
Uruguay	Development Sector

### Funds-in-Trust as at December 31, 2018

(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2017	Income 2018			Expenditure 2018				Reimbursements to donors	Foreign exchange gain/loss absorbed by WIPO	Balance as of December 31, 2018	
			Funds received	Interest	Exch. Rate diff.	Total Income	Staff expenditure	Other direct expenditure	Administrative support costs				Total expenditure
Accredited Indigenous and Local Communities	W_JGC	22,896.30						22,799.80		22,799.80		96.50	
Australia	WAUS2	1,317,602.59			(17.95)	(17.95)		656,916.41	85,401.45	742,317.86		575,266.78	
China	WCNSP	318,241.22	322,335.91		57.38	322,393.29		316,539.95		316,539.95		324,094.56	
China (HR)	WCNPR	262,772.56	324,565.94			324,565.94	257,138.45		33,428.00	290,566.45		296,772.05	
Costa Rica	WCORI	10,595.77						10,329.94		10,329.94		(265.83)	
El Salvador	WELSA	53,970.66									586.00	54,556.66	
Finland (Copyright)	WFICH	1,952.86						1,728.22	224.64	1,952.86			
France (Industrial Property)	WFRIP	387,403.67	300,000.00		308.97	300,308.97		497,220.92	64,598.55	561,819.47		125,893.17	
Germany (Junior Professional Officers)	WDEJP	58,216.91									58,216.90	0.01	
Ibero-American Program on Industrial Property	WIBER	188,393.54	45,879.19		(0.02)	45,879.17		35,304.11	2,471.30	37,775.41		196,497.30	
Italy	WITIP	340,570.64						204,133.08	26,537.30	230,670.38		109,900.26	
Italy (Junior Professional Officers)	WITJP	6,113.61					(9,853.42)		(1,182.40)	(11,035.82)		17,149.43	
Japan (Copyright)	WJPCR	351,162.86	468,646.00		(354.70)	468,291.30	185,401.33	156,240.01	43,311.35	384,952.69		434,501.47	
Japan (Industrial Property)	WJPIP	4,212,585.39	3,830,000.00		(7,495.50)	3,822,504.50	1,056,960.80	3,323,669.96	562,093.00	4,942,723.76		3,092,366.13	
Japan (Industrial Property/Africa - LDCs)	WJPAF	1,606,963.55	1,600,000.00		(2,387.24)	1,597,612.76	263,309.55	1,412,337.61	216,842.70	1,892,489.86		1,312,086.45	
Japan (Junior Professional Officers)	WJPOJ	139,767.73						3,679.86	441.60	4,121.46		135,646.27	
Mexico	WMEXI	179,058.78						31,190.01	3,984.85	35,174.86		143,883.92	
Portugal	WPTCH	64,364.25									64,364.25		
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	187,029.33	369,949.01		(474.26)	369,474.75		105,336.72	5,290.60	110,627.32		445,876.76	
Republic of Korea (Copyright)	WKRCR	762,057.55	394,726.46		(18.83)	394,707.63	53,219.80	190,280.76	5,729.25	249,229.81		907,535.37	
Republic of Korea (Copyright/Professional Officers)	WKRPO	161,314.72	211,218.00			211,218.00	173,162.65		20,779.50	193,942.15		178,590.57	
Republic of Korea (Industrial Property)	WKIPO	1,150,445.15	513,640.09		(535.94)	513,104.15	10,311.65	418,205.81		428,517.46		1,235,031.84	
Republic of Korea (IP Education)	WKRED	517,027.17	342,126.94		(336.45)	341,790.49		339,264.45	16,980.05	356,244.50		502,573.16	
Republic of Korea (Professional Officers)	WKRJP	926,427.60	717,987.00			717,987.00	553,003.86	4,093.75	66,851.70	623,949.31		1,020,465.29	
Republic of Korea (Alternative Dispute Resolutions)	WKRAD		175,238.77			175,238.77						175,238.77	
Spain	WESCH	153,819.76	187,314.50			187,314.50		118,726.54	15,434.45	134,160.99		206,973.27	
Trusted Intermediary Global Accessible Resources Pilot Project	WTIGA	660.67										660.67	
United Nations Fund for International Partnerships	WUIP1	796.18									796.18		
United States of America (Creative industries)	WUSC1	22,928.61						20,290.81	2,637.80	22,928.61			
Uruguay	WUYCH	113,354.07			5.98	5.98		10,662.66	745.95	11,408.61		101,951.44	
Miscellaneous closed trust funds*		149.78			(15.97)	(15.97)						133.81	
<b>TOTAL</b>		<b>13,518,643.48</b>	<b>9,803,627.81</b>		<b>(11,264.53)</b>	<b>9,792,363.28</b>	<b>2,542,654.67</b>	<b>7,878,951.38</b>	<b>1,172,601.64</b>	<b>11,594,207.69</b>	<b>123,377.33</b>	<b>320.17</b>	<b>11,593,741.91</b>

\* Includes revaluation of closed FITs

## Accredited Indigenous and Local Communities

Activity	Date	Host Country/Recipients	Purpose(s)/Description
<b>I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>			
Funding of accredited indigenous and local communities during IGC 35, 36 and 38	March 19 to 23, June 25 to 29 and December 9 to 14, 2018	Switzerland/ 8 accredited indigenous people and local communities' representatives at the IGC	To facilitate participation of accredited indigenous and local communities (ILCs) representatives in the IGC in accordance with the rules of the IGC fund.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Accredited Indigenous and Local Communities	
Balance beginning of 2018	22,896
Income	
Funds received	
Total Income:	-
Expenditure	
Third-party travel	22,800
Total Expenditure:	(22,800)
Funds available, end of 2018	97

## Australia

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>II.1 Wider and more effective use of the PCT system for filing international patent applications</b>			
National workshop for patent examiners of the Intellectual Property Office of Papua New Guinea (IPOPNG)	April 9 to 13, 2018	Papua New Guinea	To develop the examiners' skills in utilizing the work products from other national phases in order to reduce the backlog and avoid future increase.
National workshop for patent examiners of the Patent Office of Pakistan (POP)	July 2 to 6, 2018	Pakistan	To develop the examiners' skills in utilizing the work products from other national phases in order to reduce the existing backlog of Paris route filings and prepare for examination of PCT national phase entries after accession to the PCT.
On-the-job training of patent examiners in prior art searching at IP Australia - National Office of Intellectual Property Vietnam (NOIP)	April 9 to 20, 2018	Australia/ Viet Nam	To: (i) develop the competencies of trainees for searching inventions specifically in the field of electrical and mechanical engineering; (ii) prepare case studies, based on selected patent applications, with a view to sharing best practices with other examiners; and (iii) inform discussions on issues such as the benefits and cost of access to paid databases, or needs for specific training.
On-the-job training of patent examiners of the Intellectual Property Office of the Philippines (IPOPHL) in gene sequence searching at Swiss Intellectual Property Institute (IPI)	April 16 to 20, 2018	Switzerland/ the Philippines	To: (i) develop the competencies of trainees for examining inventions involving the use of genetic sequences; and (ii) prepare case studies, based on selected patent applications, to assist other examiners and to inform discussions on issues such as the need for access to commercial databases, needs for specific training, or the sufficient disclosure of origin of genetic resources.
On-the-job training of patent examiners of the Department of Intellectual Property Office of Bhutan (DIP BT) at the Intellectual Property Office of the Philippines (IPOPHL)	May 7 to 18, 2018	the Philippines/ Bhutan	To: (i) introduce the examiners of DIP BT to basic concepts of substantive examination and related skills, in particular the searching of prior art by using public databases and the analysis of the patentability of claimed subject matter in light of the prior art; and preparing first office actions.
On-the-job training of patent examiners of the Department of Intellectual Property of the Lao People's Democratic Republic (DIP LA) at the Department	May 14 to 25, 2018	Thailand/ Lao People's Democratic Republic	To: (i) introduce the formality examiners of DIP LA to basic concepts of and tasks required for substantive examination, in particular, the searching of prior art by using public databases and the analysis of the patentability of claimed subject matter in light of the prior art; and (ii) expose trainees to best

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Intellectual Property of Thailand (DIP TH)			practices in substantive examination and to tools used by DIP TH by treating selected pending applications with a view to preparing first office actions.
VIII WIPO National Patent Drafting Workshop	October 15 to 18, 2018	Indonesia	To provide participants from University Technology Transfer Offices (TISCs), public research centers and other organizations related to innovation support in Indonesia, with necessary theoretical knowledge of patent drafting including through practical patent drafting exercises and discussions.

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

Development of an online training program on the Madrid System accessions and implementation process	January to December 2018 <sup>155</sup>	Countries seeking to accede to the Madrid System or those who have just acceded	To include different modules targeted at managers in IP Offices that are considering joining the Madrid System and examiners and administration staff in IP Offices that have newly joined the System. The complete package of six modules was transferred to WIPO in December 2018 for piloting and testing prior to its launch by the WIPO Academy in 2019.
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#### III.1 National innovation and IP strategies and plans consistent with national development objectives

Development of a National IP Strategy for the Lao People's Democratic Republic	January to December 2018 <sup>156</sup>	Lao People's Democratic Republic	To further revise and fine-tune the draft strategy prepared in 2017 by including comments by the Minister of Science and Technology. Translation of the latest version of the strategy into Laotian for final consideration by the authorities in 2019.
Development of a National IP Strategy for Viet Nam (consultation meetings)	January to December 2018 <sup>157</sup>	Viet Nam	To refine, validate and finalize the strategy with all national stakeholders.

#### 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

Sub-regional Workshop on Empowering Creativity for Sustainable Development and the Role of Copyright for South Pacific Countries	May 23 to 25, 2018	New Zealand/ Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	To: (i) enhance awareness and understanding of policy makers of the relevance and importance of copyright; (ii) address needs for establishing/enhancing national systems for the protection and exploitation of copyrighted works; (iii) improve the copyright system and infrastructure in countries in the region; (iv) increase the countries' interest in joining WIPO and the international framework of copyright and related rights; (v) share experience among the participating countries and the host country; and (vi) discuss and adopt a strategic Action Plan for development.
Placements of scientists from developing and least developed countries with public and private sector institutions/ companies with a view to ensuring the transfer of technology and know-how in the area of research into neglected tropical diseases	January to December 2018	Bangladesh, Indonesia, Kenya, Papua New Guinea, Tanzania	To enhance human resource capacities to deal with the broad range of requirements for the effective use of IP for research on neglected tropical diseases in developing countries, LDCs, and countries with economies in transition.
	January to April 2018 <sup>158</sup>	Bangladesh: Fellowship at Griffith Institute for Drug Discovery (Australia)	To investigate the anti-malarial development of anti-plasmodial compounds from natural products, notably from plant extracts.
	January 2018 <sup>159</sup>	Papua New Guinea: Fellowship at the Walter and Eliza Hall Institute (Australia)	To strengthen molecular surveillance and development of genomic tools that can be used in malaria control and elimination strategies in PNG, for example: Next Generation Sequencing; MinION portable sequencer. The fellowship included training in strategies and methods for population genetics analysis.
	January to November 2018	Tanzania: Fellowship at Monash University (Australia)	To identify through use of advanced technologies including metabolomics, proteomics, and infrared spectroscopy – molecular signatures of antimalarial drug resistance in parasites isolated from samples extracted from Tanzanian malaria patients.
	February to May 2018	Indonesia: Fellowship at the Walter and Eliza Hall Institute (Australia)	To identify key immunological mechanisms present in individuals with naturally acquired immunity to malaria, and to design of novel anti-malarial vaccine combinations, using advanced technology and research methods, including cytometry by time-of-flight (CyTOF), and fluorescence-activated cell sorting (FACS).
February to May 2018	Indonesia: Fellowship at the Walter and Eliza Hall Institute (Australia)	To study the <i>P.falciparum</i> and <i>P.vivax</i> malaria parasites to identify natural immunities and antibodies that can be used to block parasite invasion of human red blood cells.	

<sup>155</sup> Ongoing since 2017

<sup>156</sup> Ongoing since 2017

<sup>157</sup> Ongoing since 2017

<sup>158</sup> Ongoing since 2017

<sup>159</sup> Ongoing since 2017



Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
	September to November 2018	Kenya: Fellowship at Monash University (Australia)	To acquire new skills in metabolomic analysis to study malaria pathogenesis, viz. the origination and development of malaria. Metabolomics is the study of small molecules, commonly known as metabolites, found within cells, bio fluids, tissues or organisms. Precise knowledge of the structure of these metabolites can lead to the generation of new vaccines, therapies, and the associated IP (notably patents) associated therewith.
Half-day colloquium for FIT2 Fellows and hosts, IP Australia, the Australian Department of Foreign Affairs and Trade (DFAT), WIPO, BVGH, and other relevant parties, followed by a special FIT2 session at the 1 <sup>st</sup> Malaria World Congress.	July 2018	Australia, Bangladesh, Indonesia, Kenya, Papua New Guinea, United Republic of Tanzania  The Malaria World Congress drew approx. 1,000 delegates from 69 countries	To: (i) inform scientists, citizens, policy makers and others from over 60 countries about the FIT2 Program, and the benefits it brings to both host institutions and those in developing countries; and (ii) present to a large international audience the WIPO Re:Search consortium and to highlight the beneficial role of IP in innovation for NTDs, malaria and tuberculosis.
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>			
Agreement with an NGO in Bangladesh (Young Power in Social Action) concerning increased access to educational materials for the blind and visually impaired	January to April 2018 <sup>160</sup>	Bangladesh	159 educational materials in English and Bangla were produced.
Agreement with an NGO in Nepal (Action on Disability Rights and Development) concerning increased access to educational materials for the blind and visually impaired	January to April 2018 <sup>161</sup>	Nepal	55 educational materials from grade 1 to under-graduate level were produced. Funding was also provided to Action on Disability Rights and Development (ADRAD) for the distribution of Android reading devices to 50 visually impaired students via their institutions along with training in their use provided by ADRAD.
Agreement with an NGO in Sri Lanka (Daisy Lanka Foundation) concerning increased access to educational materials for the blind and visually impaired	January to April 2018 <sup>162</sup>	Sri Lanka	200 books of accessible material (commercial and educational) were produced.
Agreement with an NGO in Indonesia (Mitra Netra Foundation) concerning increased access to educational materials for the blind and visually impaired	May to December 2018 (ongoing)	Indonesia/10 staff members of the Mitra Netra Foundation  Representatives from the Ministry of Education, publishers, libraries and NGOs (131 participants)  For students and patrons of the Mitra Netra Library with visual impairments (30 participants)	A five-day training was provided by the Daisy Consortium for the production of the accessible Epub3 format.  Treaty and the availability of new technologies for reading production and distribution of books in accessible formats. Funding was provided for the distribution of seven accessible reading devices for use by patrons of the Mitra Netra Library.  Three one-day trainings were held in how to use reading devices to access materials. One hundred educational titles were produced in 2018.
Agreement with an NGO in Mongolia (The Innovational Development Center of the Blind) concerning increased access to educational materials for the blind and visually impaired	June to December 2018 (ongoing)	Mongolia/Innovational Development Center of the Blind (IDC) (22 participants)	A four-day training was provided by the Daisy Consortium in the production of accessible Epub3. The IDC developed a female voice for the Mongolian language for use with NVDA, a free and open-source screen reading software. The IDC also provided translation of help files and manuals into the Mongolian language for NVDA and the E-10 DAISY Player, two of the most popular assistive technologies used by the visually impaired in Mongolia.
Agreement with an NGO in Vietnam (Sao Mai Vocational and Assistive Technology Center for the Blind) concerning increased access to educational materials for the blind and visually impaired	June to December 2018 (ongoing)	Viet Nam/Sao Mai's resource center (9 participants)	The DAISY Consortium provided a four-day training for the production of accessible Epub3, with an emphasis on using Epub3 to produce accessible math and science material. Sao Mai also developed a tool for the Windows platform to convert math content into Vietnamese Braille. Seventy educational titles were produced in 2018.

<sup>160</sup> Ongoing since 2017

<sup>161</sup> Ongoing since 2017

<sup>162</sup> Ongoing since 2017

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>VII.2 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges</b>			
WIPO GREEN matchmaking project for green technology providers in Asia	January to August 2018 <sup>163</sup>	Cambodia, Indonesia, the Philippines	To: (i) catalyze transactions that address technology needs in an environmentally friendly way, thus contributing to broader efforts to tackle environmental/climate-change challenges; (ii) identify specific technology needs in the areas of energy, clean air, water, and agriculture; (iii) match needs with corresponding available technologies; (iv) increase knowledge of technology transfer and IP in the energy, clean air, water, and agriculture sectors; and (v) showcase WIPO GREEN as an effective, free, online marketplace for promoting clean technology, technological solutions, and related services.
National Workshop on "Bridging the Gap" between Academic Institutions and Industry in the Philippines and Joint Intellectual Property (IP) Commercialization Coaching Session on "How to Reach an IP Deal" for project partners.	October 22 to 23, 2018	the Philippines	To: (i) foster partnerships between the selected SMEs and academic teams, through a creative and iterative process involving all stakeholders of the project; and (ii) promote favorable conditions for IP commercialization collaboration between beneficiary institutions leading to concrete results and outcomes (measured by an increase in the number of signed contracts).
Regional Meeting on Women and IP Commercialization in Asia	October 24 to 26, 2018	the Philippines/ Asian Countries	To: (i) present the results of the two WIPO/FIT Australia 'Reports on Women and IP Commercialization in Asia: The cases of the Philippines and Sri Lanka' to a broader regional professional audience; (ii) upgrade the knowledge and competence of participants regarding creation, management and licensing of a startup; (iii) propose follow up activities in the Asia Pacific region to further promote an active role for women researchers in IP commercialization.
Reports on Women and IP Commercialization in Asia: The Cases of the Philippines and Sri Lanka	January to December 2018 <sup>164</sup>	the Philippines, Sri Lanka	To: (i) identify the level of engagement of women in IP commercialization in the Philippines and Sri Lanka; (ii) examine how such engagement might be quantified and measured; (iii) identify common root causes of any imbalance; and (iv) develop a list of recommendations and measures at the policy and practical levels to help address any such imbalance in a sustainable manner.
Sub-regional Multi-Stakeholder Program on Brands and Designs for Industry and Small and Medium-sized Enterprises (SMEs) in the Pacific Islands	November 21 to 23, 2018	Samoa/ Pacific Islands	To: (i) upgrade understanding and use of brands and designs by regional industries and SMEs; (ii) create preconditions for bridging the gap between SMEs and academic institutions in the region in order to promote transfer of research results with potential economic value from universities and R&D institutions (as an IP generator in the region) towards businesses; and (iii) facilitate sub-regional exchanges and foster sub-regional cooperation.
National Workshop on Establishment of a Knowledge Transfer System in Samoa	November 22, 2018	Samoa	To: (i) upgrade understanding of the preconditions for the establishment of an efficient knowledge transfer system in Samoa through the provision of best practices; and (ii) create the preconditions for bridging the gap between SMEs and academic institutions in the country and the region in order to promote the transfer of research results with potential economic value from universities and R&D institutions (as an IP generator) to businesses.
Revision of the Toolbox and Development of the Tool Kit	January to December 2018 <sup>165</sup>	Asian countries and more broadly	The Tool Box was fully revised and adapted for the use of beneficiary institutions in Asia and elsewhere in the world.  The Tool Box was transformed into a Toolkit with new content including: (i) models of agreements and guidelines on specific issues related to the agreements (such as how to negotiate the sub-license or guarantees and warranties by academic institutions); (ii) the understanding of academic institutions of the potential intellectual assets that they already own or which they can create and acquire; and (iii) provision of a set of case studies on issues relevant for implementation of IP policies and use of model agreements.
Translation of Toolbox in National Languages	January to December 2018 <sup>166</sup>	Indonesia and Viet Nam	Upon the request of Indonesia and Viet Nam the text of the Tool Box was translated into Indonesian and Vietnamese. After translation, there was an increase in the use of the Tool Box in Viet Nam by the IP Office and academic institutions.

<sup>163</sup> Ongoing since 2017

<sup>164</sup> Ongoing since 2017

<sup>165</sup> Ongoing since 2017

<sup>166</sup> Ongoing since 2017

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Australia		
Balance beginning of 2018		1,317,603
Income		
Exchange Rate adjustment	(18)	
<b>Total Income:</b>		(18)
Expenditure		
Fellowships	115,863	
Staff missions	46,178	
Third-party travel	169,837	
Training and related travel grants	7,898	
Conferences	21,151	
Individual contractual services	17,381	
Other contractual services	243,306	
UN Joint Services	35,303	
Program support costs	85,401	
<b>Total Expenditure:</b>		(742,318)
Funds available, end of 2018		575,267

## China

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>			
High-Level International Conference on IP in the New Technological Order	February 1 to 2, 2018	Russia	To: (i) discuss the challenges in the field of IP; (ii) address challenges to IP Institutions related to fast moving technologies; (iii) promote equal access to knowledge and information for the public, academic circles and innovation companies in the digital area.
Publication of IP Book for adolescents and general public: Intellectual Property Rights (IPRs)	March 2018	China	To enable the general public, especially adolescents, 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.
Second High-Level Conference on Intellectual Property for Countries along the "Belt and Silk Road"	August 28 to 30, 2018	China	To follow-up on the first Conference held in 2016 and review the prospect of inclusive, mutually beneficial and enhanced IP cooperation among the Belt and Road Initiative Countries.
Master Degree in IP with Specialization in Design jointly offered by WIPO and Tongji University	September to December 2018 (ongoing)	China	To enhance human resources capacity, particularly, in the area of design.
China Africa High-level Seminar on IP System and Policies	November 10 to 16, 2018	China	To promote exchanges and cooperation on IP between China and French speaking countries in Africa
<b>II.4 Wider and more effective use of the Hague System, including by developing countries and LDCs</b>			
CNIPA –EIPO Training Course	November 4 to December 1, 2018	Ethiopia	To enhance human resource capacities for the effective use of IP, in the field of administration and patent/industrial design examination. .

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

China	
Balance beginning of 2018	318,241
Income	
Funds received	322,336
Exchange Rate adjustment	57
<b>Total Income:</b>	<b>322,393</b>
Expenditure	
Fellowships	14,603
Staff missions	6,095
Third-party travel	179,956
Conferences	52,003
Other contractual services	63,883
<b>Total Expenditure:</b>	<b>(316,540)</b>
Funds available, end of 2018	<u>324,095</u>

## Costa Rica

Activity	Date	Country/Recipients	Purpose(s)/Description
<b>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</b>			
Sub-regional Workshop on the Use of IP Tools	November 21 to 22, 2018	Costa Rica/Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama	To strengthen the importance of integrating IP in trade and export policies and strategies in order to increase SMEs competitiveness.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Costa Rica	
Balance beginning of 2018	10,596
Income	
Exchange Rate adjustment	(266)
<b>Total Income:</b>	<b>(266)</b>
Expenditure	
Staff missions	1,391
Third-party travel	8,939
<b>Total Expenditure:</b>	<b>(10,330)</b>
Funds available, end of 2018	<u>-</u>

## Finland (Copyright)

Activity	Date	Country/Recipients	Purpose(s)/Description
<b>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</b>			
Preparation of WIPO Guide on IP and social media	December 2018	All	Provide a practical guide on IP for social media users.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Finland (Copyright)	
Balance beginning of 2018	1,953
Income	
Total Income:	-
Expenditure	
Other contractual services	1,728
Program support costs	225
Total Expenditure:	(1,953)
Funds available, end of 2018	-

## France (Industrial Property)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>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</b>			
Sub-regional Workshop on Building Respect for Magistrates of Member States of the African Intellectual Property Organization (OAPI) and Morocco	January 22 to 26, 2018	Morocco/ 18 participants from Benin (2), Burkina Faso (2), Cameroon (2), Congo (2), Côte d'Ivoire (2), Gabon(2), Morocco (2), Niger (2), Senegal (2)	To: (i) improve Magistrates' knowledge and skills in court procedures and IP litigation management with a view to building their capacity to apply procedures of Part III of the TRIPS Agreement as well as national provisions implementing Part III of the Agreement; and (ii) integrate the capacity-building program for Magistrates/judges currently being developed by WIPO.
	January 22 to 26, 2018	Cameroon/ 20 participants from Chad (2), Comores (2), Guinea (2), Guinea-Bissau (2), Equatorial Guinea (2), Mali (2), Mauritania (2), Central African Republic (2), Togo (2), Morocco (2)	
Training Program Certificat d'Animateur propriété industrielle (CAPI). Session 2017-2018	January to May 18 2018 <sup>167</sup>	Morocco/ 13 participants from Algeria, Benin, Burkina Faso, Central African Republic, Côte d'Ivoire, Djibouti, Guinea, Guinea-Bissau, Madagascar, Mauritania, Rwanda, Senegal, Tunisia	A certified training program for businesses and professionals to: (i) develop their skills in management of industrial property rights; (ii) improve efficiency in the management and valuation of intangible asset; (iii) understand the challenges of IP; and (iv) master the use of protection and search tools.
Training program on Intellectual Property for African start-ups	February 27 to 28, 2018	Morocco/ 8 African Start-ups from Benin (1), Cameroon (1), Côte d'Ivoire (1), Ghana (1), Mali (1), Tanzania (1), Togo (2)	To raise awareness on the use of the IP System.
Participation in the Salon FUTUR.E.S in Africa	March 1 to 2, 2018		To: (i) connect French, Moroccan and African digital ecosystems; and (ii) foster business and technological partnership between French, Moroccan and African innovators.
Third Edition: CIRAD-REDD Training "An introduction to Origin Based Quality Products : Geographical Indications in Asia"	May 14 to 18, 2018	Cambodia/ 7 participants from ASEAN	To: (i) explore best practices on how to register and protect origin-based quality products as GI's in sui-generis systems or as certifications /collective trademarks in GI protection; and (ii) review key factors for improvement of the impact of existing and future registered GIs throughout the region.

<sup>167</sup> The 2017-2018 Session of CAPI program took place from October 16, 2017 to May 18, 2018

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
WIPO-Center for International Intellectual Property Studies (CEIPI) Advanced Training Course on IP, Technology Transfer and Licensing	June 11 to 22, 2018	France/ 20 participants from Algeria, Brazil, Chile, Ethiopia, Egypt, Iran, Kenya, Kuwait, Malaysia, Mongolia, Nigeria, Oman, Pakistan, the Philippines, Saudi Arabia, Serbia, Sri Lanka, South Africa	To: (i) enhance skills and knowledge of technology managers and scientists from research and development institutions and universities from developing countries and countries with economies in transition to deal with technology transfer; and (ii) equip participants with skills in IP management, IP commercialization, IP valuation and IP licensing negotiation.
WIPO-National Institute of Industrial Property (INPI)-Moroccan Office of Industrial and Commercial Property (OMPIC) Training Course on Trademarks	July 2 to 13, 2018	Morocco/ 16 participants from Benin, Brazil, Burkina Faso, Côte d'Ivoire, Cuba, Democratic Republic of Congo, Haiti, Madagascar, Mali, Mauritius, Tunisia	To enhance the skills on trademark issues and procedures of trademarks officials from IP Offices and relevant ministries from developing countries.
Summer School of the Center for International IP Studies, University of Strasbourg	July 2 to 13, 2018	France/ 3 participants: India (2), Chile (1)	To: (i) provide an overview of the IP System covering various IP rights related to the European Union's legal system as well as concrete ideas on the industrial property legal dispute in Europe; (ii) acquire knowledge of European and international IP law; and (iii) present the French and European registration procedures.
II Seminar on Geographical Indications and Collective Trademarks	August 9 to 11, 2018	Brazil/ Participation of 5 international speakers from Chile, Columbia, France, Peru, INPI France, INAO	To: (i) promote debate about the economic and social gains that GIs and collective trademarks might bring to national development as a whole; and (ii) provide an opportunity of exchange among producers, entrepreneurs and government representatives.
WIPO Forum for Strengthening IP Management in African Universities	October 19 to 20 and 23, 2018	Kenya	To provide an opportunity for decision makers and practitioners in the research and knowledge production area to understand the role of IP and effective utilization and management of the IP system.
Comment and Annotations of the Bangui Agreement Establishing the African Intellectual Property Organization (OAPI): Synthesis and Harmonization Meeting	November 6 to 7, 2018	Cameroon	Experts meeting to harmonize the comments and annotations with the objective to elaborate an IP Code " <i>Code de la propriété intellectuelle</i> ."
Working Group Meeting for the Elaboration of a Pedagogical Model of a Certification Course for Staff of Collective Management Organizations	November 8 to 9, 2018	Cameroon	To strengthen the skills of staff of African Collective Management Organizations.

## Donor Contributions and Expenditure

### Trust Fund as at December 31, 2018 (in Swiss francs)

France (Industrial Property)	
Balance beginning of 2018	387,404
Income	
Funds received	300,000
Exchange Rate adjustment	309
<b>Total Income:</b>	<b>300,309</b>
Expenditure	
Fellowships	204,221
Staff missions	20,576
Third-party travel	236,514
Conferences	24,387
Individual contractual services	11,523
Program support costs	64,599
<b>Total Expenditure:</b>	<b>(561,819)</b>
Funds available, end of 2018	<u>125,893</u>

## Ibero-American Program on Industrial Property

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries, LDCs and countries with economies in transition</b>			
Ibero-American Program on Industrial Property and Development Promotion (IBEPI): Organization of the IBEPI communications committee meeting	July 9 to 10, 2018	Brazil/ All Ibero-American countries	To: (i) discuss the content and structure of the IBEPI/CIBEPYME portals and social networking; and (ii) consolidate related guidelines for the companies.
Inter-Governmental Committee meeting of the Ibero-American Program on Industrial Property and Development Promotion (IBEPI)	May 28, 2018	Argentina/ All Ibero-American countries	To review the financial situation of IBEPI and to evaluate the progress in different areas.
	August 19 to 20, 2018	Brazil/ All Ibero-American countries	

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Ibero-American Program on Industrial Property	
Balance beginning of 2018	188,394
Income	
Funds received	45,879
<b>Total Income:</b>	<b>45,879</b>
Expenditure	
Third-party travel	35,304
Program support costs	2,471
<b>Total Expenditure:</b>	<b>(37,775)</b>
Funds available, end of 2018	<b>196,497</b>

## Italy

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity</b>			
Development and maintenance of a national online public patent database, including assessment, review and publication of patents and utility models applications filed between July 1, 2008 and June 30, 2015	March to December 2018	Italy	<p>Phase 1: Control, evaluation and normalization of the documents of about 10,000 remaining patent applications for industrial inventions granted by UIBM (<i>Ufficio Italiano Brevetti e Marchi</i>) from January 2014 until May 2015 (25,000 applications were already evaluated in a previous activity under the former MOU between WIPO and UIBM).</p> <p>Phase 2: OCR production and OCR quality control made by proof-readers of about 64,400 patent applications for industrial inventions and 18,000 utility models filed from July 2008 until June 2015.</p> <p>This Project will be beneficial to all stakeholders, both individuals and organizations, interested in patenting and in patent search, in developed and developing countries.</p>

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Italy	
Balance beginning of 2018	340,571
Income	
Total Income:	-
Expenditure	
Other contractual services	204,133
Program support costs	26,537
Total Expenditure:	(230,670)
Funds available, end of 2018	109,900

## Japan (Copyright)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>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</b>			
Workshop on the Protection of Copyright and Related Rights	February 26 to March 9, 2018	Japan/ 10 participants from Bangladesh, Bhutan, Cambodia, Myanmar, Nepal	To: (i) enhance knowledge on the importance of protection of copyright and related rights in the digital environment; and (ii) exchange experiences with the Japan Copyright Office to improve the functions of other copyright offices.
	October 22 to November 2, 2018	Japan/ 10 participants from Lao People's Democratic Republic, Maldives, Pakistan, Solomon Islands, Thailand	
<b>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</b>			
Study Visit to Copyright Related Organizations	March 5 to 9, 2018	Japan/ 6 participants from India, Sri Lanka, the Philippines	To: (i) enhance the understanding of the participants on copyright management issues; (ii) facilitate cooperation and coordination among copyright offices and copyright management organizations; and (iii) promote accession to the Beijing Treaty.
Development of Promotional Materials on Copyright and Related Rights in English and the national language	April to November 2018	Bhutan	To: (i) improve the awareness and capacity on copyright and related rights; and (ii) promote the development of creative industries.



## Donor Contributions and Expenditure

Trust fund as at December 31, 2018  
(amount in Swiss francs)

Japan (Copyright)		
Balance beginning of 2018		351,163
Income		
Funds received	468,646	
Exchange Rate adjustment	(355)	
<b>Total Income:</b>		<b>468,291</b>
Expenditure		
Posts	114,820	
Temporary staff	70,582	
Staff missions	24,028	
Third-party travel	106,410	
Conferences	12,906	
Individual contractual services	2,947	
Other contractual services	9,950	
Program support costs	43,311	
<b>Total Expenditure:</b>		<b>(384,953)</b>
Funds available, end of 2018		<b>434,501</b>

## Japan (Industrial Property)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>II.1 Wider and more effective use of the PCT system for filing international patent applications</b>			
IP in-country Roadshow to Increase Usage of Global Systems	August 1 to December 15, 2018	the Philippines	To: (i) promote the PCT System; (ii) develop and increase the market for national and international IP registrations; and (iii) outreach to potential users of IP.
<b>II.4 Wider and more effective use of the Hague System, including by developing countries and LDCs</b>			
Expert Advisory Mission/Workshop on the Hague System	July 31 to August 1, 2018	Indonesia	To: (i) provide support to non-member countries of the Hague System in acceding to the System, through promotion of the System, provision of advice on legal/practical aspects, and sharing experiences in operating the System; (ii) support countries that have acceded to the Hague System to establish operational practices in IP Offices; and (iii) provide advice for resolving issues faced by each country in relation to the Hague System.
	September 4 to 7, 2018	Viet Nam	
	November 27, 2018	Thailand	
<b>II.6 Wider and more effective use of the Madrid System, including by developing countries and LDCs</b>			
IP in-country Roadshow to Increase Usage of Global Systems	November 1 to December 31, 2018 (ongoing)	Indonesia	To: (i) promote the Madrid System; (ii) develop and increase the market for national and international IP registrations; and (iii) reach out to potential users of IP.
<b>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</b>			
Regional Workshop on Patent Examination Quality Management	June 27 to 29, 2018	Japan/ 15 participants from Brazil, India, Malaysia, Mexico, the Philippines, Singapore, Thailand, Viet Nam	To: (i) provide the participants with an opportunity to share experiences on managing patent examination quality; and (ii) provide an opportunity to discuss with officials from WIPO, the JPO and other IP Offices.
Short-term Fellowship Training/Practicum/Internship	February 5 to 16, 2018 September 9 to 22, 2018	Japan/ 2 participants from India	To provide on-the-job experience in the field of IP.
Promotion of IP education for Young People	May to December 2018	All	To create teaching materials to be used for the IP education of young people.
Long-term Fellowship and Internship	May 7 to August 2, 2018	Japan/Sri Lanka	To enhance capacities in technology research, licensing and office management in a university environment.

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Heads of Intellectual Property Office Conference	February 19 to 21, 2018	Japan/ Afghanistan, Bangladesh, Bhutan, Cambodia, India, Maldives, Nepal, Pakistan, Sri Lanka, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines	To engage the leadership of national IP Offices, especially the newly appointed Head(s), for the purpose of providing them with an executive level learning platform as well as safe environment to ask and share information and experiences, with a view to strengthening their working relationships and encouraging South-South collaboration and cooperation.

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

Continued Enrichment of the IP Advantage Initiative	January to December 2018	All	To: (i) add five new case studies to the IP Advantage database, including three case studies from Japan, one from Indonesia, and one from Singapore; and (ii) update existing cases (Bangladesh, South Africa, Viet Nam, and the United Kingdom).
Development of Training Materials and Teaching Notes	June to July 2018	All	To: (i) create four sets of training materials, including full case studies, worksheets, and teaching notes, in English; and (ii) revise the training materials and teaching notes following their use in the Case Study Workshop on Intellectual Property Rights and Protection in Practice on 20 June 2018 in Kobe.
Conference of High Schools in Yamaguchi Prefecture on Research of Audiovisual Education 2018	November 5, 2018	Japan	To: (i) promote the training materials and teaching notes in Japan by translating three sets, excluding the teaching notes, into Japanese; and (ii) distribute the translated materials to educators and lecturers in Yamaguchi Prefecture as part of the Conference of High Schools in Yamaguchi Prefecture on Research of Audiovisual Education 2018 on 5 November 2018 in Shimonoseki.
Case Study Workshop on the Effective Use of Intellectual Property in Business (IP Advantage Database)	January 25, 2018	Japan/ 10 participants from Afghanistan, Brazil, Cambodia, China, the Philippines, Thailand, United States of America and Viet Nam residing in Japan	To: (i) raise awareness of IP and how IP relates to business; (ii) use IP Advantage Database case studies to show how IP can be used effectively as a business asset; and (iii) share experiences among participants and promotion of application of good practices.
Case Study Workshop on Intellectual Property Rights and Protection in Practice	June 20, 2018	Japan/ 14 participants from China, Ghana, Japan, Lao People's Democratic Republic, Myanmar, Uzbekistan, Viet Nam, residing in Japan	To: (i) raise awareness of IP, including international IP treaties and conventions; (ii) provide participants with examples of effective uses of IP using new teaching materials and case studies created under the IP Advantage Initiative; and (iii) share experiences among participants and promotion of application of good practices.

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

Workshops for Creating an Enabling IP Environment to Increase the Capacity for Innovation and Creativity	April 16 to 20, 2018 and October 22 to 26, 2018	Malaysia	To: (i) discuss the implementation strategy and capacity-building activities of the Enabling IP Environment Project on the creation of a technology transfer office and IP management; (ii) level expectations on university technology transfer office mandates, functions, organization, operations and required competencies; and (iii) provide an overview of IP-based technology transfer and commercialization processes, dynamics and nuances of licensing.
	April 10 to 13, 2018 and June 18 to 28, 2018	the Philippines	
	June 18 and 19, 2018 and September 17 to 21, 2018	Sri Lanka	
	March 12 to 21, 2018 and October 8 to 12, 2018	Thailand	
	November 29 to December 4, 2018	Viet Nam	
	November 13 to 15, 2018	Japan/ Malaysia, Pakistan, the Philippines, Sri Lanka, Thailand, Viet Nam	

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
In-country work to achieve the IP-based technology transfer objectives set forth in the Enabling IP Environment (EIE) Project for Sri Lanka	July 15 to December 15, 2018	Sri Lanka	To deal with a whole range of issues affecting technology commercialization for the EIE project.
Creating Web platform for the EIE project	April 15 to December 15, 2018	Malaysia, the Philippines, Sri Lanka, Thailand	To share knowledge, information, and experiences in IP-based technology transfer in each of the participating countries.
Case - Based Mentoring and assisted Learning for the EIE project	October 15 to December 31, 2018 (ongoing)	Malaysia, the Philippines, Sri Lanka, Thailand	To support IP-based skill development and commercialization of selected technologies for EIE project countries.
Global Technology Entrepreneurship and Commercialization training course and Summer intensive course	August 20 to 30, 2018	Japan/ Malaysia, the Philippines, Sri Lanka, Thailand	To enhance the knowledge of technology assessment processes, commercialization, United States of America and Japanese IP laws and patent systems, and international IP licensing approaches.
National Patent Drafting Course and Mentoring Program	October 8 to 12, 2018 and October 15, November 12 to December 31, 2018 (ongoing)	the Philippines	To: (i) enhance drafting skills of "technology intermediaries" in Africa; and (ii) familiarize "technology intermediaries" with techniques aimed at better defining the scope of claims as well as the description.
	September 24 to 28, 2018 and October 1 to December 1, 2018	Malaysia	
Interactive IP Commercialization Assessment Tool	August 1 to December 31, 2018 (ongoing)	All	To provide an interactive online guide for use by a technology transfer manager to assess new technologies for the purpose of market evaluation for commercialization.
Handbook on Selected Patent Analytics Types and Open Source Tools for Patent Analytics	January 1 to March 30, 2018	All	To strengthen the capacities of patent information specialists of IP Offices and other public institutions, with a view to preparing patent landscape reports through preparing a reference work for utilizing selected open source patent analytics tools.

**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**

Regional Workshop on Dissemination and Effective Utilizations of Patent Information	October 16 to 17, 2018	Japan/ 16 participants from Brazil, India, Indonesia, Malaysia, Mexico, the Philippines, Thailand, Viet Nam	To: (i) raise awareness of the economic advantages, improvements in operational efficiencies, possible cost savings, and other benefits (such as wider use of machine translation between local languages and English/Japanese), resulting from the exchange and utilization of patent information, especially in the form of text data; (ii) exchange experiences on recent developments in IP Offices in terms of digitization, dissemination, and utilization of patent information and data exchanges between Offices and between each Office and WIPO; and (iii) provide an opportunity to share experiences with officials from the JPO, other IP Offices, and WIPO.
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Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
WIPO CASE Development and Support for ASEAN Member States	January to December 2018	ASEAN Member States	<p>Peru and Iran joined the WIPO CASE system, bringing the total number of participating IP Offices to 33 at the end of 2018, including 15 Providing Offices. Nine ASEAN countries participate as Accessing Offices (Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Thailand and Viet Nam). Brunei Darussalam and Singapore also participate as Providing Offices. Costa Rica, Egypt, Georgia, Iran, Peru and Ukraine joined as Accessing Offices. Chile, India and New Zealand joined as Providing Offices; their dossier information becoming available on WIPO CASE.</p> <p>Dossier information of the Republic of Korea and New Zealand became publicly available through WIPO CASE and WIPO PATENTSCOPE.</p> <p>The usage of WIPO CASE rose in line with the increase in participating Offices. The WIPO CASE service was substantially enhanced with regard to the features, data coverage and data quality.</p> <p>The following feature was implemented to enhance the WIPO CASE user interface:</p> <ul style="list-style-type: none"> <li>– enabling users to easily report issues in patent family from the patent family view, displaying icon in document list to indicate Search/Examination report;</li> <li>– displaying country flag before application in timeline; and</li> <li>– notification feature newly covering New Zealand.</li> </ul> <p>Family data were enhanced by newly loading 6 Offices' data to cover a total of 57 Offices, by extending the scope of 9 ASEAN (newly including Lao People's Democratic Republic) and neighbouring Offices' data, and by checking and correcting existing data as an ongoing task.</p> <p>Correction of family data of EPO was successfully completed.</p>
Office System Enhancements for ASEAN for ASEAN Member States	January to December 2018	ASEAN Member States	<p>Access to ASEAN Patent data on ASEAN PATENTSCOPE was significantly enhanced with:</p> <ul style="list-style-type: none"> <li>– Patent information (mainly bibliographic information) of 9 ASEAN Offices became publicly available on ASEAN PATENTSCOPE and WIPO PATENTSCOPE (Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Thailand, Viet Nam).</li> <li>– Dossier data of Singapore became publicly available on ASEAN PATENTSCOPE. Provision of dossier data from other ASEAN Offices is also expected (Cambodia, Indonesia, the Philippines)</li> </ul> <p>The usability of WIPO Publish was improved by adding the online journal publication and search in journals for Cambodia.</p> <p>WIPO File was enhanced and deployed in Brunei Darussalam.</p> <p>The Industrial Property Administration System (IPAS) was enhanced to meet the needs of users by adding and improving features (exchange of Madrid notifications between the International Bureau and Designated Offices, use of standardized legal statuses in application file/workflow), prototype for evaluation of solr-based phonetic search.</p>
Digitization, Data Validation and Workflow Optimization	January to December 2018	For ASEAN Member States (Lao People's Democratic Republic, Philippines, Republic Thailand, Viet Nam)	<p>The digitization project in Thailand was postponed and replaced with the digitization project in Viet Nam. The preparation for the digitization project in Viet Nam and the Philippines was almost completed and will be finalized in early 2019.</p> <p>The workflow optimization project in Viet Nam was successfully completed and follow-up work in Thailand and the Philippines was not implemented due to the lack of funding and schedule conflicts with the Office.</p> <p>On-line service project in Lao People's Democratic Republic (on-line filing, website and workflow optimization) was successfully completed.</p>
IPAS, WIPO Publish, WIPO File Administration Training Workshop for selected IP Offices in the Asia Region	February 19 to 23, 2018	Singapore/ Indonesia, Cambodia, Brunei Darussalam	<p>IT training on the deployment, customization and administration of IPAS, its supporting modules and WIPO Publish.</p>

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
World Intellectual Property Organization (WIPO) Centralized Access to Search and Examination (CASE) National Workshop to Improve Quality of Patent Searching and Examination in Indonesia	February 26 to 27, 2018	Indonesia	To: (i) build up capacity and technical skills of Directorate General of Intellectual Property (DGIP) patent examiners and administrative staff on the utilization of WIPO CASE system; (ii) share patent examination practices, policies and workflows as well as professional experiences among patent examiners from IP5 Offices; (iii) provide hands-on training of the CASE system and necessary knowledge transfer; and (iv) introduce the latest CASE features and future development plans and seek inputs from DGIP on future priorities.
ASEAN work-sharing seminar & ASPEC Task Force Meeting, Community of Practice Meeting for Patent Examiner and Capacity Building Workshop	March 5 to 9, 2018	Singapore All 10 ASEAN countries and 3 IPAS countries (Brunei Darussalam, Cambodia, India, Indonesia, the Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Pakistan, the Philippines, Singapore, Thailand, Viet Nam)	To: (i) facilitate regional patent work-sharing initiatives through exploitation of the CASE System with easier access to foreign examination works; (ii) present possible ways to increase efficiency and quality of patent through enhancement of patent searching and examining capacities; (iii) discuss the ways and means of leveraging the technical platform for the improvement of quality and performance of IP Offices; (iv) exchange information on quality of patents and patent examination practices in different IP Offices to assist ASEAN to identify ways in which IP Offices can improve the efficiency and quality of patent prosecution; and (v) provide recommendations, including specific action points, for enhancement and improved efficiencies of patent granting practices in ASEAN.
Information Technology Coaching Workshop for the Provision of Enhanced Online Public Services	September 3 to 7, 2018	Lao People's Democratic Republic	To: (i) present possible ways to increase efficiency and to enhance online public services through the use of WIPO business solutions; (ii) discuss the ways and means of leveraging the technical tools for the improvement of services and performance of IP Offices; (iii) exchange information on performance of IP Office business practices in different IP Offices to identify ways in which Lao People's Democratic Republic office can improve the efficiency and quality of business operations; and (iv) provide the practical information on the technical specifics for the deployment of WIPO solutions, workflow optimization, customization and administration of WIPO IPAS, its supporting modules and WIPO File for online services.
WIPO - Association of Southeast Asian Nations (ASEAN) Information Technology (IT) Workshop on the Integrated Industrial Property (IP) Office Business Services and ASEAN PATENTSCOPE Coordinator Meeting held in Malaysia	October 22 to 26, 2018	All 10 ASEAN countries and 3 IPAS countries (Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Nepal, the Philippines, Singapore, Sri Lanka, Thailand, Viet Nam)	To: (i) to review the latest improvements in WIPO products and services; (ii) build capacity and technical skills on WIPO IP Business Solutions and related products to strengthen the capacities of participating IP Offices for the development of integrated online business services; (iii) deepen the understanding of the WIPO solution's capability to enable and provide support for business operations and service enhancement; (iv) share knowledge and review features of WIPO's new products for the support of customer focused online services, in particular, WIPO Publish and WIPO File; and (v) develop national implementation plans to sustain the data exchange and future service features for the seamless ASEAN PATENTSCOPE data collection.
Capacity Building Workshop for Online Services for the IPO	December 4 to 6, 2018	Cambodia/Lao People's Democratic Republic	To: (i) present the case study of Cambodia's deployment of WIPO business solutions for Madrid processing and online services; (ii) assess the needs of Lao People's Democratic Republic Industrial Property (IP) Office and evaluate options for the deployment of WIPO's solutions; (iii) identify the needs of Lao People's Democratic Republic to provide supporting business processes and customer services to effectively utilize WIPO's solutions; and (iv) provide the practical information on the technical specifics for the deployment of WIPO solutions, customization and administration of WIPO Industrial Property Administration System (IPAS), and WIPO File for online services.

**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**

Training Course on the Enforcement of Intellectual Property Rights for Judges	January 29 to February 1, 2018	Japan/ 10 participants from Lao People's Democratic Republic	To: (i) raise awareness on the importance of IP lawsuits; (ii) enable participants to acquire a broader knowledge on matters relating to IP litigation systems; and (iii) enable them to deepen their understanding in the procedures of IP litigations and trial methods, and enhance their professional capacity in connection with infringement litigation processes.
Advanced Training Course on the Enforcement of Intellectual Property Rights for Judges	November 27 to 29, 2018	Japan/ 18 participants from Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Viet Nam	To: (i) promote respect for IP through a review and discussion of the minimum standards and flexibilities in IP enforcement contained in Part III of the TRIPS Agreement; (ii) provide the participants with an opportunity to demonstrate their skills in appreciating evidence and in deciding on IP cases, and assess the recent developments in case law and issues discussed at WIPO's Advisory Committee on Enforcement; (iii) enable participants to acquire a broader knowledge on matters relating to IP and litigation systems deepen their understanding of procedures in relation to IP litigation and trial methods, and enhance their professional capacity in connection with infringement litigation processes.

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>VIII.1 More effective communication to a broad public about intellectual property and WIPO's role</b>			
30 <sup>th</sup> Anniversary of the Japan Trust Funds: WIPO High Level Forum on Utilizing the IP System for Economic, Social and Cultural Development	February 21 to 23, 2018	Japan/ All	To: (i) exchange views and information on IP policy and strategic considerations relating to the current international circumstances and emerging trends in the field of intellectual property; (ii) identify best practices to utilize IP systems and infrastructure for economic, social and cultural development; and (iii) explore possible areas of cooperation in countries for establishing modern and effective IP systems.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Japan (Industrial Property)	
Balance beginning of 2018	4,212,585
Income	
Funds received	3,830,000
Exchange Rate adjustment	(7,496)
<b>Total Income:</b>	<b>3,822,505</b>
Expenditure	
Posts	969,472
Temporary staff	87,488
Fellowships	77,724
Staff missions	151,805
Third-party travel	785,595
Conferences	328,227
Individual contractual services	205,702
Other contractual services	1,510,811
Finance costs	4
Premises and maintenance	249,499
Communication	10,110
UN Joint Services	801
Supplies and materials	3,393
Program support costs	562,093
<b>Total Expenditure:</b>	<b>(4,942,724)</b>
Funds available, end of 2018	<u><u>3,092,366</u></u>

## Japan (Industrial Property/Africa-LDCs)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>III.1 National innovation and IP strategies and plans consistent with national development objectives</b>			
30 <sup>th</sup> Anniversary of the Japan Funds-in-Trust: WIPO High-Level Forum on Utilizing the Intellectual Property System for Economic, Social and Cultural Development	February 22 to 23, 2018	Japan/ Algeria, ARIPO, Botswana, Cameroon, Côte d'Ivoire, Egypt, Ethiopia, Gabon, Ghana, Kenya, Malawi, Morocco, Mozambique, Namibia, Nigeria, OAPI, Rwanda, Senegal, South Africa, Uganda	To: (i) exchange views and information on IP policy and strategic considerations relating to the current international context and emerging trends in the field of IP; (ii) identify best practices to utilize IP systems and infrastructure for economic, social and cultural development; and (iii) explore possible areas of cooperation in countries for establishing modern and effective IP systems.

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Commemoration Event and Exhibition on the 10 <sup>th</sup> Anniversary of Japan Funds-in-Trust for Industrial Property for Africa and Least Developed Countries	September 24 to October 2, 2018	Switzerland	To: (i) review the activities implemented during the last ten years; and (ii) enhance and strengthen collaboration with African countries for future activities.
High Level Panel on Intellectual Property, Innovation and Branding: Strengthening the Business Competitiveness in Africa	November 21, 2018	Namibia/ more than 60 participants from ARIPO, ARIPO Member States and other IP Offices, including heads of IP Offices	
Conference on Intellectual Property and Innovation in Value-Added Economies	December 11, 2018	Senegal/ more than 80 participants from the African Region	
<b>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</b>			
Master's Degree in Intellectual Property (MIP) offered jointly by WIPO, OAPI and University of Yaoundé II	January to June, October to December 2018 (ongoing)	Cameroon/ 10 scholarships to selected trainees from Benin, Burkina Faso, Cameroon, Comoros, Guinea Bissau, Togo	To: (i) provide general and specialized IP training for government officials and IP professionals; and (ii) provide opportunities for human resource development and capacity building through IP training and teaching for persons engaged in teaching and research on IP at universities and other institutions.
Master's Degree in Intellectual Property (MIP) offered jointly by WIPO, ARIPO and the Africa University	January to April, May to December 2018 (ongoing)	Zimbabwe/ 10 scholarships to selected trainees from Ethiopia, Ghana, Kenya, Malawi, Nigeria, United Republic of Tanzania, Uganda, Zambia, Zimbabwe	
National Stakeholder Workshop and Technical Committee Meeting: Branding Strategies for Origin-based Products	March 22 to 23, 2018	Mauritius/ approximately 45 local participants	To: (i) present findings and recommendations of feasibility study on potential products for branding strategy; and (ii) provide opportunity for stakeholders to obtain guidance on basic elements in the development and implementation of the branding strategy.
Workshop on Examination in the PCT National Phase for Examiners of the Moroccan Office of Industrial and Commercial Property (OMPIC)	March 19 to 21, 2018	Morocco/ 5 examiners from Morocco	To enhance the examiners' skills in utilizing examination work products from other national phases with a view to improving efficiency and quality of national phase examination.
Training of Trainers Workshop on the Teaching of Intellectual Property (IP) in Police Colleges of the ARIPO Member States	July 2 and 3, 2018	Zimbabwe/ 15 police training officers from 11 ARIPO Member States (Botswana, Eswatini, Ghana, Kenya, Lesotho, Namibia, Rwanda, Sao Tomé and Príncipe, United Republic of Tanzania, Uganda, Zimbabwe)	To: (i) enhance the skills and knowledge of police training officers in ARIPO Member States; and (ii) introduce the ARIPO edition of the WIPO training materials, Investigating and Prosecuting IP Crime.
WIPO Patent Drafting Course for the ARIPO Member States and Observer States	September 3 to 7, 2018; and September 17 to December 10, 2018	Zimbabwe/ 27 participants from Botswana, Eswatini, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Nigeria, Sierra Leone, Sudan, United Republic of Tanzania, Uganda, Zambia	To improve the capacities and skills in patent drafting of "technology intermediaries" who assist inventors to protect their inventions, including staff of universities and research institutes.
Branding Project: Promotion of the results of a cooperation activity supported by Japan Funds-In-Trust for Africa and Least Developed Countries	September 29 to 30, 2018	Japan	To: (i) promote the result of WIPO's cooperation projects under the Japan FIT; and (ii) facilitate a branding project in Kenya.
Short-term Fellowship for Master's Degree in Intellectual Property (MIP) Student	November 5 to 16, 2018	Japan/ 1 trainee from Zimbabwe	To: (i) acquire additional knowledge and skills on IP; and (ii) get hands-on experience in working with national/international patent, trademark and design applications and registrations.

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
National Patent Drafting Workshops	November 7 to 9, 2018	Cameroon/ approximately 35 local participants	To: (i) improve the participants' knowledge on IP to increase their capacities and skills in patents drafting; and (ii) encourage the participants to file patent applications.
	December 11 to 14, 2018	Senegal/ approximately 30 local participants	
WIPO-South Africa Summer School on Intellectual Property and Transfer of Technology	November 26 to December 7, 2018	South Africa/ 10 scholarships to selected trainees from Cameroon, Ghana, Kenya, Malawi, Namibia, Nigeria, Zimbabwe	To provide an opportunity for senior students (graduates and post-graduates) and young professionals to: (i) acquire knowledge on the interface between IP and transfer of technology; and (ii) discuss IP issues relating to licensing negotiations through case studies and simulation exercises.
Regional Seminar on the Patent Cooperation Treaty (PCT) and PATENTSCOPE for African Countries	December 10 to 12, 2018	Rwanda/ approximately 40 participants from Angola, Botswana, Gambia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, South Africa, United Republic of Tanzania, Uganda, Zambia, Zimbabwe	To present an opportunity to share national experiences on policies relating to the promotion of the use of the PCT and PATENTSCOPE, in particular for universities, research institutions and IP Offices with the purpose of promoting greater use of the PCT and creating a good environment for the protection of patents.
Commentary and Annotations Project on the Bangui Agreement of OAPI	January to December 2018 (ongoing)	Cameroon	To create a book of commentary and annotations on the Bangui Agreement for promotional and educational purposes.
MIP Textbook Project at Africa University	January to December 2018 (ongoing)	Zimbabwe	To create new and improved course materials for the joint MIP program to: (i) provide a customized Afrocentric resource for the MIP program at the Africa University; (ii) serve as a resource for IP academic and research programs for IP administrators, legal practitioners, teachers and researchers of academic institutions and public in the African region; (iii) facilitate IP teaching and research in Africa and beyond, from a comparative perspective; and (iv) create IP awareness of the African position in relation to IP international standards, as well as developments at national and regional levels.

#### III.6 Increased capacity of SMEs to successfully use IP to support innovation

Sub-regional Forum and Workshop for the Review of the Draft Guidelines for the Development of Policies and Strategies to Ensure the Use of the IP System by Universities and Research and Development Institutions in Africa	August 28 to 30, 2018	Côte d'Ivoire/ approximately 55 participants from the African region	To: (i) encourage university and research institution leaders to develop sustainable IP policies and strategies that benefit their institutions; (ii) consider, with a view to possible adoption, the Draft Guidelines for Policies and Strategies to Ensure the Effective Use of the Intellectual Property System by Universities and Research Institutions in Africa; (iii) present the cooperation activities to be carried out after the adoption of the document; (iv) provide the five selected countries with a Strategy Paper to promote effective use of IP; and (v) assist countries in the development of an appropriate and law-abiding strategy, the development of human resources to manage and transfer IP assets to productive sectors.
WIPO IP Forum on Strengthening IP Management in African Universities	October 19, 20 and 23, 2018	Kenya/ approximately 120 Deans and Principals and over 60 Vice Chancellors from the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) Network of Universities	To: (i) provide a platform to increase awareness and knowledge of university leaders on the use of the IP system; (ii) provide an opportunity for the decision makers to have a better understanding of IP rights and their use by universities; (iii) gain a broader perspective on how to effectively utilize and manage the IP system for scientific and technological development; and (iv) demonstrate the importance of institutional IP policies and strategies for management and use of IP rights for university generated research and innovations.
JPO-ARIPO-WIPO Regional Workshop: The Importance of IP Management in Universities and Research and Development Institutions in Africa	December 5 to 6, 2018	Zimbabwe/ approximately 30 senior officials from universities and research and development institutions, approximately 40 Master's Degree in Intellectual Property (MIP) Students and several other IP stakeholders from Zimbabwe	To provide the participants and students with a platform to grasp the importance of IP management in universities and R&D institutions for an effective use of the IP system for socio-economic and technological development and wealth creation.

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

Seminar on the Development of the Local Technology and Innovation Support Centers (TISC) Network	April 25 to 27, 2018	Benin/ more than 60 local participants	To train officials and other IP users on searching technical information and scientific publications in different specialized databases.
	May 14 to 16, 2018	Burkina Faso/ approximately 25 local participants	



Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Workshop on the Establishment of the Local Technology and Innovation Support Centers (TISC) Network	June 26 to 28, 2018	the Gambia/ approximately 45 local participants	To: (i) provide training to TISCs stakeholders; (ii) examine whether the requirements of the first level of TISC sustainability were met; and (iii) to agree on the implementation of TISC activities according to the TISC Project Planning Document annexed to the Service Level Agreement.
Workshop on the Development of the Local Technology and Innovation Support Centers (TISC) Network	June 12 to 14, 2018	Malawi/ more than 50 local participants	To: (i) encourage all potential stakeholders across the country to join the local TISC network and to use TISC resources in order to promote innovation and entrepreneurship in the country; (ii) examine whether the requirements of the second level of TISC sustainability were met; and (iii) receive the update of the TISC Project Planning from local authorities.
Workshop on Fostering Innovation and Developing the Technology and Innovation Support Center (TISC) Network	June 26 to 27, 2018	Rwanda/ approximately 30 local participants	To: (i) provide a review and update of training on basic search of patent and non-patent literature databases; and (ii) review and discuss developing a more effective planning, implementation and administration of the project.
Workshop on the Development of the Local Technology and Innovation Support Center (TISC) Network	July 17 to 19, 2018	Côte d'Ivoire/ approximately 45 local participants	To: (i) encourage all potential stakeholders across the country to join the local TISC network and to use TISC resources to promote innovation and entrepreneurship in the country; and (ii) discuss the development of the TISC Network.
Workshop on the Development of the Local Technology and Innovation Support Center (TISC) Network	August 8 to 10, 2018	Botswana/ more than 80 local participants	To: (i) encourage all potential stakeholders across the country to join the local TISC network and to use TISC resources to promote innovation and entrepreneurship in the country; (ii) examine whether the requirements of the first level of the TISC sustainability were met; and (iii) discuss the development of the TISC Network.
Sub-Regional Meeting on the Development of a Sub-Regional Technology and Innovation Support Center (TISC) Network	August 28 to 29, 2018	Zimbabwe/ 15 participants from Botswana, Eswatini, Ethiopia, Gambia, Kenya, Liberia, Malawi, Mozambique, Namibia, Nigeria, Sudan, United Republic of Tanzania, Uganda, Zambia	To initiate and discuss steps in implementing the action plan for establishing an ARIPO sub-regional TISC network.

**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**

WIPO Regional Training Workshop on Online Tools and Services for Industrial Property Administration and Automation	September 10 to 14, 2018	Zimbabwe/ 33 participants from Botswana, Eswatini, Gambia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, United Republic of Tanzania, Uganda, Zimbabwe, ARIPO and OAPI	To: (i) introduce participants to the WIPO tools and services available to IP Offices for online processes and automation of legal and administrative procedures; (ii) create a strong foundation for the deployment and operation of IP online tools and services; (iii) highlight requirements and prerequisites for the deployment and operation of WIPO tools and services; and (iv) build capacity, skills and knowledge of participants and create custodians of the new tools and services.
Digitization of IP Documents (Patents, Trademarks, Industrial Designs and Utility Models)	January to July 2018	ARIPO	To: (i) ease procedures for examination and processing of applications/registrations; (ii) secure and preserve IP files by having them available in both physical and digital form; (iii) facilitate the exchange of IP data nationally and internationally; and (iv) improve IP process governance, transparency, and accountability.
Data Capture of Trademark Bibliographic Data for Zanzibar	January to April 2018	United Republic of Tanzania	To: (i) enhance the IP Office's capacity for delivering professional IP services; (ii) enhance system usage for back office activities; (iii) improve quality of service in a cost-effective manner; and (iv) improve IP process governance, transparency, and accountability.
Digitization Project of Trademark Documents for the Egyptian Trademarks and Industrial Designs Office	February to December 2018 (ongoing)	Egypt	To: (i) ease procedures for examination and processing of applications/registrations; (ii) secure and preserve IP files by having them available in both physical and digital form; (iii) facilitate the exchange of IP data both nationally and internationally; and (iv) improve IP process governance, transparency, and accountability.
Digitization of IP Documents (Patents and Trademarks) for the Industrial Property Institute (IPI)	September to December 2018	Mozambique	To: (i) improve accessibility to documents during examination and processing of applications/registrations; (ii) secure and preserve IP files by having them available in both physical and digital form; (iii) facilitate the exchange of IP data both regionally and internationally; and (iv) improve IP process governance, transparency, and accountability.
Digital Publication and Online Filing of Trademark Applications for the Ethiopian Intellectual Property Office (EIPO)	March, April and December 2018	Ethiopia	To: (i) improve accessibility to published trademarks by agents and the public; (ii) increase awareness and enhance applicants' engagement in the registration process, in particular, the opposition; (iii) save time, effort and improve convenience and customer experience in the filing of IP applications at EIPO; (iv) streamline application reception and quality of the IP database at EIPO; and (v) improve IP process governance, transparency, and accountability.

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Data Capture of Trademark Bibliographic Data for Namibia	December 2018 (ongoing)	Namibia	To: (i) verify and validate all IP bibliographic data records in IPAS; (ii) accelerate the administrative / examination processes in the IP Office; (iii) improve accessibility to IP information; (iv) enhance the IP Office's capability in delivering professional service; (v) enhance system usage for back office activities; (vi) improve quality of service in a cost-effective manner; and (vii) improve IP process governance, transparency, and accountability by making all file info easily accessible and available in digital format.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Japan (Industrial Property/Africa LDCs)	
Balance beginning of 2018	1,606,964
Income	
Funds received	1,600,000
Exchange Rate adjustment	(2,387)
<b>Total Income:</b>	<b>1,597,613</b>
Expenditure	
Posts	235,889
Temporary staff	27,420
Fellowships	191,400
Staff missions	95,893
Third-party travel	306,989
Conferences	337,105
Individual contractual services	157,675
Other contractual services	310,126
Premises and maintenance	8,262
Communication	173
Supplies and materials	4,715
Program support costs	216,843
<b>Total Expenditure:</b>	<b>(1,892,490)</b>
Funds available, end of 2018	<b>1,312,086</b>

## Mexico

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>III.1 National innovation and IP strategies and plans consistent with national development objectives</b>			
Regional Seminar and Workshops on the Hague and the Madrid Systems	May 14 to 16, 2018	Mexico/ Latin American countries	To promote the Systems among Latin America government officials, as well as current and potential users.
IP training under a Human Resources Capacity Building Program within the Global Association Mexico-Japan	August 27 to September 11, 2018	Mexico/ Japan, Mexico	To promote the protection and respect of IP rights.
Promotional event for strengthening cooperation among IP Offices	September 26, 2018	Switzerland/ Argentina, Australia, Brasil, Chile, Colombia, El Salvador, Indonesia, Jamaica, Republic of Korea, Mexico, Paraguay, Peru, Turkey	To promote inter-regional dialogue among IP Offices from selected jurisdictions to reinforce cooperation and collaboration.

## Donor Contributions and Expenditure

Trust fund as at December 31, 2018  
(amount in Swiss francs)

Mexico	
Balance beginning of 2018	179,059
Income	
Total Income:	-
Expenditure	
Third-party travel	28,740
Conferences	2,450
Program support costs	3,985
Total Expenditure:	(35,175)
Funds available, end of 2018	143,884

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

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>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</b>			
WIPO-Ministry of Culture, Sports and Tourism (MCST) Inter-regional Workshop on Copyright Enforcement	April 30 to May 4, 2018	Republic of Korea/ 18 participants from Cambodia, China, Ethiopia, Guatemala, Malaysia, Pakistan, the Philippines, Uruguay, Zambia and the Common Market for Eastern and Southern Asia (COMESA)	To: (i) consider the value of copyright and related rights (CRR) protection and enforcement to the social, economic and cultural development of the participating countries; (ii) provide training on CRR remedies and enforcement measures, with a particular focus on the digital environment; (iii) discuss topical issues in the area of building respect for CRR; and (iv) envisage national and transnational strategies for effective cooperation on building respect for CRR.
Development of one video showcasing the use of the WIPO respect for copyright educational materials	June 6 to 8, 2018	Malawi/All	To develop a video case study on the WIPO respect for copyright educational materials in practical use at the Mount Sinai International School in Lilongwe, Malawi. The principal video was shown at the thirteenth Session of the WIPO Advisory Committee on Enforcement (ACE) in September 2018.
Study on IP enforcement measures, especially anti-piracy measures in the digital environment	December 1 to 31 2018 (ongoing)	All	To undertake a study that sets out the international policy context of IP enforcement, surveys legal developments in voluntary and judicial measures addressing IP infringements, especially in relation to online copyright infringements, summarizes recent academic literature as to the effectiveness of infringement remedies and provides recommendations for future analytical work. The study will be presented at the fourteenth session of the ACE, expected to take place from September 2 to 4, 2019.
Trial Deployment of the WIPO Consumer Survey Toolkit	August to December 2018 (ongoing)	All	To carry out a trial of the WIPO Consumer Survey Toolkit in the context of a public awareness campaign, in collaboration with the IP Office of the Philippines (IPOPPL).
Development of a video using the WIPO Respect for Copyright and other national awareness-raising tools	December 2018 (ongoing)	Trinidad and Tobago/ All	To develop a script and budget and identify relevant participants for a video production in 2019, in cooperation with the IP Office of Trinidad and Tobago, WIPO and MusicTT, a government-owned agency for the promotion of the music industry.

## Donor Contributions and Expenditure

Trust fund as at December 31, 2018  
(amount in Swiss francs)

Republic of Korea (Building Respect for Copyright and Related Rights)		
Balance beginning of 2018		187,029
Income		
Funds received	369,949	
Exchange Rate adjustment	(474)	
<b>Total Income:</b>		369,475
Expenditure		
Staff missions	11,049	
Third-party travel	66,327	
Conferences	3,300	
Individual contractual services	7,534	
Other contractual services	16,414	
Representation and other operating expenses	713	
Program support costs	5,291	
<b>Total Expenditure:</b>		(110,627)
Funds available, end of 2018		445,877

## Republic of Korea (Copyright)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>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</b>			
Support for Establishing or Strengthening Copyright Management Organizations (CMOs) in Developing Countries	March 19 to 23, 2018	Republic of Korea/ 11 participants from Cambodia, Myanmar, Mongolia	To support the management and protection of copyright and related rights, in order to promote cultural and economic development.
Sub-Regional Workshop on Cooperation in Copyright and Related Rights	March 26 to 28, 2018	Republic of Korea/ 12 participants from China, Mongolia, Republic of Korea, Russian Federation	To: (i) share information and experience among participating countries regarding the development of the copyright system; and (ii) explore further opportunities to enhance cooperation in the area of copyright and related rights.
Sharing Experiences of Creative Industries in Korea - Conference on the Economic Relevance of Creative Industries	April 16 to 20, 2018	Guatemala/ approx. 100 participants from Costa Rica, Dominican Republic, El Salvador, Honduras, Nicaragua, Panama	To address key business and legal issues for the promotion of creative industries and deliver practical advice for policy makers and creators.
Sharing Experiences of Creative Industries in Korea - Workshop on Making a Living from Videogames	June 18 to 19, 2018	Argentina/ approx. 80 local participants	To: (i) improve the understanding of the role of copyright for a commercially viable national video games industry; and (ii) provide a platform for sharing experiences and for enhancing practical knowledge in video games.
Accessible Books Consortium (ABC) Project with the Botswana Association of the Blind and Partially Sighted (BABPS)	June 2018 to December 2018 (ongoing)	Botswana	To: (i) produce 60 text books of educational materials for primary and secondary education in English in the Daisy format; and (ii) provide ongoing technical support to students in the use of Daisy players and accessing accessible content.
Study Visit to the Copyright Related Organizations	November 19 to 23, 2018	Republic of Korea/ 18 participants from Brazil, China, Colombia, Dominican Republic, El Salvador, Ethiopia, India, Malaysia, Myanmar, Nepal, Oman, the Philippines, Saudi Arabia, Senegal, Tonga, United Republic of Tanzania, Uganda, Viet Nam	To: (i) provide an opportunity to learn from, and share, the Korean experience in the development of a national copyright system and the administration of copyright and related rights; (ii) consider the tools and mechanisms needed to empower copyright institutions in formulating policies and improve functioning of the delivery of their services; and (iii) to share the benefits of the international copyright system administered by WIPO.

## Donor Contributions and Expenditure

Trust fund as at December 31, 2018  
(amount in Swiss francs)

Republic of Korea (Copyright)	
Balance beginning of 2018	762,058
Income	
Funds received	394,726
Exchange Rate adjustment	(19)
<b>Total Income:</b>	<b>394,708</b>
Expenditure	
Posts	
Temporary staff	53,220
Staff missions	30,185
Third-party travel	132,935
Conferences	19,827
Individual contractual services	2,123
Other contractual services	4,980
Supplies and materials	231
Program support costs	5,729
<b>Total Expenditure:</b>	<b>(249,230)</b>
Funds available, end of 2018	<u>907,535</u>

## Republic of Korea (Industrial Property)<sup>168</sup>

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>III.1 National innovation and intellectual property strategies, and plans consistent with national development objectives I.2. Tailored and balanced IP legislative, regulatory and policy frameworks</b>			
Study Visit of Delegations to the Republic of Korea	April 27 to May 4, 2018	Republic of Korea/ OAPI, Côte d'Ivoire	To: (i) increase the understanding of policy-makers from the public and private sectors on the development of a national IP strategy; (ii) enhance their knowledge to promote domestic innovation through better access to patent literature; and (iii) provide first-hand knowledge on how Korea's economy, through its key industries, has become IP-intensive.
	July 9 to 12, 2018	Republic of Korea/ Viet Nam	
	September 10 to 13, 2018	Republic of Korea/ Sri Lanka	
<b>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</b>			
Production of new subjects "Industrial Design" and "IP Protection" of Pororo Animation Material	January to July 2018 <sup>169</sup>	Republic of Korea/ All	To: (i) provide user-friendly IP materials to non-IP experts; (ii) enhance the interest of the public on IP issues; (iii) assist schools and other educational institutions in accessing creativity enhancing curricula; and (iv) provide IP users with enhanced accessibility to IP material in local languages.
The Seed Project: International Education Program on Ideas, Invention, Innovation, and IP	March 2 to 9, 2018 <sup>170</sup>	Republic of Korea/ Costa Rica, Dominican Republic, El Salvador, Malaysia, Mexico, Panama, Sri Lanka, Thailand, Viet Nam	To: (i) increase participants' knowledge about the innovation process, protection of inventions and management of IPRs; (ii) share a teaching method developed by the Republic of Korea.
WIPO-KIPO Workshop-Mediation of Intellectual Property Disputes ; and Seminar on Mediation and Arbitration of Intellectual Property and Technology Disputes	May 3 to 5, 2018	Republic of Korea	To: (i) provide a better understanding of Alternative Dispute Resolution (ADR) procedures for IP disputes; (ii) share the WIPO Center's experience in ADR with national IP authorities; and (iii) encourage Member States to develop and implement appropriate ADR procedures.
	May 4, 2018		

<sup>168</sup> In addition to the activities listed, an evaluation and planning meeting was also conducted.

<sup>169</sup> Continued from 2017

<sup>170</sup> Continued from 2017

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
Project for the Registration and Commercialization of Phnom Penh Noodle as a Collective Mark in the framework of the Enabling IP Environment through Brands and Designs Project	February to July 2018	Cambodia	To strengthen business development and create an enabling IP environment in selected beneficiary countries, through the strategic use of IP for branding and design strategies.
Advisory Missions for the Launch of the Project on Establishing an Enabling IP Environment through Brands and Design Project	June to December 2018	Cambodia, Lao People's Democratic Republic	To: (i) strengthen beneficiaries' businesses through enhanced proactive and strategic use of IP in product branding and/or design; (ii) further develop IP services in participating countries through training and the creation of a "Hub and Spokes" structure; (iii) enhance national/inter-country experience-sharing and knowledge-management through a networked community of professionals and institutions.
National Workshop on WIPO Enabling IP Environment through Brands and Design Project	August 27 to 29, 2018	Islamic Republic of Iran	To strengthen business development and create an enabling IP environment in selected beneficiary countries, through the strategic use of IP for branding and design strategies.
Promotion of the Guide on ADR Procedures for IP Authorities	September 12 to 14, 2018	Argentina	To: (i) provide a better understanding of Alternative Dispute Resolution (ADR) procedures for IP disputes; (ii) share the WIPO Center's experience in ADR with national IP authorities; and (iii) encourage Member States to develop and implement appropriate ADR procedures.

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

Preparatory meeting to provide input and guidance for the Appropriate Technology (AT) Competition in 2018 and recommendations for its smooth operation	January 31 to February 1, 2018	Cambodia	To encourage and reward excellence in the invention of AT that could be easily and economically utilized by local communities, which would contribute to creating sustainable development of local communities.
Project on Use of Intellectual Property for Development and Utilization of Appropriate Technologies (AT): (1) Orientation Workshop (2) Final Contest & Award Ceremony and Final Workshop	August 14 to 15, 2018 December 3 to 4, 2018	Dominican Republic	To encourage and reward excellence in the invention of AT that could be easily and economically utilized by local communities, which would contribute to creating sustainable development of local communities. The effective utilization of patent information for devising solutions was a key element of the competition.
Project on Use of Intellectual Property for Development and Utilization of Appropriate Technologies (AT): (1) Consultation Meetings; (2) Orientation Workshop	April 17 to 19, 2018 August 27 to 31, 2018	Viet Nam	To encourage and reward excellence in the invention of AT that could be easily and economically utilized by local communities, which would contribute to creating sustainable development of local communities. The effective utilization of patent information for devising solutions was a key element of the competition.

**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**

Regional Conference on Competency-based Trademark Examiner Training	December 5 to 7, 2018	Pakistan/ Bangladesh, Bhutan, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Pakistan, Papua New Guinea, the Philippines	To rationalize the training activities for trademark examiners towards a more coherent, inter-connected and comprehensive training curriculum that is tailored-fit for beneficiary offices and individual trademark examiners in developing and least developed countries
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## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Republic of Korea (Industrial Property)	
Balance beginning of 2018	1,150,445
Income	
Funds received	513,640
Exchange Rate adjustment	(536)
<b>Total Income:</b>	<b>513,104</b>
Expenditure	
Posts	9,985
Temporary staff	327
Staff missions	47,424
Third-party travel	193,539
Conferences	39,322
Individual contractual services	58,921
Other contractual services	79,000
Program support costs	
<b>Total Expenditure:</b>	<b>(428,517)</b>
Funds available, end of 2018	<b>1,235,032</b>

## Republic of Korea (IP Education)

Activity	Date	Host Country/Recipients	Purpose(s)/Description(s)
<b>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</b>			
WIPO-Korea Summer School Program	July 9 to 20, 2018	Republic of Korea/ 26 participants from developing countries (Bangladesh (2), Cameroon (1), China (1), Ethiopia (1), India (3), Indonesia (1), Iran (1), Latvia (2), Mongolia (1), Nepal (2), Nigeria (1), Pakistan (2), Republic of Korea (4), Thailand (1), Turkey (1), and Viet Nam (2))	To provide senior students and young professionals with deeper knowledge in the field of IP and the role and function of the IP system.
Advanced International Certificate Course (AICC) based on the IP Panorama and WIPO Academy's IP Management DL course (DL-450)	On-line course: April to July 2018	Republic of Korea/ 1,171 participants from 111 countries in the DL IP	To provide knowledge in the field of IP Management in a specific language.
	Off-line course: October 23 to 26, 2018	Panorama course and 46 participants from 27 countries in the face- to-face international training seminar	
Certificate Course on General Knowledge of IP based on IP IGNITE and the General Course on IP (DL-101) to a special target audience (IPCC)	On-line course: June to September 2018	Zambia/ 153 participants from 52 countries in the DL course on IP IGNITE and 57 participants from 14 countries in the face- to-face international training seminar	To provide general IP knowledge for target audiences needing a broad overview of the fundamentals of IP in developing countries.
	Off-line course: November 27 to 30, 2018		
WIPO-KIPO Training Course on Patent Law and Examination	April 16 to 27, 2018	Republic of Korea/ 18 participants from 13 developing countries (Bangladesh (2), Botswana (1), Costa Rica (1), Ecuador (2), Egypt (2), El Salvador (1), Ethiopia (1), Guatemala (1),	To: (i) enhance knowledge on principles of patent law and patent examination procedures; (ii) increase skills in patent examination ; and (iii) provide an opportunity to discuss issues related to examination quality.

WIPO-KIPO Training Course on Designs	May 28 to June 1, 2018	Indonesia (2), Mozambique (1), Oman (1), Serbia (2), and Vanuatu (1) Republic of Korea/ 18 participants from 15 developing countries (Bangladesh (1), Brazil (1), Guatemala (1), Indonesia (2), Jamaica (2), Kenya (1), Latvia (1), Moldova (1), Mozambique (1), Nigeria (2), Oman (1), Pakistan (1), the Philippines (1), Sao Tomé and Príncipe (1), and Vanuatu (1))	To: (i) enhance understanding of the importance of designs and their legal protection; (ii) increase skills to search designs; and (iii) discuss protection of designs in each industrial field and new emerging issues.
WIPO-KIPO Training Course on Trademark Law and Examination	November 6 to 14, 2018	Republic of Korea/ 23 participants from 18 developing countries (Belarus (2), Belize (1), Brazil (2), Gambia (1), Georgia (1), Indonesia (2), Kazakhstan (1), Kyrgyzstan (1), Lebanon (1), Lesotho (1), Madagascar (1), Mozambique (1), Nigeria (2), Serbia (1), Trinidad and Tobago (1), Uganda (2), Uzbekistan (1), and Viet Nam (1)).	To: (i) enhance the knowledge of trademark examiners on the principles of trademark law and trademark examination procedures; (ii) increase their skills in actual examination of trademark applications; and (iii) provide an opportunity to exchange views on issues related to examination quality.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Republic of Korea (IP Education)	
Balance beginning of 2018	517,027
Income	
Funds received	342,127
Exchange Rate adjustment	(336)
<b>Total Income:</b>	<b>341,790</b>
Expenditure	
Fellowships	292,474
Staff missions	12,942
Third-party travel	7,223
Conferences	13,510
Individual contractual services	13,116
Program support costs	16,980
<b>Total Expenditure:</b>	<b>(356,244)</b>
Funds available, end of 2018	<b>502,573</b>

## Spain

Activity	Date	Country/Recipients	Purpose(s)/Description
<b>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</b>			
OMPI/IMP/OEPM Regional Seminar on Industrial Designs: The Hague and Madrid Systems	May 14 to 18, 2018	Mexico/ All Latin American countries	To: (i) create in the national IP offices a critical mass of policy makers focused on enterprises as users of the IP system; (ii) provide a forum for sharing knowledge and best practices in reaching out to the private sector and for the training of entrepreneurs.



Activity	Date	Country/Recipients	Purpose(s)/Description
XVII WIPO/AECID/OEPM Regional Seminar on IP for Judges and Prosecutors of Latin American Countries	September 18 to 21, 2018	Guatemala/ All Latin American countries	To provide judges and public prosecutors in the field of IP with a forum for discussion and an updated practical training and information in the fields of patents, trademarks, copyright and enforcement.
VIII WIPO/AECID/OEPM Regional Seminar on Strategic Planning and Quality Management for National IP Offices of Latin American Countries	November 13 to 16, 2018	Colombia/ All Latin American countries	To discuss the strategic planning of the national IP Offices with a focus on monitoring the impact of WIPO technical assistance in Latin American Countries.
<b>III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries, LDCs and countries with economies in transition</b>			
XIII Regional Meeting WIPO/OEPM/EPO for IT Specialists and Management of Patent Information in Industrial Property Offices of Latin American countries (LATIPAT Project)	March 20 to 22, 2018	Guatemala/ All Latin American countries	To strengthen the capacities of national IP Offices, foster the exchange of information and develop the LATIPAT Project.
WIPO/OEPM/EPO Workshop on the use and installation of WIPO developed OCR tool for patent document in LATIPAT countries	November 27 to 30, 2018	Costa Rica/ All Latin American countries	To provide LATIPAT countries with capabilities to produce full text searchable documents from existing PDF patent documents available in their respective Offices through the use of the WIPO developed OCR tool and thus enabling the use of, exchange of and access to information.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Spain	
Balance beginning of 2018	153,820
Income	
Funds received	187,315
<b>Total Income:</b>	<b>187,315</b>
Expenditure	
Third-party travel	111,286
Conferences	2,201
Individual contractual services	5,240
Program support costs	15,434
<b>Total Expenditure:</b>	<b>(134,161)</b>
Funds available, end of 2018	<u>206,973</u>

## United States of America (Creative Industries)

Activity	Date	Country/Recipients	Purpose(s)/Description
<b>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</b>			
Translation of the WIPO Creative Industries publication "Mastering the Game"	March 2018	All	To provide WIPO material on Creative Industries in other UN Languages.
Workshop on Making a Living from Videogames	June 18 to 19, 2018	Argentina	To provide practical insights on the management of copyright by videogame developers.
Finalization of the WIPO Publication on IP and Social Media	June 2018	All	Provide a practical guide on IP for social media users

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

United States of America (Creative industries)	
Balance beginning of 2018	22,929
Income	
Total Income:	-
Expenditure	
Third-party travel	4,385
Individual contractual services	788
Other contractual services	15,118
Program support costs	2,638
Total Expenditure:	(22,929)
Funds available, end of 2018	-

## Uruguay

Activity	Date	Host country/Recipients	Purpose(s)/Description
<b>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</b>			
Participation in the 58 series of the WIPO General Assemblies	September 24 to October 2, 2018	Switzerland/Uruguay	To fund participation of a government official for the meeting.
First WIPO International Forum on IP for Judges	November 7 to 9, 2018	Switzerland/Uruguay	To finance participation of two judges into the program.
II Regional Meeting on IP, Innovation and Gender Equality	November 12 to 14, 2018	Uruguay/selected countries from Latin America	To promote discussions on the role of women in the IP & innovation ecosystems, particularly in Latin America.

## Donor Contributions and Expenditure

### Trust fund as at December 31, 2018 (amount in Swiss francs)

Uruguay	
Balance beginning of 2018	113,354
Income	
Exchange Rate adjustment	6
Total Income:	6
Expenditure	
Third-party travel	9,806
Conferences	857
Program support costs	746
Total Expenditure:	(11,409)
Funds available, end of 2018	101,951

## ANNEX X Reserve-Funded Projects Progress Report

### Introduction

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

This report provides Member States with an overview of progress made during the period January to December 2018, 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 5 Arpad Bogsch Building—phase 1 of basement renovation (resizing of data center and renovation of the printshop)
- 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
- CMP 12 Multi-Media 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)

#### Other Reserve-Funded Projects:

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

The Madrid System Goods and Services Database (MGS)

## Reserve-Funded Projects as at December 31, 2018

(in thousands of Swiss francs)

	Project Budgets	Expenditure			Remaining Balance		Budget Utilization in %
		Expenditure up to end 2017	2018 Expenditure <sup>1</sup>	Total Expenditure	Amount	%	
The Madrid System Goods and Services Database (approved in MM/A/42) <sup>2-3</sup>	1,200	1,124	10	1,134	66	6%	94%
Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP) System (approved in A/48) <sup>4</sup>	25,341	20,876	1,802	22,678	2,663	11%	89%
<b>Capital Master Plan projects (approved in A/51)<sup>5</sup>:</b>							
Security enhancement: data encryption and user management	700	221	-	221	479	68%	32%
Enterprise Content Management (ECM) Implementation	2,068	1,338	483	1,821	247	12%	88%
Renovation of the facades and cooling/heating installation of the PCT building	6,000	1,064	2,264	3,328	2,672	45%	55%
Arpad Bogsch Building – phase 1 of basement renovation (resizing of data center and renovation of the printshop) <sup>2</sup>	960	793	164	956	4	0%	100%
<i>Sub-total, CMP projects</i>	<b>9,728</b>	<b>3,415</b>	<b>2,911</b>	<b>6,326</b>	<b>3,402</b>	<b>35%</b>	<b>65%</b>
<b>Capital Master Plan projects (approved in A/57)<sup>6</sup>:</b>							
WIPO IP Portal - Phase I	4,547	-	945	945	3,602	79%	21%
PCT Resilient and Secure Platform - Phase I	8,000	-	1,337	1,337	6,663	83%	17%
Madrid IT Platform	6,000	-	-	-	6,000	100%	0%
Integrated Conference Services Platform	930	-	-	-	930	100%	0%
Multi-Media Studio	1,700	-	-	-	1,700	100%	0%
PCT Building Additional Works	1,950	-	826	826	1,124	58%	42%
Electrical Systems and Mechanical Installations - Power Outage Mitigation in AB Building (Phase I)	700	-	-	-	700	100%	0%
Electrical Systems and Mechanical Installations - Functional Lighting System in AB Building	600	-	4	4	596	99%	1%
Electrical Systems and Mechanical Installations - Elevators in AB Building (Phase I)	430	-	-	-	430	100%	0%
Installation of Fire Doors and Walls in GB Building	220	-	4	4	216	98%	2%
Dynamic Incident Management (DIM)	400	-	4	4	396	99%	1%
<i>Sub-total, New CMP projects</i>	<b>25,477</b>	<b>-</b>	<b>3,120</b>	<b>3,120</b>	<b>22,357</b>	<b>88%</b>	<b>12%</b>
<b>Supplementary Capital Master Plan projects (approved in A/58)<sup>7</sup>:</b>							
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications	2,095	-	-	-	2,095	100%	0%
Migration of Email to the Cloud	912	-	-	-	912	100%	0%
<i>Sub-total, Supplementary CMP projects</i>	<b>3,007</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,007</b>	<b>100%</b>	<b>0%</b>
<b>GRAND TOTAL</b>	<b>64,753</b>	<b>25,415</b>	<b>7,842</b>	<b>33,258</b>	<b>31,496</b>	<b>49%</b>	<b>51%</b>

<sup>1</sup> 2018 Expenditure refers to actual expenditure pre-IPSAS adjustments.

<sup>2</sup> These projects are in the process of being closed and their remaining budget balances will be returned to the Accumulated Surpluses.

<sup>3</sup> Document MM/A/42/3

<sup>4</sup> Document A/48/14

<sup>5</sup> Document A/51/16

<sup>6</sup> Document A/57/19

<sup>7</sup> Document A/58/6

## ICT-Related Project

### CMP 1 SECURITY ENHANCEMENT: DATA ENCRYPTION AND USER MANAGEMENT

Project Manager Mr. R. Lane

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

## 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- In order to ensure cloud-readiness, the Identity Access Management and Encryption (IAME) roadmap and reference architectures were adapted and applied to several applications that migrated to the cloud in 2018; and
- The initial draft requirements and the Terms of References (ToRs) for the Public Key Infrastructure (PKI) and the Identity and Access Governance (IAG) were developed, factoring in WIPO's cloud first strategy and other WIPO projects such as the PCT Resilient and Secure Platform (RSP) and the Hague Platform. Given these multiple dependencies, the finalization of the ToRs and advancement to the procurement process were postponed. The project timeline and delivery of expected benefits were amended accordingly.

## Benefits Realization

Benefits Delivered 2017	Benefits Delivered 2018	Expected Benefits 2019
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 across additional critical WIPO systems and applications.  The enhanced protection of sensitive information assets from unauthorized access and/or disclosure.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Security enhancement: data encryption and user access management	700,000	220,800	32%	35%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Current state assessment and development of IAME reference architectures, strategy and implementation roadmap	130,000	129,400	100%	100%
Map the authorization models of 2 key business applications in line with the IAME reference architectures	95,000	91,400	96%	100%
Purchase and integrate Access Governance solution	375,000	-	-	15%
Internal Public Key Infrastructure (PKI) solution	100,000	-	-	15%
<b>Total</b>	<b>700,000</b>	<b>220,800</b>	<b>32%</b>	<b>35%</b>

### Project Budget Utilization as at December 31, 2018 (by Cost Category) (in Swiss francs)

Cost Category	Project Budget	Expenditure to Date	Budget Utilization
Individual Contractual Services	225,000	220,800	98%
Access Management and Encryption solution, hardware and support	325,000	-	-
Contractual Services	150,000	-	-
<b>Total</b>	<b>700,000</b>	<b>220,800</b>	<b>32%</b>

## Project Timeline by Milestone

Key Milestone	2015		2016				2017				2018				2019				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Current state assessment and reference architecture and implementation roadmap		X	X	X	X														
Map the authorization models of 2 key business applications in line with the IAME reference architectures						X	X	X	X										
Purchase and Integrate Access Governance solution														X	X	X	X	X	
Internal PKI (Public Key Infrastructure) Solution														X	X	X	X	X	

## 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*

## 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<sup>171</sup>:

**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).

**ODG Incoming Mail**—the scanning and document workflow of Incoming Mail for the Office of the Director General, with the links to the resulting response, with monitoring of progress to ensure that the response is completed and sent within the appropriate time frames.<sup>172</sup>

**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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Full operational support of the ECM platform was transitioned to regular business operations in Q1 2018;
- Deployment, acceptance and end-user training was completed for the Translation Request configuration and for the Vendor and Contract Management System configuration, enabling go-live in May 2018;
- The design, development and testing of the Human Resources (Staff eFile) configuration was completed. Deployment, acceptance, end-user training and go-live was postponed due to a reprioritization of unforeseen business demands. The project timeline and delivery of expected benefits were amended accordingly; and
- The design and development of the organization-wide ECM Capability project commenced.

During the detailed planning of the sub-project ‘ODG Incoming Mail’, the scope and requirements were re-evaluated, where it was identified that there would be significant benefits to other business areas organization-wide. As a result, a business decision was taken to: (i) remove the sub-project from the scope of the project; and (ii) include an expanded scope, both in terms of functionality and user base, under a Phase 2 project proposal.

## Benefits Realization

Benefits Delivered 2017	Benefits Delivered 2018	Expected Benefits 2019
<i>Following the operational deployment of the initial operating capability of the Corporate Records and Archives:</i> The move from the	<i>Following the operational deployment of the final operating capability of the Corporate Records and Archives:</i> An ‘early win’ benefit	<i>Following the operational deployment of the electronic HR staff record ECM system configuration:</i> The HR Management

<sup>171</sup> The order of implementation has been modified taking into account the readiness of the concerned business areas.

<sup>172</sup> The sub-project was removed from the scope. Please see Overview of Progress for additional information.

Benefits Delivered 2017	Benefits Delivered 2018	Expected Benefits 2019
<p>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>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><i>Following the operational deployment of the Translation workflow and status ECM configuration:</i> The creation of document translation work flow and status tracking system for the Language Division resulted in:</p> <ul style="list-style-type: none"> <li>- a reduction in the staff effort required to report on the status of the translation requests, as the system will produce automated reporting;</li> <li>- the ability to ensure the translation service levels are achieved through active monitoring and reporting of the status of each translation request.</li> </ul> <p><i>Following the operational deployment of the Contract &amp; Vendor Management ECM system configuration:</i> 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"> <li>- Reduction in the time taken to identify and retrieve current information;</li> <li>- Reduction in error and re-work by ensuring that the latest version of each document can be clearly identified.</li> </ul> <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"> <li>- Better forward planning of procurement activities and enhanced staff productivity.</li> </ul>	<p>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"> <li>- 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;</li> <li>- 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.</li> </ul> <p><i>Following the operational deployment of the Mission Reports ECM system configuration:</i> 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"> <li>- A reduction in mission costs through early identification of potential overlapping trips and agenda items;</li> <li>- 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.</li> </ul> <p><i>Following the operational deployment of the Organizational wide ECM configuration:</i> The implementation of ECM organization-wide will result in:</p> <ul style="list-style-type: none"> <li>- The ability to search across the complete WIPO knowledge base, reducing the amount of duplicate knowledge creation and recording;</li> <li>- The ability to expand the compliance with the WIPO Records Management and Archiving Policy to a wider number of business units;</li> <li>- An ability to reduce the ongoing cost for physical archiving of documents as these documents become electronic;</li> <li>- 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.</li> </ul>

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
ECM Implementation	2,068,000	1,821,329	88%	84%

**Project Budget Utilization as at December 31, 2018 (by Milestone)**  
(in Swiss francs)

Key Milestone	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
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	623,818	89%	100%
ECM hosting and maintenance fees	658,000	556,876	556,876	100%	100%
Infrastructure Installation	205,000	95,905	95,905	100%	100%
Corporate Records and Software Base Configuration		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 <sup>173</sup>	80,000	-	-	-	-
Project 3: Vendor & Contract management	46,000	53,128	53,128	100%	100%
Project 4: Mission Reports	37,000	58,805	-	-	20%
Project 5: HR Staff Case Files	140,000	53,805	44,209	82%	85%
Project 6: Organizational wide ECM Capability	46,000	83,805	32,928	39%	35%
Project Completion Milestone Payment	-	37,167	-	-	50%
Miscellaneous and Unforeseen <sup>174</sup>	320,000	10,326	-	-	-
<b>Total</b>	<b>2,068,000</b>	<b>2,068,000</b>	<b>1,821,329</b>	<b>88%</b>	<b>84%</b>

**Project Budget Utilization as at December 31, 2018 (by Cost Category)**  
(in Swiss francs)

Cost Category	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization
Individual Contractual Services	400,000	703,718	623,818	89%
Contractual Services	690,000	797,080	640,635	80%
OpenText Software Support (Maintenance Fees)	514,000	513,766	513,766	100%
Hosting (UNICC)	144,000	43,110	43,110	100%
Miscellaneous and Unforeseen	320,000	10,326	-	-
<b>Total</b>	<b>2,068,000</b>	<b>2,068,000</b>	<b>1,821,329</b>	<b>88%</b>

<sup>173</sup> The sub-project was removed from the scope. Please see Overview of Progress for additional information.

<sup>174</sup> The 'Miscellaneous and Unforeseen' initial budget had previously been reported under ECM hosting and maintenance fees.

## Project Timeline by Milestone<sup>175</sup>

Key Milestone	2014		2015		2016		2017				2018				2019				
	Q3	Q4	Q3	Q4	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Study and development of approach		X																	
ECM Technology selected			X																
Re-platforming and version upgrade of the existing Corporate Records and Archives				X															
Implementation partner tender completed					X														
Base ECM Configuration accepted							X												
Enhanced Records & Archives configuration accepted									X <sup>1</sup>	X	X	X <sup>2</sup>							
Translation workflow and status tracking ECM configuration operational											X <sup>1</sup>	X <sup>2</sup>							
Vendor & Contract management ECM configuration operational											X <sup>1</sup>	X <sup>2</sup>							
Mission Reports ECM configuration operational															X	X <sup>1,2</sup>			
HR Staff eFile ECM configuration operational													X	X	X <sup>3</sup>	X <sup>2,3</sup>			
Organizational wide ECM Capability configuration operational														X	X	X	X	X	

<sup>175</sup> Initial operating capability<sup>1</sup>; Final operating capability<sup>2</sup>; Awaiting User Acceptance Testing<sup>3</sup> ;

## Buildings-Related Project

### CMP 3 RENOVIATION 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*

## 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).

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Following the decision to jointly implement this project in conjunction with CMP13 in order to minimize the disruption to PCT staff, extensive coordination between external parties and internally within WIPO was undertaken.
- The 80 swing spaces created in 2017 were utilized to validate a number of prototypes as well as the methodology of intervention, prior to rollout to other floors. The detailed process, including regular validation of steps and interdependencies, proved to be an essential success factor for the phased implementation approach, thereby enabling the completion of the majority of renovation works in a timely and quality manner.
- Several floors were fully renovated in 8-week cycles, with all occupants relocated temporarily to the swing spaces and back into their respective offices.
- The prototypes tested and subsequent renovations included the false ceiling plates and related features. Other preparatory works continued in 2018, including installation of: (i) the last two scaffoldings on the remaining building areas; and (ii) the worksite compound located in the park adjacent to the building. In addition, four gable ends of the facades were dismantled, and brand new thermal insulation layers were affixed. Thermal insulation was also affixed on the façade on the ground floor level of the PCT Building.

## Benefits Realization

Benefits Delivered 2018	Expected Benefits 2019
Partial improvements in HVAC and technical facilities.	Full improvement in technical facilities.
Partial improvement in the comfort of occupants.	Full improvement in the comfort of occupants.

Benefits Delivered 2018	Expected Benefits 2019
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 to be installed in 2019.
Reduced maintenance costs due to new thermal false ceilings installed in 2018.	Reduced maintenance costs due to new thermal false ceilings to be installed in 2019.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Renovation of the facades and cooling/heating installation of the PCT Building	6,000,000	3,328,033	55%	65%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Award of contract to the pilot/architect	124,000	867,890	787,036	91%	100%
Award of contracts to agents	900,000	490,110	412,196	84%	100%
Internal and external resource commitment	867,000	734,000	479,842	65%	80%
Work and commissioning	4,109,000	3,908,000	1,648,959	42%	60%
<b>Total</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>3,328,033</b>	<b>55%</b>	<b>65%</b>

### Project Budget Utilization as at December 31, 2018 (by Cost Category) (in Swiss francs)

Cost Category	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization
Construction-related costs	3,569,000	3,598,000	1,625,723	45%
Honoraria	1,024,000	1,358,000	1,190,857	88%
Internal/external resources	867,000	734,000	479,842	65%
Fees	120,000	27,000	23,236	86%
Miscellaneous and unforeseen	420,000	283,000	8,375	3%
<b>Total</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>3,328,033</b>	<b>55%</b>

## Project Timeline by Milestone

Key Milestone	2014		2015		2016				2017				2018				2019		
	Q3	Q4	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Call for expressions of interest pilot/architect		X																	
Call for tenders and selection of pilot/architect and engineers			X	X	X	X	X												
Comprehensive study on implementation						X	X	X											
Choice of technical solution								X											
Call for tenders from firms									X	X	X	X	X						
Works												X	X	X	X	X	X	X	X
Phased technical commissioning, including the relocating of staff														X	X	X	X	X	X
Final overall commissioning																			X

## Buildings-Related Project

**CMP 5**                      **ARPAD BOGSCH BUILDING - PHASE 1 OF BASEMENT RENOVATION (RESIZING OF DATA CENTER AND RENOVATION OF THE PRINTSHOP)**

**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*

### Objectives, Scope and Approach–Background

The existing data center located in the basement of the AB Building needs to be resized in order to correspond to its updated and reduced purpose as a computer room for servicing the AB Building only. The resizing is expected to free a significant floor surface area, which will subsequently become available for enlarging the current printshop in need of renovation.

The objectives of the project are to: (i) establish the appropriate surface area needed for the printshop, documents and computer room by reducing the area of the data center to free up a relatively large space to allow for the expansion and renovation of the printshop; (ii) reduce energy consumption via the removal of specific technical equipment from the data center; and (iii) improve the working spaces of the printshop and documents staff.

### Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Following completion at the end of 2017, the new single printshop was operationalized in January 2018, with the relocation of the printshop staff and technical equipment to the new facilities;
- The renovation works in the documents area were completed in May 2018. The delivered works were inspected and received a satisfactory report, with only minor finishing touches to be corrected; and
- The relocation of the staff of the documents unit and the equipment and furniture into the new documents area was carried out in June 2018.

The project was completed and will be formally closed in 2019. The remaining budgetary balance amounting to 3,749.91 Swiss francs will be subsequently returned to Accumulated Surpluses.

### Benefits Realization

Benefits Delivered 2016	Benefits Delivered 2017	Benefits Delivered 2018
IT computer room fit for purpose in terms of space, cooling and other technical installations	Better allocation of space according to respective uses for printshop	Better allocation of space according to respective uses for the documents unit
	Partial reduction in energy consumption in the area affected by the works in the AB Building	Further reduction in energy consumption in the area affected by the works in the AB Building
	Improvement of the working spaces of printshop staff	Improvement of the working spaces of documents staff
	Regrouping of the two old printshops (AB and PCT) into one single, fully renovated printshop in AB, with commensurate economies of scale for infrastructure, equipment, energy consumption, maintenance, office space occupancy, etc.	



## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Arpad Bogsch Building — phase 1 of basement renovation (resizing of data center and renovation of printshop)	960,000	956,250	100%	100%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Initial Project Budget	Adjusted Project budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Award of contracts to the architect and engineers	144,000	182,000	179,547	99%	100%
Works and commissioning	816,000	778,000	776,703	100%	100%
<b>Total</b>	<b>960,000</b>	<b>960,000</b>	<b>956,250</b>	<b>100%</b>	<b>100%</b>

### Project Budget Utilization as at December 31, 2018 (by Cost Category) (in Swiss francs)

Cost Category	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization
Construction-related costs	749,000	778,000	776,703	100%
Honoraria	144,000	182,000	179,547	99%
Miscellaneous and unforeseen	67,000	-	-	-
<b>Total</b>	<b>960,000</b>	<b>960,000</b>	<b>956,250</b>	<b>100%</b>

## Risk and Mitigation Strategies

Risk	Mitigation	Comment
Financial risk as a result of the costs incurred for the partial temporary relocation of printshop and documents staff.	Use the "miscellaneous and unforeseen" provision in the approved budget.	This risk is closed since full commissioning of the documents unit was completed in Q2 2018.

## Project Timeline by Milestone

Key Milestone	2014				2015				2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
In-house definition of project goals		X																		
Award of contracts to the architect			X	X	X	X														
Award of contracts to the engineers								X	X											
Comprehensive works execution review								X	X	X										
Changed internal decision on principle of one future printshop v. two current printshops												X								
Update of the comprehensive works execution review												X	X							
Call for tenders from firms and selection										X	X	X	X	X						
Works and commissioning for the Data Center part											X	X								
Works (dismantling and construction) for the printshop area														X	X	X				
Works (dismantling and construction) for the documents area																	X	X		
Commissioning in phases of the renovated printshop area																	X			
Commissioning in phases of the renovated documents area																		X		

## ICT-Related Project

### CMP 8 WIPO IP PORTAL<sup>176</sup> – PHASE I

Project Sponsor: Mr. Y. Takagi

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

## Objectives, Scope and Approach–Background

The program is aimed at introducing a single entry portal to users of WIPO fee-paying digital services. The WIPO IP Portal connects multiple federated IT platforms 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 platform. 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 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 platforms 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 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 will include a modernized payment system, will enable novice customers such as universities, SMEs and individual businesses, particularly in developing countries, to better access WIPO's services with little prior knowledge of IP, and to easily manage fee payments.

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

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Introduction of enterprise-level Master Data Management capabilities to the Organization;
- Development of a prototype portal as a proof of concept, which confirmed the design and technical choices, as well as enabled customer engagement activities. The prototype garnered positive feedback from potential users through broad customer experience surveys;
- Establishment of a common pipeline for software development, aiming to converge developer practices and increase the adoption of advanced techniques across the Organization;
- Production of high level solution architecture for the Portal and identification of Portal requirements;
- Implementation of the standard user interface across six business applications;
- Completion of customer engagement activities to validate the external business requirements and the direction of the program;
- Identification of customers and analysis of customer journeys; and

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<sup>176</sup>The Global IP Platform has been renamed to the WIPO IP Portal.

- Development of artefacts that enable technologies and common components to be catalogued and their implementation across the Organization to be measured.

## Benefits Realization

Benefits Delivered 2018	Expected Benefits 2019
Increased organizational efficiency through the implementation of a program management framework, a unified support model and standard payment processing	<p>Progress towards a cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems</p> <p>Increased positive perception of WIPO services and brand recognition</p> <p>Ease of use and improved customer experience for users of WIPO's external facing ICT systems</p> <p>Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information</p> <p>Increased customer satisfaction with WIPO's service provision</p> <p>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</p> <p>Increased cost efficiency and productivity for IT development teams through synergies across business lines and IT platforms</p> <p>Increased sustainability of the WIPO IP Platform and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted</p>

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
WIPO IP Portal - Phase I	4,547,000	945,232	21%	45%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Business Analysis of WIPO Customers: identifying customers & analyzing the customer journeys of the main services, enabling the development of a common Customer Experience & analytics framework, incl. customer support & account management proposal	314,050	143,901	46%	60%
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 platform, delivery of high quality program administration, production & management of strategies/plans according to MSP methodology & the support & management of the Portal.	1,583,298	455,904	29%	29%
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	13,568	57%	25%
The introduction of Master Data Management to the Organization	-	-	-	100%

Key Milestone	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Integration of payment processing functionality with the WIPO IP Portal	14,954	10,854	73%	60%
Establish and validate a design for the WIPO IP Platform portal, based on, but expanding where necessary, the common look and feel for applications	145,375	8,750	6%	35%
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	139,614	40%	40%
Defining a plan and framework for IT systems to migrate to the platform, including implementation of the common look and feel and common navigation system with applications integrated with the WIPO IP Portal	263,668	6,846	3%	7%
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	78,962	14%	15%
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 platform, the functionalities and the user experience	707,494	-	-	-
A platform that enables WIPO to create new assets and add value to its existing services via strategic application of data science	400,000	-	-	-
Establishment and implementation of a design for Application Program Interface management	115,427	5,427	5%	5%
<b>Total</b>	<b>4,547,000</b>	<b>945,232</b>	<b>21%</b>	<b>45%</b>

**Project Budget Utilization as at December 31, 2018 (by Cost Category)**  
(in Swiss francs)

Cost Category	Project Budget	Expenditure to Date	Budget Utilization
Personnel	1,062,169	105,502	10%
Contractual Services	3,414,952	838,167	25%
Premises and Maintenance	69,079	1,001	1%
Supplies and Materials	800	562	70%
<b>Total</b>	<b>4,547,000</b>	<b>945,232</b>	<b>21%</b>

## Project Timeline by Milestone

Key Milestone	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Analysis of WIPO Customers: identifying customers & analyzing the customer journeys of the main services, enabling the development of a common Customer Experience & analytics framework, incl. customer support and account management proposal	x	x	x	x	x	x	x	x
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	x	x						

Key Milestone	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Deployment of an initial showcase platform, delivery of high quality program administration, production & management of strategies/plans according to MSP methodology & the support & management of the platform.	x	x	x	x	x	x	x	x
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	x	x	x	x	x	x	x	x
The introduction of Master Data Management to the Organization	x	x						
Integration of payment processing functionality with the WIPO IP Platform		x				x	x	
Establish and validate a design for the WIPO IP Portal, based on, but expanding where necessary, the common look and feel for applications		x		x	x	x		
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.		x	x	x	x	x		
Defining a plan and framework for IT systems to migrate to the platform, including implementation of the common look and feel and common navigation system with applications integrated with the WIPO IP Portal			x	x	x	x	x	x
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				x	x	x	x	
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 platform, the functionalities and the user experience						x	x	x
A platform that enables WIPO to create new assets and add value to its existing services via strategic application of data science						x	x	x
Establishment and implementation of a design for Application Program Interface management			x				x	x

## 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*

## 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- The technical design was finalized and verified by a Proof of Concept (PoC), including the addition of a private cloud layer to the design;
- A PCT organizational transformation design was performed and delivered;
- An approved design was established for a Virtual Desktop Infrastructure (VDI) solution with increased controls for desktops processing PCT data;
- The program definition phase was successfully closed; projects within the program were defined and launched accordingly;
- A Request for Proposal (RFP) for procurement of two data centers, application hosting and managed services, and desktop management and support were published; and
- An emergency change advisory board pilot was defined under the organizational transformation project.

## Benefits Realization

### Expected Benefits 2019

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

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
PCT Resilient and Secure Platform - Phase I	8,000,000	1,336,540	17%	30%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
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	409,323	48%	33%
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	32,159	24%	85%
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	70,426	32%	30%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	100%	100%
Initiate PCT technical transformation based on selected design implementation	1,009,562	214,062	21%	15%
Implement Corporate VDI Solution for PCT	486,500	-	-	-
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	-	-	-
Establish hosting environment in the first Data Center available for installation and use	300,000	-	-	-
Deliver RSP Low level design	500,000	-	-	-
Implement low level design (First installed operational Data Center)	3,731,084	-	-	-
<b>Total</b>	<b>8,000,000</b>	<b>1,336,540</b>	<b>17%</b>	<b>30%</b>



**Project Budget Utilization as at December 31, 2018 (by Cost Category)**  
(in Swiss francs)

Cost Category	Project Budget	Expenditure to Date	Budget Utilization
Personnel	1,965,480	285,104	15%
Individual Contractual Services	43,597	23,597	54%
Contractual Services	5,990,923	1,027,839	17%
<b>Total</b>	<b>8,000,000</b>	<b>1,336,540</b>	<b>17%</b>

## Project Timeline by Milestone

Key Milestone	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Deliver a PCT organizational design aligned with the selected RSP architecture	x							
Initiate PCT organizational transformation based on selected design implementation		x	x	x	x	x	x	x
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	x	x	x					
Conduct software application architecture assessment and review	x	x	x	x	x	x		
Following the MSP framework, finalize the Defining a Programme stage	x	x	x	x				
Conclude tendering activities necessary for sourcing the Resilient and Secure Platform based on EOI results and comparison between "classical" and "Cloud" approach		x	x	x	x	x		
Deliver a PCT technical design aligned with the selected RSP architecture			x	x				
Initiate PCT technical transformation based on selected design implementation			x	x	x	x	x	x
Implement Corporate VDI Solution for PCT					x	x	x	x
Following the MSP framework, manage and deliver RSP Program first tranche					x	x	x	x
Establish hosting environment in the first Data Center available for installation and use							x	x
Deliver RSP low level design							x	
Implement low level design (First installed operational Data Center)							x	x

## ICT-Related Project

### CMP 10 MADRID IT PLATFORM

Project Manager: Mr. F. Scappaticci

Expected Result: *11.6. Improved productivity and service quality of Madrid operations*

## 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;
- 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- High-level business requirements were documented;
- The process of converting the above-mentioned business requirements into design principles for the Madrid IT Platform was initiated; and
- High-level planning of work streams was initiated.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 *(in Swiss francs)*

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Madrid IT Platform	6,000,000	-	-	5%

## ICT-Related Project

### CMP 11 INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)

Project Manager: Mr. A. Abad Rodriguez

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

## 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 General 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) tool<sup>177</sup>.

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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- A full analysis of business processes and stakeholder requirements was conducted, including a study of the current systems landscape. Future systems architecture and processes models were prepared. This preparatory work facilitated refinement of the project scope and prioritization of activities in a staged approach.

The low implementation rate reflected a later-than-expected start of the project. This was due in part to a delay in the project manager's recruitment and appointment (January 2019), as well as to the time required in 2018 to complete the extensive pre-implementation phase, including the thorough architectural analysis and transformation planning, completed using internal expertise. The project deliverables are planned for delivery in stages throughout 2019 and 2020.

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<sup>177</sup> 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.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 *(in Swiss francs)*

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Integrated Conference Services Platform	930,000	-	-	10%

## Buildings-Related Project

CMP 12            MULTI-MEDIA 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*

### Objectives, Scope and Approach–Background

With the increasing importance and strength of video as an effective external and internal communication tool, demand within the Organization for video productions and photos has increased. A studio is an essential tool to complete the modernization of resources required to position WIPO's Communications operations effectively for the future<sup>178</sup>.

The objectives of this project 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;
- deliver more effective communication to WIPO's key stakeholders as well as the informed public about WIPO's role and activities;
- increase the quality, diversity and quantity of video productions; and
- increase the speed with which video assets are available for distribution externally through all channels, such as live event transmissions, VOD offers, social media, etc.

### Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- The tender process for the architect was initiated and completed, with the awarding of the contract in November 2018;
- The majority of the work relating to the extensive tender process for the seven engineering specialties<sup>179</sup> was carried out in 2018, while the final steps (finalization of the evaluation report, presentation to the internal body and awards of contracts) were completed for all required specialties in early 2019;
- In view of the complexity of the subject matter, an audiovisual expert was engaged to facilitate the selection and installation of the necessary equipment to produce quality video, sound and photo productions via the multimedia studio; and
- The architect conducted preliminary studies and provided various implementation proposals to the Secretariat for consideration.
- The implementation rate of 10 per cent was due to the fact that the various procurement processes for the architect, engineers and other specialist took longer than initially expected, and only the contract with the architect and the audio-visual specialist could be concluded before end 2018.

<sup>178</sup> It is recalled that the basic infrastructure for the multi-media 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.

<sup>179</sup> Specialties: civil, electrical, HVAC, sanitary, acoustic, fire safety, and buildings physics

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 *(in Swiss francs)*

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Multi-Media Studio	1,700,000	-	-	10%

## Buildings-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*

## 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, in addition to the progress made under CMP 3, the following progress was made:

- Following the decision to jointly implement this project in conjunction with CMP 3 in order to minimize the disruption to PCT staff, extensive coordination between external parties and internally within WIPO was undertaken.
- The 80 swing spaces created in 2017 were utilized to validate a number of prototypes as well as the methodology of intervention, prior to rollout to other floors. The detailed process, including regular validation of steps and interdependencies, proved to be an essential success factor for the phased implementation approach, thereby enabling the completion of the majority of renovation works in a timely and quality manner.
- Several floors were fully renovated in 8-week cycles, with all occupants relocated temporarily to the swing spaces and back into their respective offices.
- The prototypes tested and subsequent renovations included “non-active” false ceilings, smoke detectors and extractors, ventilation features, certain new doors, a new public address system and new emergency lighting system. A number of additional components of safety and security systems were upgraded and several doors, including for emergency exits, were replaced.



## Benefits Realization

Benefits Delivered 2018	Expected Benefits 2019
Improvement in the safety and security systems in the areas completed in 2018	Improvement in the safety and security systems in the areas to be 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 to be 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 to be 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 to be completed in 2019

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
PCT Building Additional Works	1,950,000	825,608	42%	65%

### Project Budget Utilization as at December 31, 2018 (by Milestone) (in Swiss francs)

Key Milestone	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate by Milestone
Studies by pilot/architect	38,000	38,000	100%	100%
Studies by engineers/specialists	7,500	2,410	32%	70%
Works and commissioning, including supervision of works	1,904,500	785,198	41%	60%
<b>Total</b>	<b>1,950,000</b>	<b>825,608</b>	<b>42%</b>	<b>65%</b>

### Project Budget Utilization as at December 31, 2018 (by Cost Category) (in Swiss francs)

Cost Category	Project Budget	Expenditure to Date	Budget Utilization
Construction-related costs	1,490,000	758,198	51%
Honoraria	257,000	67,410	26%
Fees	15,000	-	-
Miscellaneous and unforeseen	188,000	-	-
<b>Total</b>	<b>1,950,000</b>	<b>825,608</b>	<b>42%</b>

## Project Timeline by Milestone

Key Milestone	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Comprehensive architect/pilot studies on implementation	X							
Comprehensive engineer/expert studies on implementation	X				X			
Works and supervision of works	X	X	X	X	X	X	X	
Phased technical commissioning, including the relocating of staff		X	X	X	X	X	X	
Final overall commissioning							X	

## Buildings-Related Project

CMP 14<sup>180</sup> 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*

### 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 creation of a dedicated room for the main power distribution (“TGBT” room); and
- connection of the installations currently secured by the existing generator and related systems.

### Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Historical data on technical breakdowns was compiled to serve as a basis for the engineers in order to prioritize the worksite intervention schedule; and
- The extensive tender process for the electrical engineer, included as one of the specialties in a large tender for all engineers’ domains, was substantially advanced in 2018, while the final steps of the process (finalization of the evaluation report, presentation to the internal body and award of contract) took place in early 2019.
- The implementation rate of 5 per cent was due to the fact that the procurement process for the engineer took longer than initially expected, and the contract could not be concluded before end 2018.

### Resource Utilization

**Project Budget Utilization as at December 31, 2018**  
(in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Electrical Systems and Mechanical Installations - Power Outage Mitigation in AB Building (Phase I)	700,000	-	-	5%

<sup>180</sup> CMP 14 and CMP 15 were presented together under Electricity and Energy Systems in Tables 2 and 3 of document WO/PBC/21/9, with a total budget of 1,300,000 Swiss francs. The individual project budgets were defined in Annex VIII of the same document.

## Buildings-Related Project

### CMP 15<sup>181</sup> 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*

## 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- The tender process for the totality of the supplies required for the office floors, meeting rooms and certain basement areas was concluded with the award of contract to the supplier in November 2018, at which time a number of implementation steps could start as detailed below;
- The technical assessment and feasibility study by the specialized light engineer were completed for the office floors and initiated for the large meeting rooms (Rooms A and B);
- The development and review of the prototype was completed for the office floors and initiated for the meeting rooms;
- Validation of the work interventions with the engineer, the supplier, supplier technicians, and WIPO technical teams was completed; and
- The dismantling work of the old neon tubes and replacement by the new LED fixtures commenced on several office floors.
- The implementation rate of 15 per cent was due to the fact that the procurement process for the supplies took longer than initially expected, and the contract could only be concluded at end of November 2018.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Electrical Systems and Mechanical Installations - Functional Lighting System in AB Building	600,000	3,600	1%	15%

<sup>181</sup> CMP 14 and CMP 15 were presented together under Electricity and Energy Systems in Tables 2 and 3 of document WO/PBC/21/9, with a total budget of 1,300,000 Swiss francs. The individual project budgets were defined in Annex VIII of the same document.

## Buildings-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*

### 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.

### Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- Historical data on technical breakdowns, level of responsiveness and number and cost of repairs was compiled to serve as a basis for the elevator specialist in order to prioritize the worksite interventions schedule; and
- The tender process for the elevator specialist was launched a first time but had to be re-launched in order to include Terms of Reference more closely aligned to what the market could offer (lessons learned from the first and unsuccessful launch). The second process was substantially advanced in 2018, while the final steps (finalization of the evaluation report, clearance of the proposed award and award of contract) took place in early 2019.
- The implementation rate of 5 per cent was due to the fact that the procurement process for the elevator specialist took longer than initially expected and had to be relaunched for a second process. The contract could only be concluded in early 2019.

### Resource Utilization

**Project Budget Utilization as at December 31, 2018**  
(in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Electrical Systems and Mechanical Installations - Elevators in AB Building (Phase I)	430,000	-	-	5%

## Safety/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*

## 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.

## Overview of Progress in 2018 (Key Milestones)

As the first year of this project, 2018 was focused on planning and scoping the construction work that will be implemented in 2019. This accounted for the low overall implementation rate. In 2018, the following progress was made:

- The project concept design was completed in consultation with internal stakeholders; and
- An external subject matter expert was selected to carry out the technical assessment and produce a report with implementation options for compliance with the AEA1 2015 approved rules and regulations. The majority of key deliverables for the project will be completed over 2019.

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 *(in Swiss francs)*

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Installation of Fire Doors and Walls in GB Building	220,000	4,313	2%	5%

## Safety/Security-Related Project

CMP 18                      DYNAMIC INCIDENT MANAGEMENT (DIM)<sup>182</sup>

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*

### 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).

The expected benefits of the project are the following:

- 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); and
- reduction in organizational risk related to terrorism as noted in WIPO's risk heat map.

### Overview of Progress in 2018 (Key Milestones)

As the first year of this project, 2018 was focused on planning and gaining approval for the approaches to DIM that will be implemented in 2019. This accounted for the low overall implementation rate. In 2018, the following progress was made:

- A roadmap report to enhance WIPO's ability to deter, detect, delay, deny, respond to and recover from a dynamic incident was issued, based on a cross-cutting UN agency roundtable meeting and Host Government liaison, to ensure alignment with UNSMS best practice;
- Host Government liaison meetings were held, ensuring alignment with UNSMS best practice;
- A policy review of the UNSMS was completed, including a draft use of force determination; and
- A review of existing and available technology was completed to inform the development of the Concept of Operations, which will guide the completion of all remaining deliverables by end Q2 2020.

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<sup>182</sup> The term 'DIM' is an evolution of anti-active shooter measures, and is defined as "the management of and intervention in critical and rapidly-developing incidents where offensive weapons or substances are used to inflict multiple casualties over a short period of time."



## Resource Utilization

### Project Budget Utilization as at December 31, 2018 *(in Swiss francs)*

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Dynamic Incident Management (DIM)	400,000	4,313	1%	10%

## Other Reserve-Funded Project

### PROJECT IMPLEMENTATION OF A COMPREHENSIVE INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

Project Manager Mr. R. Lawton

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

## 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.

## Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- The Staff Performance Management tool was launched, ready for the start of the 2018 annual staff performance cycle;
- The Enterprise Learning Management tool (ELM) was launched to coincide with the above;
- The Travel and Meeting solution proof of concept was successfully completed, and development of the new solution was started;
- The new single, organization-wide payment portal was launched as part of the Revenue Management project;
- Development and testing of the new Absence Management solution to support flexible working arrangements was completed, ready for launch at the start of 2019;
- Ongoing support and enhancements for the above solutions were transitioned to the operational team; and
- The operational team structure, processes, tools and resources were transformed to enable support for the increased ERP footprint.

## Benefits Realization<sup>183</sup>

Benefits Delivered 2017	Benefits Delivered 2018	Expected Benefits 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).	
Duplicate customer records eliminated (where possible).	Improved customer experience following the update to new WIPO IP Portal standard for the WIPO Current Account portal	
Credit card reconciliation process improved.	Improved customer security following compliance with the new WIPO IP Portal standard for WIPO Current Accounts.	
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.	
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.		
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.		

## Resource Utilization

### Project Budget Utilization as at December 31, 2018 (in Swiss francs)

Project Name	Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate of the Project
Implementation of a comprehensive integrated ERP system	25,341,467	22,678,150	89%	99%

<sup>183</sup> Please refer to previous ERP progress reports submitted to each PBC between 2011 and 2017 for benefits delivered between 2010-2016

**Project Budget Utilization as at December 31, 2018 (by Major Functional Area)**  
(in Swiss francs)

Major Functional Area	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization	Implementation Progress Rate
Program and Change Management	3,830,200	4,626,285	4,306,881	93%	98%
Human Resource Management and Development	8,945,755	7,830,000	7,580,802	97%	98%
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	4,366,914	101%	100%
Accrued Contingency	-	2,119,649	-	-	-
<b>Total</b>	<b>25,341,467</b>	<b>25,341,467</b>	<b>22,678,150</b>	<b>89%</b>	<b>99%</b>

**Project Budget Utilization as at December 31, 2018 (by Cost Category)**  
(in Swiss francs)

Cost Category	Initial Project Budget	Adjusted Project Budget	Expenditure to Date	Budget Utilization
Application Hosting	1,383,360	203,883	205,102	101%
Software Acquisition	3,989,738	2,532,596	2,503,471	99%
Project Personnel	5,564,680	7,192,859	7,068,756	98%
User back-filling resources	2,703,800	1,869,024	1,732,019	93%
External Implementation Partner	9,896,109	9,800,457	9,655,651	99%
Training	1,253,780	1,149,032	1,012,979	88%
Communications and other	550,000	473,967	500,172	106%
Accrued Contingency	-	2,119,649	-	-
<b>Total</b>	<b>25,341,467</b>	<b>25,341,467</b>	<b>22,678,150</b>	<b>89%</b>

**Project Timeline by Major Functional Area**

Major Functional Area	2010-2015			2016				2017				2018				2019			
	2010/11	2012/13	2014/15	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Program and Change Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Human Resource Management and Development	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Enterprise Performance Management	X	X	X	X	X	X	X	X											
Customer Relationship Management	X			X	X	X	X	X	X	X	X								
AIMS Enhancements	X	X	X	X	X	X	X	X	X	X	X	X	X	X					

## Other Reserve-Funded Project

PROJECT THE MADRID SYSTEM GOODS AND SERVICES (MGS) DATABASE

Project Manager Ms. I. Vicedo

Expected Result: *II.6 Improved productivity and service quality of Madrid operations*

### Objectives, Scope and Approach–Background

In September 2009, the Assembly of the Madrid Union approved the Madrid System Goods and Services Database Project (hereinafter referred to as the “MGS Database”)<sup>184</sup>, with a budget of 1.2 million Swiss francs financed from the Reserves of the Madrid Union for implementation in the 2010/11 biennium.

The MGS Database aimed at: (i) accelerating the pace of the development and deployment (internal and external) of the MGS Database (of acceptable indications of goods and services for the purposes of the Madrid System procedures), in cooperation with interested Contracting Parties; and (ii) setting the ground for, and initiating, the implementation of Phase I of the pilot project proposed in document MM/A/42/1. Phase I involved the cooperation between the IB and each interested Office in: (i) the translation of the MGS database into the relevant language; and (ii) exploring the possibility of developing an interface for the purposes of the filing of international applications in the relevant language.

The enhanced MGS database would increase productivity, consistency and quality with respect to the processing of international applications by the IB. In addition, it would provide significant benefits to trademark owners interested in filing international applications.

The deliverables expected from the implementation of the MGS Database, as defined in the project document<sup>185</sup>, were completed in January 2012 as follows:

- the MGS Database contained 40,000 English indications of goods and services at the end of 2011, validated by the IB, and grouped in a number of concepts associated with their respective French and Spanish translations. The indications were made accessible through a new version of the MGS Manager;
- a new version of the MGS Manager was launched on January 1, 2012, on the WIPO public web site providing a number of web services giving access to the main functionalities of the MGS Database (Extract Nice class headings, Search, Check WIPO Acceptance and Translate) to Offices of Madrid Union members interested in incorporating such web services into their own electronic filing system. These web services also enabled further development of the electronic filing application developed within the IRPI (International Registration Process Integration) pilot project, which formed part of Phase I of the MAPS Modernization project;
- the MGS Database was made available through 18 language-specific interfaces of the MGS Manager, namely Arabic, Chinese, Dutch, English, French, German, Hebrew, Italian, Japanese, Korean, Mongolian<sup>186</sup>, Norwegian, Portuguese, Russian, Serbian, Spanish, Turkish and Ukrainian.

The remaining project funds were used to assist national Offices, originally selected in 2009 or with which a Memorandum of Understanding was signed before 2015, in the translation of the MGS Database into their national language.

### Overview of Progress in 2018 (Key Milestones)

In 2018, the following progress was made:

- In early January 2018, the MGS Database was published in a version aligned with the 2018 version of the 11<sup>th</sup> edition of the Nice Classification (NCL11-2018), including the Explanatory Notes, in the 18 languages then available online;

<sup>184</sup> Document MM/A/42/3

<sup>185</sup> Document MM/A/42/3

<sup>186</sup> The translation into Mongolian was funded from the regular budget.

- At the end of 2018, the MGS Database contained indications in English (100,646), French (59,924) and Spanish (56,437).
- A Memorandum of Understanding for the translation of the MGS Database into the Korean language was signed and fully implemented, with the introduction of the last batch of Korean terms;

With regard to usage of the MGS Database in 2018:

- the languages used most frequently in the Search function were (in descending order): English, Spanish, Russian, and French; and
- the top 10 users by country (in descending order) were the Russian Federation, Colombia, China, Italy, Argentina, Indonesia, Mexico, Algeria, India and Peru.

The project was completed and will be formally closed in 2019. The remaining budgetary balance amounting to 66,364.93 Swiss francs will be subsequently returned to Accumulated Surpluses.

## Benefits Realization

Benefits Delivered 2009-2016	Benefits Delivered 2017	Benefits Delivered 2018
The MGS Database was made available in 18 languages, with all languages updated in line with the 10 <sup>th</sup> edition of the Nice Classification.	The MGS Database was published in a version aligned with the 2017 version of the 11 <sup>th</sup> edition of the Nice Classification in the 18 <sup>187</sup> languages.	The MGS Database was made available in 19 languages, with the addition of Vietnamese and the completion of Arabic, Dutch and Serbian.
The Database provides information on acceptance of goods and services in 27 Member States of the Madrid System	The number of Member States providing information on acceptance of goods and services increased from 27 to 33 <sup>188</sup> Member states.	The number of Member States providing information on acceptance of goods and services increased from 33 to 35 Member states.
The volume of acceptable terms increased. The Database contained around 90,000 acceptable terms in English by the end of 2016.	The volume of acceptable indications increased to: 94,000 in English and 43,000 each in Spanish and in French.	The volume of acceptable indications increased to: 100,646 in English, 59,924 in French, and 56,437 in Spanish.
Since 2016, the Database replaced the former Operational Database in the Madrid Registry.		

## Resource Utilization

### Project Budget Utilization as at December 31, 2018

(in Swiss francs)

Project Name	Project Budget	Actual Expenditure to Date	Actual Budget Utilization	Implementation Progress Rate of the Project
Madrid System Goods and Services Database	1,200,000	1,133,635	94%	100%

<sup>187</sup> Corrigendum: At the end of 2017, the MGS Database was available in 18 languages, not 17 as reported in the WPR 2018.

<sup>188</sup> Corrigendum: At the end of 2017, the number of Member States providing information on acceptance of goods and services was 33, not 35 as reported in the WPR 2018.

**Budget Utilization as at December 31, 2018 (by Milestone)**  
(in Swiss francs)

Key Milestone	Project Budget	Actual Expenditure to Date	Actual Budget Utilization	Implementation Progress Rate by Milestone
Increasing the MGS Database to 40,000 indications validated by the International Bureau in English, French and Spanish.	588,000	588,038	100%	100%
Development and deployment of the MGS Manager with new functionalities and interface with MGS database (17 languages).	380,000	386,100	102%	100%
Translation of the MGS database (40,000 acceptable indications) into Arabic, Chinese, Dutch, Italian, Korean, Russian and Serbian.	232,000	159,497	69%	100%
<b>Total</b>	<b>1,200,000</b>	<b>1,133,635</b>	<b>94%</b>	<b>100%</b>

## Risk and Mitigation Strategies

Risk	Mitigation	Impact on performance
The MGS Database would fail to reach the objective of the enhanced MGS if not translated comprehensively into all stated 17 languages. Such a shortcoming could lead to a secondary risk of decreased perceived value in the database and increased possibility of countries seeking alternative systems.	Risk mitigation measures were initially effective. MoUs with Contracting Parties were planned to confirm the commitment of each partner to the translation requirement. However, in the 2016/17 biennium, there was an apparent lack of prioritization from Contracting Parties for 3 of the languages.	This risk has been closed given that the remaining 3 languages were made available in 2018.

## Project Timeline by Milestone

Key Milestone	2009-2015				2016				2017				2018			
	2009	2010/11	2012/13	2014/15	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Increasing the MGS Database to 40,000 indications validated by the IB in English, French and Spanish.	X	X														
Development and deployment of the MGS Manager with new functionalities and interface with MGS database (17 languages).	X	X	X	X	X											
Translation of the MGS Database (40,000 acceptable indications) into Arabic, Chinese, Dutch, Italian, Korean, Russian and Serbian.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

## IV. APPENDICES

### 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 next validation exercise will be conducted for the WPR 2018/19.

The WPR 2018 follows the simplified format for the first year of the biennium introduced in the Program Performance Report (PPR) 2016, and reflects the streamlined 'look and feel' introduced in the WPR 2016/17. Program linkages to the SDGs have been aligned with the Draft Proposed Program and Budget 2020/21.

The WPR 2018 is a mid-biennium report and assesses progress made towards achieving 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. The following assessment criteria have been used for the WPR 2018:

Key to Performance Indicator Evaluation (PIE) rating scale:

- On track ● is applied when progress towards achievement of the target is greater than or equal to 40 per cent;
- Not on track ▲ is applied when progress towards achievement of the target is less than 40 per cent;
- N/A 2018 ◆ is applied when performance data are not available for 2018 but are expected to be available at the end of the biennium;
- Not assessable<sup>189</sup> ● 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 comprise:

#### Section I: Performance Dashboard

This section provides a comprehensive, graphical summary of the Program's programmatic performance and resource utilization in the first year of the biennium.

#### Section II: Performance Data

- The table in this section recapitulates the Expected Results to which the Program contributes and the Performance Indicators, which 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).

<sup>189</sup> 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.



An example of the performance data table detailing each section is provided below.

Performance Indicators	Baselines	Targets	Performance Data	PIE
<p><b>III.2</b> 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&amp;B 2018/19</i>)</p> <p>92% (91%)</p>	<p>Defined/Updated targets (<i>Original targets as defined in the P&amp;B 2018/19</i>)</p> <p>90% (80%)</p>	<p>Performance data for 2018 in relation to each indicator<sup>190</sup></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>Assessment of performance using the Performance Indicator Evaluation (PIE) rating scale described above</p> <p>●</p>

## Section III: Resource Utilization for 2018

This section provides information on the 2018/19 Approved Budget, the 2018/19 Budget after Transfers<sup>191</sup>, and actual expenditure and budget utilization in 2018. Explanations are provided for the differences between the Approved Budget and Budget after Transfers, as well as for budget utilization, taking into account both a Results view and a view by type of expenditure (personnel and non-personnel).

The reporting in this section includes two tables:

- The **Budget and Actual Expenditure (by result)** provides information indicated in the example below.

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure
V.1 Wider and better use of WIPO IP statistical information	2,659	2,985	1,395
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,309	1,935
<b>Total</b>	<b>6,918</b>	<b>7,294</b>	<b>3,330</b>

- The **Budget and Actual Expenditure (personnel and non-personnel resources)** provides information indicated in the example below.

	2018/19 Approved Budget	2018/19 Budget after Transfers	2018 Expenditure	Utilization rate (%)
Personnel Resources	5,748	5,991	2,833	47%
Non-personnel Resources	1,170	1,303	497	38%
<b>Total</b>	<b>6,918</b>	<b>7,294</b>	<b>3,330</b>	<b>46%</b>

<sup>190</sup> 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.

<sup>191</sup> The 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

## APPENDIX B Acronyms and Abbreviations

ABC	Accessible Books Consortium
ACE	Advisory Committee on Enforcement
ADR	Alternative Dispute Resolution
AIMS	Administration Information Management System
ARDI	Access to Research for Development and Innovation
ASEAN	Association of South East Asian Nations
ASHI	After-Service Health Insurance
ASPI	Access to Specialized Patent Information
AUTM	Association of University Technology Managers
AWGIPC	ASEAN Working Group on Intellectual Property Cooperation
BOIP	Benelux Organization for Intellectual Property
CASE	Centralized Access to Search and Examination Results
ccTLDs	country code Top-Level Domain
CDIP	Conference on Development and Intellectual Property
CIS	Commonwealth of Independent States
CLIR	Cross Lingual Information Retrieval
CMG	Crisis Management Group
CMOs	Collective Management Organizations
DA	Development Agenda
DAS	Digital Access Service for Priority Documents
DNS	Domain Name System
ECM	Enterprise Content management
EDMS	Electronic Document Management System
EEC	Eurasian Economic Commission
EPM	Enterprise Performance Management
EPO	European Patent Office
ERP	Enterprise Resource Planning
EU	European Union
FAO	Food and Agricultural Organization
FIT	Fund-in-Trust
GR	Genetic Resources
gTLDs	generic Top-Level Domains
HR	Human Resources
HRMD	Human Resources Management Department
IAOC	Independent Advisory and Oversight Committee
IB	International Bureau
IOD	Internal Oversight Division
ICANN	Internet Corporation for Assigned Names and Numbers
ICE	International Cooperation on Examination
ICSEI	International Cooperation for the Search and Examination of Inventions
ICPIP	Inter-State Council on the Protection of Industrial Property
ICSC	International Civil Service Commission
ICS	Independent Contractor Services
ICT	Information and Communication Technology
IGC	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
IGOs	Inter-Governmental Organizations
IIA	Institute of Internal Auditors
IP	Intellectual Property
IPAG	Intellectual Property Agreement Guide
IPAS	IP Office Administration System
IPACIS	Assembly of the CIS Member States
IPC	International Patent Classification

IP-DMD	Intellectual Property Development Matchmaking Database
IPO	Intellectual Property Office
IPoA	Istanbul Programme for Action
IPRs	Intellectual Property Rights
IPSAS	International Public Sector Accounting Standards
ISA	International Searching Authority
IT	Information Technology
IP-TAD	Intellectual Property Technical Assistance Database
IP-ROC	Intellectual Property Roster of Consultants
ISO	International Organization for Standardization
ITIL	Information Technology Infrastructure Library
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
ITU	International Telecommunications Union
LDCs	Least Developed Countries
MTSP	Medium Term Strategic Plan
NGOs	Non-Governmental Organizations
OHIM	Office for Harmonization in the Internal Market (Community Trademarks)
OCR	Optical Character Recognition (OCR)
PCT	Patent Cooperation Treaty
PLR	Patent Landscape Reports
PLT	Patent Law Treaty
PMSDS	Performance Management and Staff Development System
PPR	Program Performance Report
RBM	Results-Based Management
R&D	Research and Development
RFPs	Requests for Proposals
RO	Receiving Office
SCCR	Standing Committee on Copyright and Related Rights
SCP	Standing Committee on the Law of Patents
SCT	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications
SDA	Service Delivery Agreements
SDG	Sustainable Development Goals
SMEs	Small and Medium Sized Enterprises
SSA	Special Service Agreements
SRR	Staff Regulations and Rules
TA	Travel Authorization
TAG	Transparency, Accountability and Governance
TCEs	Traditional Cultural Expressions/Folklore
TISCs	Technology Innovation Support Centers
TK	Traditional Knowledge
UDRP	Uniform Domain Name Dispute Resolution Policy
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UN CEB	United Nations Chief Executives Board
UN-DESA	United Nations Department of Social and Economic Affairs
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	Framework Convention on Climate Change
UN H-MOSS	UN Headquarters Minimum Operating Security Standards
UNICC	UN International Computing Centre
UNIDO	United Nations Industrial Development Organization
UNOSSC	United Nations Office for South-South Cooperation
UNSAS	United Nations System Accounting Standards
UPOV	International Union for the Protection of New Varieties of Plants

USPTO	United States Patent and Trademark Office
VIP	Visually Impaired Persons and other persons with print disabilities
WBO	WIPO Brazil Office
WCC	WIPO Copyright Connection
WCO	World Customs Organization
WCT	WIPO Copyright Treaty
WHO	World Health Organization
WIPO CASE	WIPO Centralized Access to Search and Examination results
WIPOCOS	WIPO Copyright Information System
WJO	WIPO Japan Office
WOC	WIPO Office in China
WPPT	WIPO Performances and Phonograms Treaty
WRO	WIPO Office in the Russian Federation
WSIS	World Summit on the Information Society
WSO	WIPO Singapore Office
WTO	World Trade Organization