



Internal Oversight Division

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Evaluation Report

Evaluation of Program 32, The Lisbon System

March 9, 2020

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Program 32 - Lisbon System - Evaluation



Program 32 scope of work falls mainly under two categories:

Technical assistance:

Providing services to member states under capacity building, promotional activities and advisory services.

Lisbon Register:

The Program maintains the registry, processes diverse requests for registrations and develops the IT side of the registry.

Some findings:



75% of technical assistance focuses on promotion activities



The Register requires manual steps for each part of the registration



There is a need for a stronger focus on activities to direct users of the system



Different systems are used for each different step in the Register



Budget has remained constant since the creation of the Program



Only 5% of the current biennium budget has been allocated to develop the IT side of the Register

What are we recommending?



Redefine the way the Program prioritizes and carries out promotion activities including technical assistance activities.



Capture the depth of progress by using working level indicators. Review budgetary and HR allocations on the grounds of increase in activities, demands and ratification of the Geneva Act.



Develop an all-encompassing IT system with one IT owner as a fit for purpose tool.

LIST OF ACRONYMS

EU	European Union
GI	Geographical Indications
IP	Intellectual Property
IT	Information Technology
LDC	Least Developed Countries
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. The Lisbon System facilitates the protection of appellations of origin and their international registration under the Lisbon Agreement, which was adopted in 1958 and revised at Stockholm in 1967 (1967 Act). It entered into force on September 25, 1966, and it is administered by the International Bureau of the World Intellectual Property Organization (WIPO), which keeps the International Register of Appellations of Origin and publishes a [bulletin](#) entitled “Appellations of origin”. Currently, 30 countries are contracting parties to the Lisbon Agreement.
2. Between March 2009 and May 2015, the Working Group on the Development of the Lisbon System, established by the Assembly of the Lisbon Union in September 2008, was engaged in a full review of the Lisbon Agreement. This review resulted in the revision of the Agreement with the adoption, on May 20, 2015, of the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications. The deposit of the fifth instrument of accession in November 2019 enabled the entry into force of the Geneva Act on February 26, 2020.
3. Over the years, the Lisbon System has undergone numerous strategic transformations. The Lisbon System is since the 2016/17 biennium under a specific Program (Program 32), which contributes to the achievement of Strategic Goal II, as shown in the WIPO’s results-based framework for the 2018/19 biennium.
4. **The evaluation found that** Program 32 is relevant to the work of the Organization; Program’s activities are defined and carried out under the framework of different organizational documents such as assemblies’ documents, an agreement (and subsequent revisions) and regulations. The work of Program 32 has focused on promotion activities (75 per cent) followed by capacity building and advisory services. Evidence from mission reports has highlighted the need for the Program to focus its efforts on direct users of the System, as for example producers and cooperatives. This will allow the Program to render support in identifying and developing possible Geographical Indications (GIs), while promoting use of the System by producers. Those reports underlined also that promotion activities have pointed out the possibility to protect GIs through different legal means at the national and international levels.
5. **Program 32 manages a registry that** requires manual operation in each of the steps of the recording and notification process for each kind of transactions. Different IT sub-systems and tools (software) are used for each step of the recording and notification process, with different IT teams managing each part. The way the recording and notification process is currently designed and managed from both the Program 32 and the Information Technology (IT) side leaves the Organization open to risks, which could be avoided at a low cost by updating the process with improved IT systems and tools.
6. **Program 32’s budget** has remained constant for biennium 2016/17 and 2018/19. Allocations have focused on activities related to promotion activities and technical assistance and personnel resources. Only 5 per cent of the current biennium budget is allocated to develop the functionality of the Register. The need to develop and improve the Register is highlighted in both the performance indicators and implementation strategies, nonetheless, financial resources have not been sufficiently allocated to deal with the increased need to update the IT system. Financial and human resources have to expand to meet an increase in expected demands for assistance by WIPO members and transactions under the Lisbon Register with the entry into force of the Geneva Act. Nonetheless, financial resources have stayed the same level even with the substantial increase yearly in the activities carried out by the Program, as a consequence of the requests for technical assistance by WIPO members interested to adhere to the Geneva Act.

7. **Program 32 performance indicators** are reporting at the organizational level. However, using three strategic indicators to report the full progress of the program, to some extent limits the possibility to report important intermediate results that the program has attained in several domains.

8. Based on the above findings and conclusions, the evaluation recommends the following:

Recommendations

1. With the increase in the number of activities and the recent entry into force of the Geneva Act, Program 32 needs to redefine the Program prioritization and implementation of promotion activities, including technical assistance activities, with:
 - (a) A more structured work plan to manage ad hoc requests and to enhance the effectiveness of the available human and financial resources;
 - (b) Reassessment of budgetary and human resource requirements to meet the expected increase of demands from Member States for assistance and registrations.
2. Program 32 should define working level performance indicators that capture the depth of the progress accomplished by the activities carried out under promotion and related technical assistance.
3. The International Register for the Lisbon System should be updated in terms of software and management by:
 - (a) Developing a restructured IT system with one IT owner, as a fit for purpose software tool for the whole registration process minimizing/eliminating manual steps and overrides of data, providing solutions to all technical issues;
 - (b) Providing required budgetary resources to implement the restructured IT System.

1. INTRODUCTION

9. The biennium 2016/17 marks the creation of Program 32, separating the Lisbon System from Program 6. Within this framework, the program was envisioned to focus on the effective administration of the International Registry for Appellations of Origin and preparations for the entry into force of the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications (hereafter Geneva Act)¹.

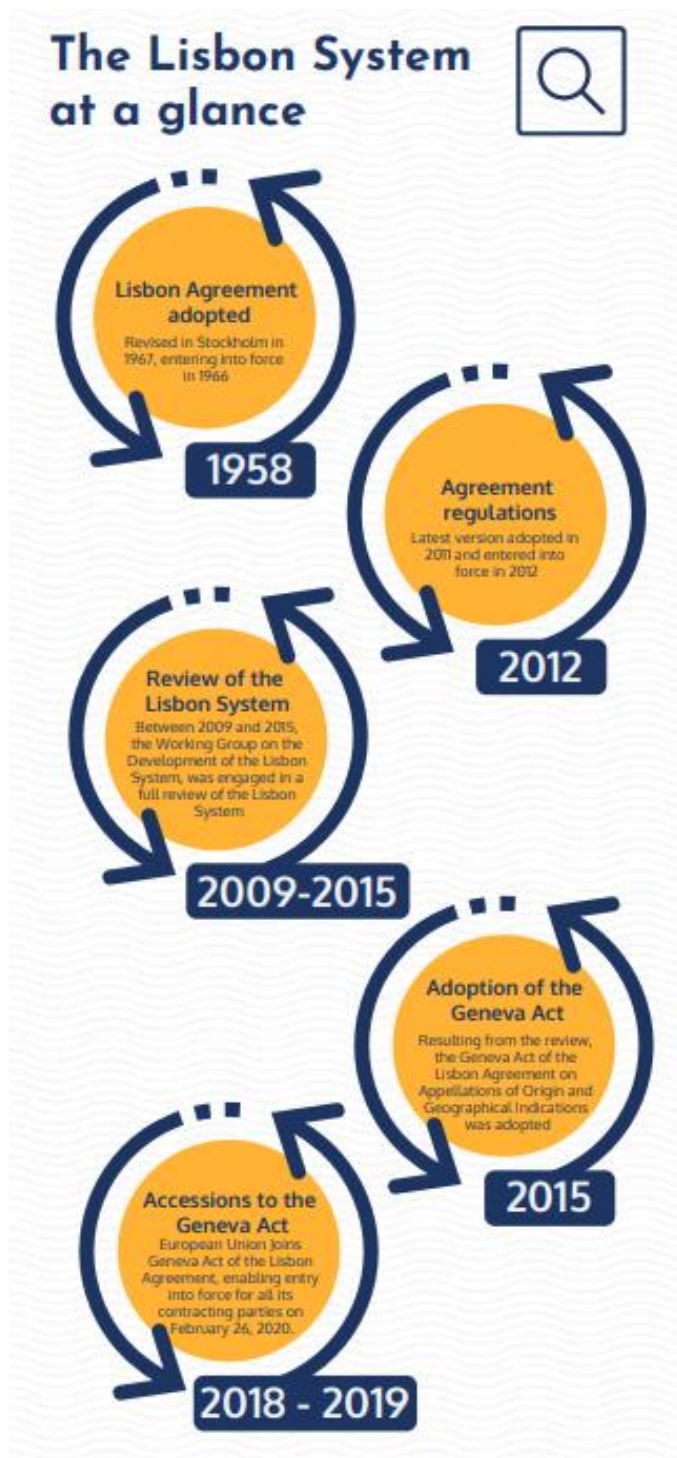


Figure 1: Development of the Lisbon System, chronological overview of work.

Source: Development of the Lisbon System webpage.

10. The Lisbon Agreement for the Protection of Appellations of Origin and their International Registration was specifically concluded in response to the need for an international system that would facilitate the protection of a special category of GIs, i.e. “appellations of origin”, in countries other than the country of origin, by means of their registration with WIPO through a single procedure, for a minimum of formalities and expense².

11. The Lisbon Agreement was adopted in 1958, revised at Stockholm in 1967 (1967 Act) and in Geneva in 2015 (Geneva Act). The Lisbon Agreement (1958 Act) entered into force on September 25, 1966, and is administered by WIPO. In November 2019, the EU acceded to the Geneva Act, as the key fifth member of the Act, which in turn enabled its entry into force on February 26, 2020.

12. The Lisbon System facilitates the registration of appellations of origin and GIs at the international level on the basis of provisions laying down the procedural rules and substantive provisions governing the international registration procedure and protection of registered denominations. Currently, 30 countries are contracting parties to the Lisbon Agreement.

13. Over the years, the Lisbon System has undergone numerous strategic

¹ WIPO Program and Budget 2016/17

² The Lisbon System internal protection for distinctive signs (brands) of typical products from a defined geographical area. https://www.wipo.int/edocs/pubdocs/en/geographical/942/wipo_pub_942.pdf

transformations. Between March 2009 and May 2015, the Working Group on the Development of the Lisbon System, established by the Assembly of the Lisbon Union in September 2008, was engaged in a full review of the Lisbon Agreement. This review resulted in the revision of the Agreement by the adoption, on May 20, 2015, of the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications. Discussions regarding further developments of the Lisbon System are currently underway, as decided by the Assembly of the Lisbon Union in October 2017³.

14. The Geneva Act is expected to pave the way for a significant increase in the membership of the Lisbon Union as it is designed to help ensure that holders of GIs, in addition to holders of appellations of origin, can file a single application and pay one set of fees to seek protection in multiple jurisdictions⁴.

15. The Lisbon System is under Program 32, which contributes to the achievement of Strategic Goal II, as shown in the WIPO's results-based framework for the 2018/19 biennium.

(A) EVALUATION PURPOSE

16. The overall purpose for this evaluation is formative in nature, aimed at assessing the program processes, implementation effectiveness and efficiency in order to aid program implementation modalities.

(B) SCOPE AND METHODOLOGY

17. The evaluation covers the analysis of the program planned activities between 2016 and 2019 designed to contribute towards WIPO's strategic goals as detailed in the biennium and program results based frameworks with a particular focus on activities related to promotion including related technical assistance and management of the International Register.

18. The scope also includes the identification of lessons learned and good practices of the promotion activities including related technical assistance and management of the International Register implemented by the program.

19. This evaluation follows and adheres to the United Nations Evaluation Group norms and standards, and the Organization for Economic Co-operation and Development's Development Assistance Committee evaluation criteria of relevance, effectiveness and efficiency.

20. The methodology used in this evaluation is based on the triangulation of data sources, both qualitative and quantitative as well as the use of mixed-methods methodologies. These include archival review and semi structured interviews with 22 staff members (including seven Information Technology (IT) staff). The evaluation also conducted interviews with three heads (or assistant to the directors) of Intellectual Property (IP) departments. These member states were selected on the basis of their stage in the process of accession to the Geneva Act (before accession / in the process of accession / acceded).

³ Further development of the Lisbon System, chronological overview of work.
<https://www.wipo.int/lisbon/en/review.html>

⁴ Main Provisions and Benefits of the Geneva Act of the Lisbon Agreement (2015).
https://www.wipo.int/edocs/pubdocs/en/wipo_lisbon_flyer.pdf

21. The in-depth archival and document review comprised the following types of documents:

- (a) Institutional: Program and Budget 2016/17 & 2018/19, Lisbon Union assemblies documents, Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications documents, Program Performance Reports 2016 and 2018, Working Group of the Lisbon System documents, Geneva Act and its Regulations, Lisbon Agreement and its Regulations, Medium Term Strategic Plan 2016-2021, the 45 Adopted Recommendations under the WIPO Development Agenda;
- (b) Technical assistance: work plans and budget analysis, Power Points, training materials, Bulletins 2016-2018, webpage information. Moreover, the analysis of 59 mission reports since 2016 that encompass all missions' Program 32 staff undertook during the evaluation period⁵. This review entailed the analysis of all the reports, paying special attention to coverage, type of mission, description and results achieved, milestones, next steps and lessons learned analysis; and
- (c) Register: emails issues sent, google analytics data 2016-2019, automation process project, international registration procedures, Lisbon registration workflow, Lisbon transaction statistics and Lisbon model instrument.

(C) LIMITATIONS

22. The main limitation during the evaluation was the limited availability of quantitative data. This limitation has been partially overcome by using a mix of primary and secondary data with reliance of documentary evidence supplemented with interviews.

2. RELEVANCE

(A) RELEVANCE OF THE LISBON SYSTEM - THE INTERNATIONAL SYSTEM OF APPELLATIONS OF ORIGIN

23. The terms of reference of the evaluation include a question of relevance of the program:

“To what extent are the Program promotion activities – including related technical assistance - and the promotion of the program and management of the International Register pertinent to the objectives of the organization and of the program?”

24. The analysis of relevance consisted of the comparison of Program 32 implemented activities and outputs in the period 2016-2019, against the major strategic mandates for the Program:

- (a) The biennium Program and Budget documents;
- (b) The 45 Adopted Recommendations under the WIPO Development Agenda;
- (c) Assembly discussions by the members of the Special Union for the Protection of Appellations of Origin and their International Registration (Lisbon Union); and

⁵ For 2019 reports covered until July.

(d) Medium-term Strategic Plan for the World Intellectual Property Organization (WIPO) for 2016-2021.

25. WIPO’s biennium Program and Budget guides the work of all programs at WIPO as it sets the results that Member States wish to see achieved while authorizing the programs to use resources for the realization of those results⁶.

26. More specifically, the biennium Program and Budget document of Program 32 works under the basis of two expected results: wider and more effective use of the Lisbon System, including developing countries and least developed countries (LDC), and improved productivity and service quality of Lisbon operations. Performance indicators have been developed and modified in the two biennium since the creation of the Program.

Figure 2: Expected results and performance indicators for the Biennia 2016/17 and 2018/19

Expected Result	Performance Indicators 2016/17	Performance Indicators 2018/19
Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System % of participants in Lisbon System events satisfied and reporting enhanced awareness post an event No. of international applications and other transactions (Lisbon) No. of international registrations from developing countries and LDCs in force under the Lisbon System (in relation to the total no.)	Expansion of the geographical coverage of the Lisbon System No. of international registrations from developing countries and LDCs in force under the Lisbon System
Improved productivity and service quality of Lisbon operations	Adoption of provisions streamlining the Lisbon System legal framework Increased use of electronic means for filing and processing international applications and other transactions (Lisbon) Improved electronic services for the Lisbon Registry and Article 6ter	Progress towards the enhancement of the legal framework Improve operations of the Lisbon Registry, including electronic processes and procedures

Source: Program and Budget for the 2016/17 and 2018/19 biennium

27. The 45 Adopted Recommendations under the WIPO Development Agenda also guide the Program’s overall work⁷. These fall under recommendations 1, 6, 13 and 14 that focus on technical assistance, capacity-building and legislative assistance. The norm setting activities of the Lisbon Working Group are guided by recommendations 15, 16, 17, 20, 21 and 42. All except one of these recommendations were identified by the 2007 General Assembly as having immediate need of implementation.

28. Similar discussions on the mandate for Program 32 were undertaken by the members of the Assembly of the Lisbon Union. Furthermore, four strategies under Strategic Goal II: provision of premier global IP services are mentioned in the Medium-Term Strategic Plan for 2016-2021⁸ including:

(a) Pursuing the aim of transforming the System into a truly global system, expanding the membership of the System;

⁶ WIPO Program and Budget 2018/19.

⁷ The 45 Adopted Recommendations under the WIPO Development Agenda.

⁸ Medium-term Strategic Plan for the World Intellectual Property Organization (WIPO) for 2016-2021.

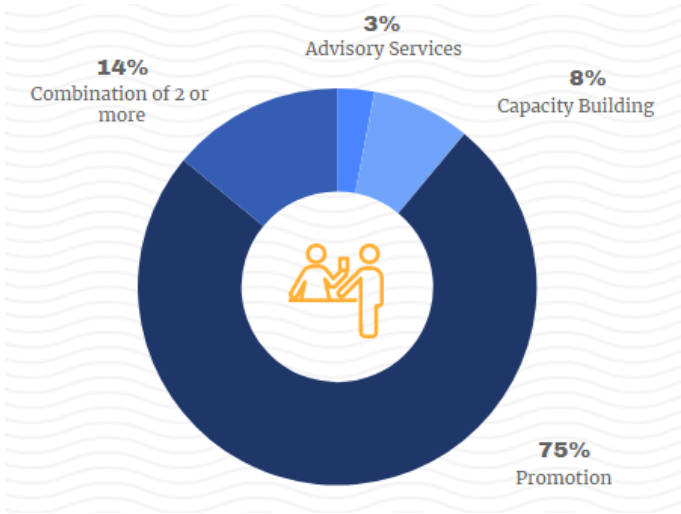
- (b) Modernizing and where possible, simplifying the regulatory framework through the Working Groups;
- (c) Continuing to develop the IT environment for the Global IP Systems; and
- (d) Aligning the skill profiles of staff to keep with the sophistication of administrative tasks.

29. The analysis of the evaluation confirms that Program 32 has had clear implementation strategies. Under the 2018/19 program and budget, the strategies implemented were⁹:

- (a) Organize and participate in awareness-raising and promotional activities aimed at bringing the Geneva Act into force;
- (b) Conduct training and outreach activities to further promote the use of the System, while respecting the right of Member States to choose protection for GIs by trademarks or other forms of legal protection;
- (c) Provide demand-driven legal and technical assistance to Member States and intergovernmental organizations with a focus on developing countries and LDCs while pointing out the option of providing protection for GIs through other means;
- (d) Continue the process of modernizing and simplifying the regulatory framework of the Lisbon System; and
- (e) Improve productivity and service levels through enhanced reliance on information technology.

30. Program 32 has been focusing its efforts on its implementation strategies with their advisory services, capacity building and promotion activities in place. Since 2016, the work on each of these three areas has been maintained, on average, at the same level throughout these years. Even though there is a stronger focus on promotion, many of the activities within this category have components that can also be attributed to advisory services and capacity building.

Figure 3: Average percentage of technical assistance by category

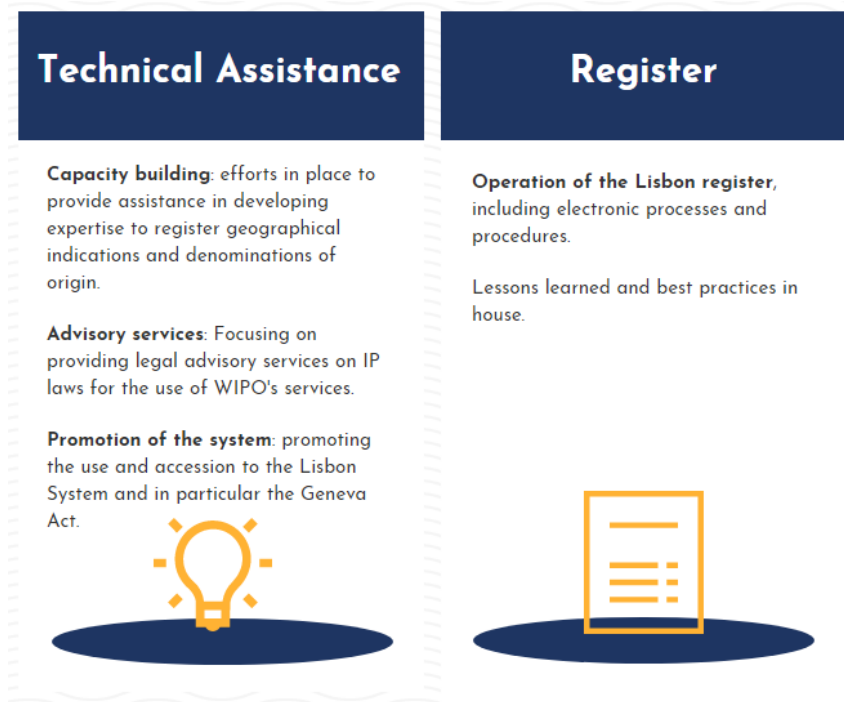


Source: Mission reports 2016-2019.

⁹ Ibid 9

31. The program results, implementation strategies and organizational documents, focus mainly on two areas: technical assistance, comprising of capacity building, advisory services and promotion; and operation of the Lisbon Register.

Figure 4: Groups of activities per category



Source: Activities for the period of 2016/2019.

32. This structure also guides the work and analysis presented under this report.

Finding 1: Program 32 is relevant to the work of the Organization as its activities are defined and carried out under the establishment of different organizational documents as assemblies documents, an agreement (and subsequent revisions) and regulations.

Finding 2: Program 32 has developed activities that fall under two linked streams of work: promotion activities (including related technical assistance: such as advisory services, legislative advice and capacity building) and the management and development of the Lisbon International Register.

Conclusion 1: Program 32 scope of work and activities are relevant and in line with organizational and Member States needs and requirements.

3. EFFECTIVENESS

33. The evaluation terms of reference include the following question of the effectiveness of the program:

“To what extent has the program achieved its expected results in promotion, including via technical assistance, and in the Register services it provides?”

34. The evaluation has conducted a thorough document review and semi-structures interviews to provide an answer to the evaluation question.

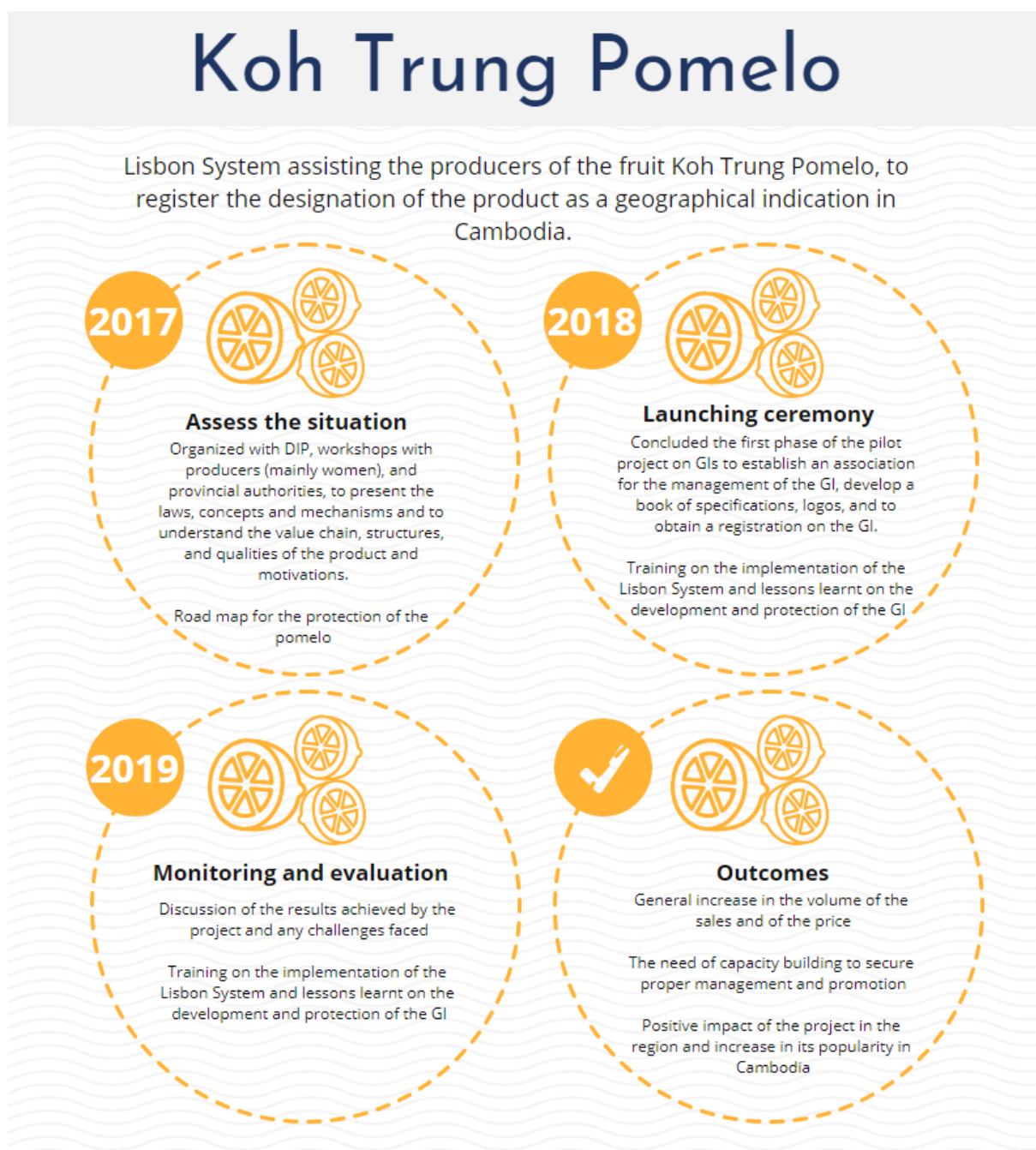
(A) EFFECTIVENESS OF THE PROMOTION ACTIVITIES AND RELATED TECHNICAL ASSISTANCE

35. The Program’s promotion activities and related technical assistance have been guided by the principle of providing services “on demand from countries” as well as prioritizing the promotion of the Geneva Act and its entering into force. The focus since the Program’s establishment has been to strengthen relations with national counterparts by informing them about the main characteristics of the Lisbon System, the new features that will bring the Geneva Act and explanation of the registration procedures.

36. The technical assistance provided has also served to provide countries with information on other legal means of protection for GIs in addition to *sui generis* protection (in particular trademarks) and on exceptions and limitations to GI protection (such as prior right, generic terms). Information is also provided, on other WIPO systems available for protection (for example, on services offered by the Madrid System, alternative dispute resolutions, and global databases for IP). Other agreements managed by other organizations as for example the World Trade Organization Trade-Related Aspects of Intellectual Property Rights are also mentioned during their technical assistance activities. This approach offers a complete view to all requesting Member States about available systems to protect GIs and other IP rights.

37. Over the years, promotion activities have opened the door to continue discussions on the two other areas of technical assistance. Activities have focused on seminars (national and regional) and capacity building for national examiners and association of producers about GIs. Countries have shown interest by following up with official requests for assistance, preliminary analyses of the potential benefits to accede to the Geneva Act, and the establishment of pilots on protections of GIs. An example of how Program 32 linkages between technical assistance and promotion activities contribute to the protection of GI under the Geneva Act is provided in the infographic below. A project implemented in Cambodia aimed at helping a local community registering the designation *Koh Trung Pomelo*, a citrus fruit, as a GI.

Figure 5: Pilot case study of the fruit Koh Trung Pomelo as a geographical indication



Source: Mission reports Cambodia 2017-2019.

38. The effectiveness of the Program's technical assistance services extends beyond the ratification of the Geneva Act with the technical assistance provided to those countries that have more mature systems of GIs and demand additional services. On these occasions, IP authorities have benefited from the review of relevant laws and have received support for purpose of drafting legislations that would be compatible with the Geneva Act. The Program has also discussed with interested producers and representatives of business associations potential products that could benefit from acceding to the Geneva Act. These services are oriented to provide assistance on overcoming the technicalities of the registration procedures to register the country's first GIs under the Geneva Act.

39. Interviewed Member States reported that Program 32 has provided different options to protect IP, including the Madrid System and that the Program provided these services through a participatory approach with the country receiving technical assistance. However, when delivering capacity development, countries also demand more contextualized examples on GIs and continued training availability with references and support from best practices in other countries from the region. They have also expressed that the limited availability of human and financial capacities of the Program takes a toll on the possibilities of collaboration and the length of the accession process.

40. However, interviewees have noted that there is a need to inform better users of the system at subnational level. For example, producers, and not only government officials, have more pending questions, doubts and concerns about GIs, creating producers associations and the direct benefits (including expected time and monetary gains) of registering their GIs. Increased collaboration with other international organizations to understand strengths and points of synergies to avoid duplications is also on the radar of Program improvements.

41. Many of the Program activities (over 85 per cent¹⁰) are done in coordination with the Regional Bureaus (including the Department of Transition and Developed Countries). All Bureaus confirmed that countries that have collaborated with Program 32 provided positive feedback and satisfaction with the services received. In particular, they highlighted the support provided on:

- (a) Expert legal advice on IP laws, particularly pertaining to alignment with the development or revision of laws for GIs and appellations of origin;
- (b) Regional and sub-regional workshops to share experiences and lessons learned to maximize the potential benefits of the information provided on the development of GIs and the Lisbon System;
- (c) Knowhow and trainings on the Lisbon System and registrations;
- (d) Continue the process of modernizing and simplifying the regulatory framework of the Lisbon System; and
- (e) Assistance to coordinate and deal with partnerships among international organizations, government entities and civil society.

42. The strategic performance indicators included in the Program and Budget Report for the periods (2016/17) and (2018/19) showed overall progress. More specifically, the geographical expansion of the System has increased during the period covered by the evaluation, and the program has provided legal advice advancing on the enhancement of the legal frameworks of countries assisted. Furthermore, there has been marginal progress on the electronic processes and procedures of the Lisbon System Register. Finally, using these strategic indicators to report progress limits to some extent the possibility to report intermediate results that the Program has attained.

(B) EFFECTIVENESS OF THE REGISTER

43. The Lisbon Registry is responsible for the processing of international applications and other requests for recording them in the International Register. The Register is maintained by WIPO under the Lisbon Agreement for the Protection of Appellations of Origin and their

¹⁰ Average number of activities in the workplan per performance indicator grouping that are organized in coordination with the Regional Bureaus.

International Registration, and under the Geneva Act of the Lisbon Agreement following its entry into force on February 26, 2020.

Figure 6: The Lisbon Register process



Source: Internal consultations and Lisbon Register flow documents

44. As Program 32 requires it, the Register is the official tool for the official recording and collection of data concerning international registrations. Currently, the process for recording and notification of transactions under the Lisbon System fluctuates between manual and semi manual steps. Intervention of a Program's team member is required to move the process from step to step.

- From receiving a transaction (application for registration, grant of protection, refusal, etc.) by email (or on paper) to generating notifications to all contracting parties;
- Process the documentation for translation, finance and examination;
- Input data into the Lisbon App, an internal database for data management;
- Generate registration certificates, and related notification of registrations, grants of protection, refusals, etc.;
- Transfer and extraction from Lisbon App to Lisbon Express, the external database of the Lisbon System; and
- Generation of the Bulletin (yearly official publication).

45. The manual steps between each part of the Register are also time consuming even with the current level of registrations received under the Lisbon Agreement. Each step of the process does not communicate with the next, and each one uses a different piece of

software to carry out a specific part of the treatment (recording and notification) of each transaction:

- (a) Email or paper copies are used to receive transactions and submit related requests for their treatment to finance and translation services;
- (b) WINS system is used to send a notification to all Contracting Parties that accepted to use electronic communication means. Some Lisbon members still required mail services;
- (c) Lisbon App is used to maintain an internal record of the request for transactions received;
- (d) An extraction zip file is used and put into a server for IT to upload to Lisbon Express;
- (e) Lisbon Express is available under the new IP portal as other external WIPO databases. With each transfer after each new request, all data is overridden in the system;
- (f) Email and WINS system are used to send the certificate of registration, notification of grants of protection and refusals, etc., or mail services for those Lisbon members that still require mail services; and
- (g) A manually created document is used annually to generate the Bulletin Appellations of origin.

46. Within this framework, the different systems used for the recording and notification procedure of each kind of transactions have not been updated since they were first created. The Lisbon App was developed in the early 2010's and the Lisbon Express in the 1990's. Each part of the software is in need of a system update:

- (a) WINS system is a ticketing system tool and not developed to manage notifications under the Lisbon Register;
- (b) Lisbon App is only designed to manage appellations of origin under the Lisbon Agreement and lacks the fields to include new information needed as per the Geneva Act legal framework and cannot generate proper registration documents; and
- (c) Lisbon Express is an older software and with each new override of data, data has found to be lost or out-of-place, needing IT help to fix the issues noticed.

47. Each part of the software also has a different in-house IT team to manage it, creating a situation, in which there is a need to liaise with different IT experts and with not much interaction among parts to make the process run more efficiently. Apart from the Program team managing the substantial side of the treatment of Lisbon Register transactions, there is a lack of ownership on the IT side to manage the Lisbon Register process.

48. These issues could go beyond the Program and become organization-wide problems. As highlighted during internal consultations with staff the possible risks are:

- (a) Institutional knowledge of the Lisbon Register process is limited to one staff member in the Program team;
- (b) Time spent for treating requests if there are any issues with the systems or if staff is unavailable to manage requests;

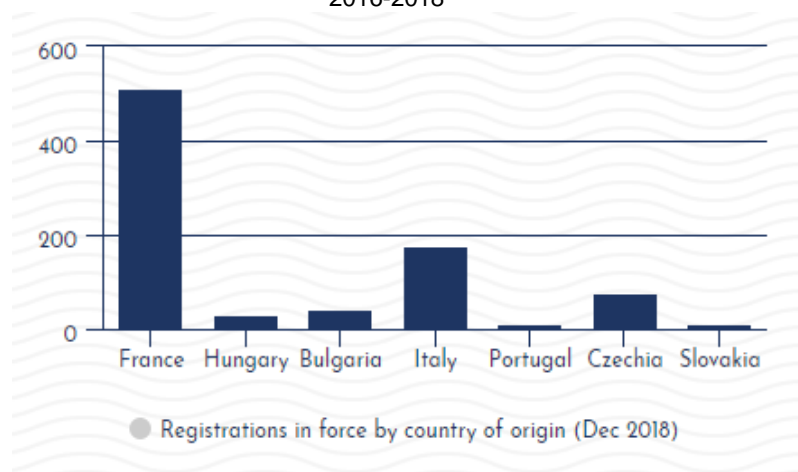
- (c) Poor or average quality of the services rendered since there is no one common IT tool to process the transactions under the Lisbon Register and many of the processes are manual;
- (d) Legal uncertainty of data presented in Lisbon Express as some anomalies in the quality and presentation of data have been seen by staff and users¹¹; and
- (e) High risk of incompleteness and unavailability of data.

49. IT experts in house explained that an update of the Lisbon Register would require a limited investment of time and resources with approximate three to six months of work depending on the number of staff (one or two IT experts) and the time they devote to this project. There is also strong willingness from the IT teams to assist on this process, noting that by developing an IT system that is fit for purpose and well-coordinated, the Lisbon Register could be brought up to the standard and quality of other systems managed in house.

50. As the global forum for intellectual property services, policy, information and cooperation¹² and with the delineated functions under Article 4 on the Convention Establishing the World Intellectual Property Organization¹³, the Organization has the responsibility to manage a system that minimizes risks and provides what is stipulated in the Lisbon Agreement and within the framework of the expected results of the Program.

51. With the entry into force of the Geneva Act, there are also expectations that there will be an increase in the registrations from acceding countries. In particular, with the accession of the EU in November 2019, EU Member States have indicated their willingness to convert their international registrations under the Lisbon Agreement into registrations under the Geneva Act. Not accounting any new registration from other acceding countries, there could be about 840 registrations that will need to be converted to comply with the requirements under the Geneva Act. This will create a situation, in which the International Register, as it stands, would need to deal with a higher influx of transactions than it has ever managed.

Figure 7: Number of registrations in force by Contracting Parties of Origin from the EU Countries for the period 2016-2018



Source: 2018 Bulletin, Appellations of Origin

¹¹ Determined by emails received from users requesting fixes of bugs in the system of various issues

¹² About WIPO, What is WIPO? WIPO internet page

¹³ WIPO Convention

Finding 3: The work of Program 32 has focused on promotion activities (75 per cent) followed by capacity building and advisory services.

Finding 4: Mission report analysis and Member States discussions have highlighted the need to focus efforts on direct users of the System, as for example producers and cooperatives, to carry out activities to identify and develop possible GIs, while promoting use of the Lisbon System by those producers and cooperatives.

Finding 5: Program and Budget performance indicators are reporting at the organizational level.

Finding 6: The Lisbon Register requires manual and semi manual steps for each part of the recording and notification process for each kind of transactions.

Finding 7: Different systems are used for each step of the recording and notification process, with different IT teams managing each part.

Conclusion 2: The promotion activities have pointed out the possibility to protect GIs through different legal means at the national and international levels.

Conclusion 3: Reporting on the results of the promotion activities and related technical assistance activities in the Program and Budget is limited as expected results are designed at the organizational level.

Conclusion 4: The way, in which the recording and notification process is currently designed and managed from both the Program and the IT sides, leaves the organization open to different risks, which could be avoided with an update of the International Register with improved IT systems and tools.

4. EFFICIENCY

(A) EFFICIENCY OF THE PROMOTION ACTIVITIES AND RELATED TECHNICAL ASSISTANCE

52. The evaluation terms of reference include the following questions of the efficiency of the program:

“How economically were resources translated into the observed outputs pertaining to promotion activities of the System - including related technical assistance - and the promotion of the program and management of the International Register?”

“Are there any good practices or lessons learned in terms of efficiency of the promotion activities, as well as related to the technical assistance provided - including related technical assistance - and the promotion of the program and management of the International Register?”

53. The three staff members under the Program have carried out promotion activities (including related technical assistance activities) and improvement of the legal and financial framework of the Lisbon System, and daily treatments of transactions under the Lisbon Register, since Program’s creation in the 2016/17 biennium. Since the fourth quarter of 2019, two new staff members have joined the Program, one Legal Officer (at 50 per cent) and one Junior Professional Officer. With the increase of staff, responsibilities, as such, have been shared across all staff members as of 2019. Out of the team, two staff focus on promotion activities (and related technical assistance) for the majority of their working time, while two focus on the improvement of the IT systems for the Lisbon Register and improvement of the legal framework and services of the Lisbon Register following the entry into force of the Geneva Act. One staff focuses on the treatment of transactions under the Lisbon Register and all administrative tasks. The current division of work among the team might need some further adjustments following the entry into force of the Geneva Act to respond to shifts and increased demands for the different Program responsibilities.

Figure 8: Total number of staff and main tasks in 2016 and 2019

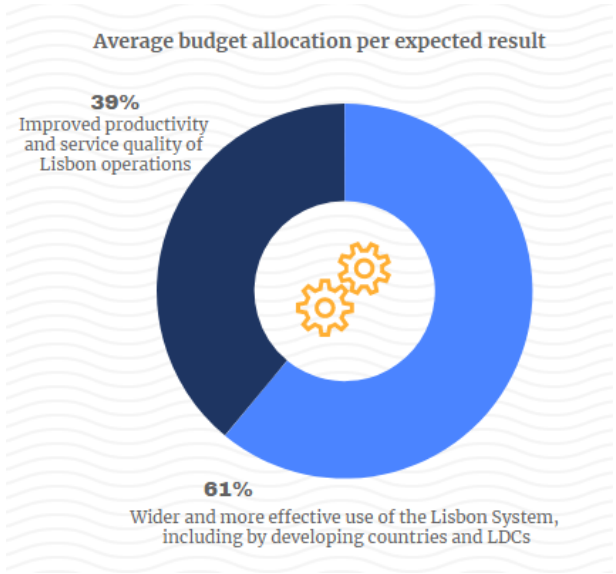


Source: Discussions with Program staff

54. Since 2016, on average, the majority of the budget expenditures have focused on expected result II.9 - wider and more effective use of the Lisbon System, including by developing countries and LDCs, which is reflected on the number of activities carried out under technical assistance (mainly promotion). It is important to note that the budget for the

Program has stayed constant throughout the years with an average of \$650,000 budget available per year for both personnel and non-personnel activities.

Figure 9: Average budget allocations per expected result 2016-2019

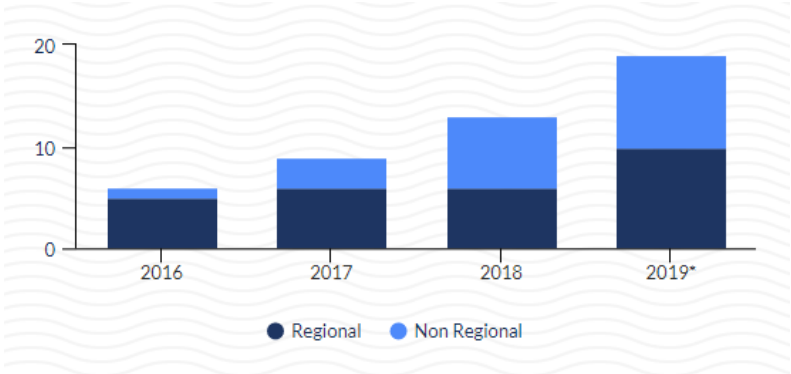


Source: Workplan 2016-2019

55. The number of activities under expected result II.9 have increased by an average of 45 per cent per year even though the budget for the Program has remained stable. The team of originally three people, with two working on the promotion and related technical assistance activities, have carried out over 50 missions since 2016.

56. Many of the activities are done in collaboration with the Bureaus, including the Department for Transition and Developed Countries. The collaboration with the Bureaus has been very positive and synergistic. Bureaus have provided regional expertise, coordination support and assistance to the Program. Most of the activities under II.9 entail cross-program collaboration, and with the existing workforce and budget, the Program has been able to carry over 27 regional and sub-regional activities. The approach of Program 32 to search and take advantage of internal and external synergies to produce results is one of the efficiency measures and strengths that could be maximized in the future. Reaching out for promotion to a higher number of countries through their participation in regional and sub-regional events illustrates this approach.

Figure 10: Count of regional and non-regional activities per year for expected result II.9



Source: Workplans 2016-2019. *2019 activities include "in progress"

(B) EFFICIENCY OF THE REGISTER

57. Budgetary allocations have been 28 per cent in the current biennium for the Lisbon International Register with no allocation from the 2016/17 biennium but with one staff dedicating time to administrative tasks and the management of the Register. The 39 per cent allocated on average to expected result II.10 - Improved productivity and service quality of Lisbon Operations - have mostly been for the performance indicator “progress towards the enhancement of the legal framework” (62 per cent). When looking in detail, only 5 per cent of the budget since 2016 has been used for “Develop the functionality of electronic tools for the data entry, notification and publication of the Lisbon Registry”.

Figure 11: Budget allocations for expected result II.10. Focus on “Develop the functionality of electronic tools for the data entry, notification and publication of the Lisbon Registry”.

Expected Result	Description	2016	2017	Description	2018	2019
Improved productivity and service quality of Lisbon operations	Increased use of electronic means for filing and processing international applications and other transactions		Improved operation of the Lisbon Registry, including electronic processes and procedures			
	Legal and administrative refinements - Lisbon	\$18,112	\$28,333	Processing of international applications and other requests for purposes of recording them in the Lisbon Registry	\$111,152	\$90,348
				Develop the functionality of electronic tools for the data entry, notification and publication of the Lisbon Registry	\$72,948	\$54,556

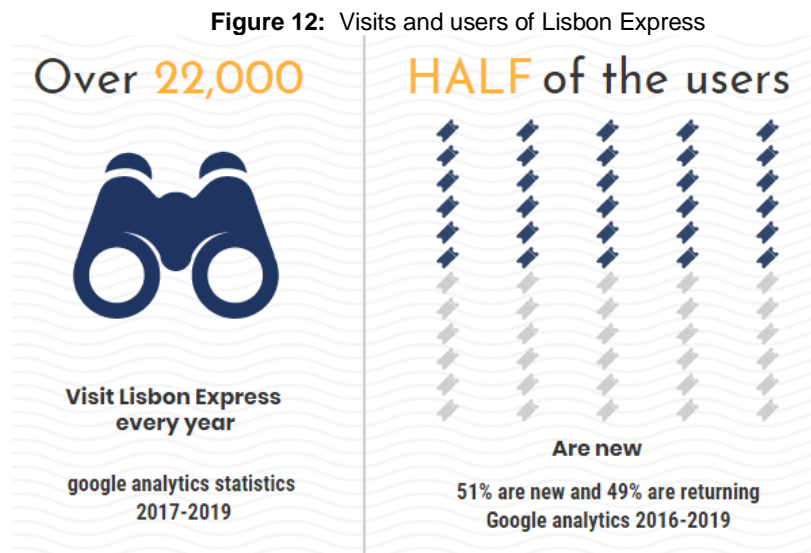
Source: Workplans 2016-2019

58. In terms of human resources, one staff is in charge of the management, examination, inscription and notification of international registrations and other transactions in all parts of the International Register. This goes alongside with the described risks of the lack of institutional knowledge if this staff member becomes unavailable to perform the duties related to the International Register.

59. Even with the human and financial limitations, the International Register functions to receive and maintain all Lisbon Agreement international registrations and transactions. The International Register currently holds 1,013 registrations notified and in force and receives on average 116 transactions and 32 registrations per year since 2015¹⁴. With the entry into force of the Geneva Act, following the accession of the European Union, it is expected that the number of registrations will increase in the coming years.

60. For the public part of the International Register, the Lisbon Express, the database that contains information on all the appellations of origin, receives more than 22,000 visitors since 2017 (2016 data not available) and over 3,500 new users per year since 2016.

¹⁴ As of November 2019



Source: Google Analytics 2016-2017.

Finding 8: Budget for Program 32 has remained constant for biennium 2016/17 and 2018/19.

Finding 9: Allocations have focused on activities related to promotion of the System including related technical assistance and personnel resources.

Finding 10: Only 5 per cent of the current biennium budget is allocated to develop the functionality of the Register.

Conclusion 5: Human resources should be expanded to meet the increase in expected demands for assistance by members interested to join the Lisbon System and increased number of transactions under the Lisbon System with the entry into force of the Geneva Act. Financial resources have remained the same even with the substantial yearly increase in the activities carried out by the Program.

Conclusion 6: The need to develop and improve the International Register is highlighted in both the performance indicators and implementation strategies, nonetheless, financial resources have not been sufficiently allocated to deal with the increased need to update the Register System.

5. OVERALL CONCLUSIONS

The conclusions of the report are as follows:

Conclusion 1: Program 32 scope of work and activities are relevant and in line with organizational and Member State needs and requirements.

Conclusion 2: The promotion activities have pointed out the possibility to protect GIs through different legal means at the national and international levels.

Conclusion 3: Reporting on the results of the promotion activities and related technical assistance activities in the Program and Budget is limited as expected results are designed at the organizational level.

Conclusion 4: The way, in which the recording and notification process is currently designed and managed from both the Program and the IT sides, leaves the organization open to different risks, which could be avoided with an update of the International Register with improved IT systems and tools.

Conclusion 5: Human resources should be expanded to meet the increase in expected demands for assistance by members interested to join the Lisbon System and increased number of transactions under the Lisbon System with the entry into force of the Geneva Act. Financial resources have remained the same even with the substantial yearly increase in the activities carried out by the Program.

Conclusion 6: The need to develop and improve the International Register is highlighted in both the performance indicators and implementation strategies, nonetheless, financial resources have not been sufficiently allocated to deal with the increased need to update the Register system

Recommendations

1. With the increase in the number of activities and the recent entry into force of the Geneva Act, Program 32 needs to redefine the Program prioritization and implementation of promotion activities, including technical assistance activities, with:

(a) A more structured work plan to manage ad hoc requests and to enhance the effectiveness of the available human and financial resources.

(b) Reassessment of budgetary and human resource requirements to meet the expected increase of demands from Member States for assistance and registrations.

(Priority: Medium)

Closing criteria: A revised structured work plan that incorporates criteria to prioritize a strategic approach of promotion activities and related technical assistance.

2. Program 32 should define working level performance indicators that capture the depth of the progress accomplished by the activities carried out under promotion and related technical assistance.

(Priority: Medium)

Closing criteria: Work plan incorporates working level indicators relevant for the program's own monitoring.

3. The International Register for the Lisbon System should be updated in terms of software and management by:

(a) Developing a restructured IT system with one IT owner, as a fit for purpose software tool for the whole registration process minimizing/eliminating manual steps and overrides of data, providing solutions to all technical issues.

(b) Providing required budgetary resources to implement the restructured IT System.

(Priority: High)

Closing criteria: Development and implementation of an updated integrated IT system to manage the Lisbon Registry.

Internal Oversight Division wishes to thank all relevant members of WIPO staff for their assistance, cooperation, and interest during this assignment.

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Approved by: Mr. Rajesh Singh, Director, Internal Oversight Division.

ANNEXES

Annex I.	Evaluation Question Matrix
Annex II.	Interview Protocols for Staff and Member States
Annex III.	List of Documents Reviewed
Annex IV.	Priority of Recommendations

Annex I: Evaluation Question Matrix

Questions/sub-questions	Measure/ Indicator of progress	Desk review verification	Interviews		
RELEVANCE			Staff	Staff collaborating	Country IP Office
i. To what extent are the program promotion activities – including related technical assistance - and the promotion of the program and management of the International Register pertinent to the objectives of the organization and the program?					
In regards to technical assistance: capacity building, advisory services and promotion					
To what extent are the objectives of the program still valid?	number of objectives listed in the workplan in proportion to the actual objectives carried out	☑	☐		
What analyses were conducted to determine the needs of current stakeholders?	plans in place apart from the workplan to conduct activities: MoUs, project documents, etc.	☑	☑		
Is the technical assistance coherent with the context relevant to national priorities or institutional frameworks?	% of relevant stakeholders who think the delivery of technical assistance in their countries is relevant to their needs	☑	☑	☑	☑
What is the strategy in place for the program to achieve its goals?	strategies in place apart from the workplan to conduct activities	☑	☑		
In regards to register		☐	☐		
What is the current structure of the register?	workflow of the existing register	☑	☑	☑	
Is the register designed to fulfill the goals and achieve the objectives of the program?	seamless performance of the register as opposed to other similar tools in house	☑	☑	☑	
To what extent is it design to fulfill the identified needs of the relevant stakeholders?	seamless performance of the register as opposed to other similar tools in house % of stakeholders who believe the register fulfills their needs	☑	☑	☑	☑
EFFECTIVENESS					
i. To what extent has the program achieved its expected results in promotion, including via technical cooperation, and in the registry services it provides?					

In regards to technical assistance: capacity building, advisory services and promotion					
To what extent will the objectives of the program be achieved?	% of results achieved/partially achieved/not achieved	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What positive/negative changes have been observed as a result of the program initiatives/activities/actions?	% of changes linked to expected results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What have been the major factors influencing the achievement or lack thereof of the objectives?	number of factors identified to be significant to the achievement of objectives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Were expected results realistic/feasible for the program?	% expected results rated as realistic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Did any unintended effects occur as a result of the intervention, positive or negative?	number of identified unintended results in relation to the workplan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
What are the obstacles, risks or constraints the program faced? And how are they mitigating these constraints?	% of activities for which obstacles have been reported and mitigations strategies identified	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
In regards to register		<input type="checkbox"/>	<input type="checkbox"/>		
To what extent is the register aiding in the achievement of the program objectives?	% of results achieved/partially achieved/not achieved due to the register	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
How frequently is the database used internally and externally?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
How satisfied are WIPO administrators and users with the structure and functionalities of the database?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
What is the benefit users obtain from the database?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
What are the obstacles, risks or constraints the register is presenting to the program?	% of activities for which obstacles have been reported and mitigations strategies identified as a result of the register	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
What have been the major factors influencing the achievement or lack thereof of the objectives of the program through the register?	number of factors identified to be significant to the achievement of objectives that are linked to the register	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
EFFICIENCY					
i. How economically were resources translated into the observed outputs pertaining to promotion activities - including related technical assistance - and the promotion of the program and management of the International Register?					
For technical assistance and register					
To what extent were the program intended results achieved within the stated timeframe?	% of activities and results delivered according to workplans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Was the stated timeframe realistic for the achievement of intended results, taking into account the conditions of the surrounding context?	% of activities with realistic/ unrealistic timeframe	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Did any delays arise from internal or external (context-related) barriers?	% of activities that were confronted with barriers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

How well were any such delays managed/mitigated?	% of stakeholders that indicated that delays were managed in a efficient manner	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Were the costs incurred proportionate to the conditions of the context?		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
What strategies were applied to maximize value for resources applied?	% of activities with resources maximization	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
How were the resources (human and financial resources) use to deliver according to workplans and expected results?	HR and financials dedicated to each group of activity and to register. Analysis of ToRs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
ii. Are there any good practices or lessons learned in terms of efficiency of the promotion activities, as well as related to the technical cooperation provided promotion activities - including related technical assistance - and the promotion of the program and management of the International Register?	list of lessons learned and good practices identified	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Lessons learned or in house good practices from collaborators that could be replicated in the Lisbon		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Annex II: Interview Protocols for Staff and Member States

Internal staff – WIPO Programs
Relevance of program and services
Is the Lisbon system mentioned in national strategies, if yes, how many and which?
Are there any gaps in the services that need to be addressed? Are the services offered by program 32 serving all the needs of the countries?
How responsive is program 32 to needs challenges and opportunities that arise from countries?
Effectiveness of program and services
Are the services of the program requested by countries? What sort of requests are received?
Is there any funding provided for the activities by your Program?
What is the process from the moment a request is received from a country? What is the involvement of your program?
What external (context-related) factors influenced – positively or negatively - the achievement of results?
What internal (intervention/implementing agency or partnership-related) factors influenced – positively or negatively - the achievement of results?
Have there been any opportunities missed by program 32? If yes, why?
Can program 32 improve the delivery of their services in any way? Are there instances where they can deliver better services?
Do you receive feedback from countries after an implementation of an activity by program 32?
Have the countries ever mentioned issues with the services provided by program 32?
Have the countries ever mentioned issues with the register of the Lisbon system?
What is the follow up strategy for activities carried out in each country?
Efficiency of program and services
Have any requests received by countries been unable to be fulfilled due to lack of funds? Yes if so, how many and how much? Why have activities been cancelled or postponed?
Did any delays arise from internal (implementing agency- or partnership-related) or external (context-related) barriers? How well were any such delays managed/mitigated?
Have any strategies been used to maximize the use of resources, for example, partnerships? That you know of
Could program 32 have achieved more with the same resources it's had since 2014?
Can you think of any risks with the implementation of activities in your region if the program continues business as usual?
Any other comments regarding Program 32 implementation of activities or the register?
Internal staff – IT Staff
Please describe your involvement of each step with the Lisbon system. What is your work/contribution?
what is the timeline planned?
What about automation of other processes?
What is the plan for automation of the whole system?
What is the process in place for the system?
How long has this database been in place?
Is this done as part of your work responsibilities or does it fall outside of the working scope?
Do you have any comments about how the register functions?

Have you received any comments/requests/complains about the functioning of the system?
In your expert opinion, in what ways can the register be improved? In terms also of time investment and financial resources?
Any other comments about the register and its functioning?
Possible risks they could envisioned if their registers where not functioning as such
Member States
General questions
Could you please explain to us the process of your interaction with Program 32? How and why did you become interested in their services?
What services has the program offered you? On each of these, how have they been delivered? Detailed description of collaboration.
What are the gaps, if any, in the services provided by the program?
Do you envision any risks if the program continues as currently it is working?
Any other comments regarding Program 32 implementation of activities?

Annex III: List of Documents Reviewed

#	WIPO Organization Documents
1	Program and Budget 2016/17 & 2018/19
2	Lisbon Union Assemblies reports 2016-2019
3	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications, reports 2016-2019
4	Program Performance Report 2016 and 2016/17
5	Working group of the Lisbon system reports 2016-2019
6	Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications
7	Regulations under the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications
8	Common Regulations under the Lisbon Agreement on Appellations of Origin and Geographical Indications and their International Registrations and the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications
9	Lisbon agreement of the Protection of Appellations of Origin
10	Regulations under the Lisbon Agreement for the Protection of Appellations of Origin and their International Registration
11	Medium Term Strategic Plan 2016-2021
12	The 45 Adopted Recommendations under the WIPO Development Agenda
Documents Related Specifically to Technical Assistance and the Register	
1	Mission Report 2016-2019 (see list below)
2	Workplan and budget 2016-2019
3	Training Materials
4	Bulletins 2016-2018
5	Power Points used for presentations
6	Received emails issues - Lisbon Express
7	Google Analytics data 2016-2019
8	Automation Process of the Register
9	International Registration Procedure
10	Lisbon Registration Workflow
11	Lisbon Transaction Statistics 2016-2018
12	Lisbon Model Instrument
Titles of Mission Reports 2016-2019	
1	Participation at the 2016 AIDV International Conference Legal Tools for the Protection of Local Wineries in a Global Market, on September 16 and 17, 2016, in Sienna, Italy; and (2) Participation at the 2016 AIPPI World Congress on September 18, 2016.
2	Conference on Enhancing Market Access and Promoting Certification for Quality Origin Products in Guyana, on December 1 and 2, 2016, Georgetown, Guyana
3	Expert Mission on the Geneva Act of the Lisbon Agreement and Protection of Geographical Indications in Algeria (Algiers, March 15 and 16, 2016)
4	Conference on the Development of Geographical Indications in the African Union, from November 22 to 25, 2016, Nairobi, Kenya
5	Participation in the Annual Series of Meetings of the Organisation Internationale de la Vigne et du Vin (OIV), Paris, April 13, 2016
6	Participation in the Workshop on the International Protection of Geographical Indications, at CIBUS 2016 18th International Food Exhibition, Parma, Italy, 10 May, 2015
7	Follow-up Expert Mission on the Geneva Act of the Lisbon Agreement, Algiers, September 21 and 22, 2016
8	1. Information mission at the Organisation africaine de la propriété intellectuelle (OAPI); 2. Participation at the Colloque sur les indications géographiques and the Foire internationale des produits dont la qualité est liée à leur origine géographique (Yaoundé, Cameroon, September 7 to 10, 2016)

9	Participation as speaker in the ECAP III Regional Seminar on Geographical Indications on November 28-29, 2016, Makati City, Philippines
10	Regional Conference on the Protection of Geographical Indications (G /s) : The Lisbon System and Other Means of Protection, Sofia, November 24-25, 2016
11	Participation as speaker at the 2016 InterGI Training Course on Geographical Indications (GIs), Sete, October 28, 2016
12	Symposium on Geographical Indications for the Protection of Industrial and Artisanal Products organized by the University of Lyon III and the Centre Paul Roubier ¹ , in cooperation with the Institut National de la Propriete Intellectuelle and the Compagnie Nationale des Conseils en Propriete industrielle (CNCPI), Lyon, February 3, 2016
13	Participation in the Seminar on Geographical Indications and Africa, in Casablanca, Morocco, on December 13 and 14, 2017
14	Participation at the first edition of the Summit on Turkish Geographical Indications – From Tradition to Future, on April 28 and 29, 2017 in Ankara, Turkey
15	Advisory mission on the Lisbon System and on the Koh Trung Pomelo branding, Phnom Penh and Kratie, Cambodia, May 24 to May 31, 2017, and participation as speaker at the <i>Second Edition of the AsiaGI Training</i> , Kampot, Cambodia, May 26, 2017
16	Participation at the 2017 Forum Origin, Diversity and Territories, in Bulle, Switzerland, December 1, 2017
17	European Policy for Intellectual Property (EPIP) Conference, September 4-6, 2017, Bordeaux, France
18	Participation at the 6th EU-Africa Business Forum (EABF), 27 November 2017, Abidjan, Côte d'Ivoire
19	Séminaire institutionnel de promotion et de coordination des indications géographiques en Côte d'Ivoire, in Abidjan, Cote d'Ivoire, on November 8 and 9, 2017
20	Atelier de renforcement des capacités des membres du Comité National de Promotion et de Coordination des Indications Géographiques au Cameroun (CONAPIG), Yaoundé, Cameroon, from May 16 to 19, 2017
21	Training session on the Lisbon Agreement , Santo Domingo, Dominican Republic, December 7 and 8, 2017
22	WIPO Sub-Regional Symposium on Geographical Indications, Trabzon, Turkey, September 12 and 13, 2017
23	Seminar on WIPO Services and Initiatives and Coordination meeting with the Italian Patent and Trademark Office (UIBM), Bari, Italy, July 5, 2017
24	National Seminar on the Protection of Geographical Indications , Maputo, June 8 and 9, 2017
25	Sub-Regional Seminar on Geographical Indications, Baku, May 31, 2017
26	Expert Mission on the Lisbon System, Bogota, May 11 and 12, 2017
27	International Seminar on Geographical Indications, Alicante, February 16 and 17, 2017
28	Advisory Mission on geographical indications and the Geneva Act of the Lisbon Agreement, Vientiane, Lao PDR, May 21 to 25, 2018
29	National Consultation Workshop on the Geneva Act of the Lisbon Agreement and Expert Mission, Vientiane, Lao PDR, July 30 to August 3, 2018
30	Conference on Collective Trademarks, Certification Marks and Geographical Indications, Bologna, Italy, November 26, 2018
31	Side event to the Chair Council Working Party on Intellectual Property (CWP IP), Brussels, November 5, 2018
32	Expert Mission on the Georgian legislation on geographical indications and the Geneva Act of the Lisbon Agreement, Tbilisi, March 19 to 23, 2018
33	National Seminar on the Development of the Legal Protection System for Appellations of Origin at the National and International Levels, Velikiy Novgorod, Russian Federation, June 1, 2018
34	National Seminar on Geographical Indications and Certification Labels and Advisory Mission, Tunis, December 4 to 6, 2018
35	Executive Workshop on Geographical Indications for Least Developed Countries (LDCs), October 8 and 9, 2018, Florence, Italy

36	First Meeting of the Consultative Committee for the Development of Geographical Indications in Africa, Yaoundé, October 18, 2018
37	Preparatory meeting on the implementation of the Continental Strategy for Geographical Indications in Africa, FAO Headquarters, Rome, February 6 to 8, 2018
38	Meeting to discuss the Action Plan for the Development of Geographical Indications (GIs) in Africa, FAO Headquarters, Rome, May 28, 2018
39	National Seminar and Expert Mission on Geographical Indications and the Geneva Act of the Lisbon Agreement, Teheran, Iran, August 25 to 28, 2018
40	Mission to Cambodia on the GI Project Koh Trung Pomelo and Training on the Implementation of the Geneva Act of the Lisbon Agreement, Kratie Province and Phnom Penh, June 22 to 28, 2018
41	Seminar on WIPO Services and Initiatives and Coordination meeting with the Italian Patent and Trademark Office (UIBM), Brescia, Italy, April 10, 2018
42	2018 Annual Meeting of the Hungarian Trademark Association (HTA), Budapest, March 1, 2018
43	Participation as speaker at the 2018 Edition of ORIGO, May 8, 2018, Parma, Italy
44	Seminar on the Lisbon System and Expert Mission, Muscat, Sultanate of Oman, December 10 to 12, 2018
45	Participation in the Sub-Regional Seminar on Collective Trademarks, Chiclayo, November 5, 2018 and (ii) Participation in the National Seminar on the Lisbon System and the Management of Appellations of Origin in Peru, Ica, November 6 and 7, 2018 followed by a High level meeting with Representatives of the Ministry of Foreign Affairs, Lima, November 8, 2018
46	2018 InterGI Training Course, Sete, France, October 11, 2018
47	National Seminar on the Protection of Geographical Indications under the Lisbon System, Ankara, May 16, 2018, followed by a Training Session on the Lisbon System, Ankara, May 17, 2018
48	International Conference on Geographical Indications as Intellectual Property of the EU and their Contribution to the Development of the Regions, Heraklion, Crete, December 4, 2018
49	Training Session on the Lisbon Agreement and the Geneva Act of the Lisbon Agreement, Tirana, Albania, June 18, 2019
50	Expert Mission on the Accession of Samoa to the Geneva Act of the Lisbon Agreement, Apia, Samoa, April 3 to 10, 2019
51	National Seminar on the Lisbon System and the Management of Appellations of Origin in Ecuador followed by High level Meeting with Representatives of the Competent Ministries, Quito, March 20 to 22, 2019
52	EUIPO - INDECOPI IP Key Conference on Geographical Indications and Trademarks. Future Perspectives, Lima, March 28 to 30, 2019
53	Technical Committee and Consultative Committee for the Development of Geographical Indications in Africa, Essaouira, Morocco, March 27 to 29, 2019
54	Expert Mission on Geographical indications and the Lisbon System in Cairo, April 2 to 4, 2019
55	Mission to Cambodia for the Monitoring and Evaluation of the Project on the GI Koh Trung Pome/o, and Training on the Geneva Act of the Lisbon Agreement, Kratie Province and Phnom Penh, Cambodia, April 17 to 26, 2019
56	Expert Mission on the Accession of Cameroon to the Lisbon System, Yaounde, June 6 and 7, 2019
57	III International Seminar on Designation of Origin and Geographical Indications, Alicante, March 6 and 7, 2019
58	2019 International Conference of the International Wine Law Association (IWLA/AIDV), from July 21 to 23, 2019, in Lausanne, Switzerland
59	Training on the Lisbon System at the European Union Intellectual Property Office (EUIPO), Alicante, Spain, June 27, 2019

Annex IV: Priority of Recommendations

The recommendations are categorized according to priority, as a further guide to WIPO management in addressing the issues. The following categories are used:

Priority of Recommendations	Nature
High	Requires Urgent Management Attention. This is an internal control or risk management issue that could lead to: <ul style="list-style-type: none">• Substantial financial losses.• Loss of controls within the organizational entity or process being reviewed. Serious violation of corporate strategies, policies, or values. <ul style="list-style-type: none">• Reputation damage, such as negative publicity in national or international media.• Adverse regulatory impact, such as public sanctions or immaterial fines.
Medium	Requires Management Attention. This is an internal control or risk management issue, the solution to which may lead to improvement in the quality and/or efficiency of the organizational entity or process being audited. Risks are limited. Improvements that will enhance the existing control framework and/or represent best practice

[End of annexes and of document]