

## **Program and Budget Committee**

**Thirty-Fifth Session**  
**Geneva, May 22 to 26, 2023**

### LIST OF DECISIONS

*prepared by the Secretariat*

**AGENDA ITEM 1.** OPENING OF THE SESSION

**AGENDA ITEM 2.** ADOPTION OF THE AGENDA

document WO/PBC/35/1.

*The Program and Budget Committee (PBC) adopted the agenda (document WO/PBC/35/1).*

**AGENDA ITEM 3.** ELECTION OF ACTING VICE-CHAIRS OF THE PROGRAM AND BUDGET COMMITTEE (PBC)

*The Program and Budget Committee (PBC) elected, for its sessions to be held in 2023, Ambassador Zbigniew CZECH (Poland) and Ms. María del Socorro PIMIENTA (Colombia) as the Acting Vice-Chairs of the Committee.*

**AGENDA ITEM 4.** PROGRESS REPORT ON THE IMPLEMENTATION OF THE JOINT INSPECTION UNIT'S (JIU) RECOMMENDATIONS

document WO/PBC/35/2.

*The Program and Budget Committee (PBC):*

- (i) *took note of the present report (document WO/PBC/35/2);*
- (ii) *welcomed and endorsed the Secretariat's assessment of the status of the implementation of recommendations under:*
- *JIU/REP/2021/6 (Recommendation 4);*
  - *JIU/REP/2021/5 (Recommendations 3 and 4);*
  - *JIU/REP/2021/2 (Recommendations 1 and 7);*
  - *JIU/REP/2020/8 (Recommendations 1, 5, 8 and 9);*
  - *JIU/REP/2020/7 (Recommendations 1, 2, 3 and 4);*
  - *JIU/REP/2020/6 (Recommendation 4);*
  - *JIU/REP/2020/2 (Recommendation 3);*
  - *JIU/REP/2018/6 (Recommendations 1 and 4) as set out in the present report;*
- (iii) *recommended to retain "under implementation" as the status of the implementation of recommendations under:*
- *JIU/REP/2021/3 (Recommendations 1 and 2); and*
- (iv) *called on the Secretariat to propose assessments for the open recommendations made by the Joint Inspection Unit (JIU) for Member States' consideration.*

**AGENDA ITEM 5. WIPO PERFORMANCE REPORT 2022**

document WO/PBC/35/3 Rev.

*The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) for 2022 (document WO/PBC/35/3 Rev.), and recognizing its nature as a self assessment of the Secretariat, recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the positive financial performance and Programs' progress towards achieving the expected results in 2022.*

**AGENDA ITEM 6. PRELIMINARY RESULTS FOR THE YEAR ENDED DECEMBER 31, 2022**

document WO/PBC/35/INF/1.

*The Program and Budget Committee (PBC) took note of the contents of the document (WO/PBC/35/INF/1).*

**AGENDA ITEM 7. UPDATE OF THE MECHANISM TO FURTHER INVOLVE MEMBER STATES IN THE PREPARATION AND FOLLOW-UP OF THE PROGRAM OF WORK AND BUDGET**

document WO/PBC/35/4.

*The Program and Budget Committee (PBC) decided to continue the discussion on the "Update of the Mechanism to Further Involve Member States in the Preparation and Follow-up of the Program of Work and Budget" at the 36<sup>th</sup> session of the PBC, based on document*

WO/PBC/35/4 as amended during the 35<sup>th</sup> PBC session and additional proposals received from Member States.

**AGENDA ITEM 8. PROPOSED PROGRAM OF WORK AND BUDGET FOR 2024/25**

document WO/PBC/35/5.

*The Program and Budget Committee (PBC), having completed a comprehensive first review by Sector, as well as Annexes and Appendices, of the proposed Program of Work and Budget for 2024/25 (document WO/PBC/35/5):*

- (i) Emphasized the importance of WIPO's contribution to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs);*
- (ii) Underlined the importance of promoting inclusiveness in the field of intellectual property, including gender equality and equitable geographical representation, through WIPO's initiatives and within the Secretariat;*
- (iii) Requested the Secretariat to update the demand and income estimates in the proposed Program of Work and Budget 2024/25 to reflect the Chief Economist's April 2023 forecasts;*
- (iv) Agreed to the following modifications proposed by Member States as per the attached track changes document:*
  - i. Addition of a new bullet related to TK, TCEs and GRs under Strategic Pillar (SP) 4 (page 13);*
  - ii. Addition of a new bullet related to SMEs under Strategic Pillar (SP) 4 (page 14);*
  - iii. Modification of the fifth implementation strategy under the Patent Cooperation Treaty related to PCT staff and technical patent examination (page 22);*
  - iv. Modification of ER4.1 to include a reference to balanced IP system and related footnote (page 23);*
  - v. Modification of the 1<sup>st</sup> and 4th bullet in the implementation strategy related to Copyright Law (page 31);*
  - vi. Modification of the implementation strategy related to Development Agenda Coordination (page 37);*
  - vii. Modification of the implementation strategy related to the 2030 Agenda for Sustainable Development and SDGs (page 50);*
  - viii. Modification of the implementation strategy under IP for Business related to tools, programs and materials and the addition of a new bullet related to SMEs (page 56);*
  - ix. Addition of KPI related to GII datasets under ER 4.2 (page 59);*
  - x. Modification of the implementation strategy under Digital Transformation related to data security (page 62);*

- xi. Modification of the 6<sup>th</sup> bullet under the People and Culture related implementation strategies (page 66);*
- (v) Requested the Secretariat to issue a revised version of the proposed Program of Work and Budget for 2024/25 based on (iii) and (iv) above;*
- (vi) Took note, inter alia, of outstanding issues (not limited to the highlighted items in the attached track changes document) for further consideration in the 36<sup>th</sup> session of the Program and Budget Committee the potential:*
  - i. Removal of SDGs, except SDG 9, in the strategy house (page 8);*
  - ii. Addition of a new bullet related to green technologies under Strategic Pillar (SP) 3 (page 13);*
  - iii. Addition of a new KPI under ER 3.3 related to technology transfers (page 13);*
  - iv. Modification of the 3rd bullet priority under SP4 (IPGAP) (page 13);*
  - v. Adjustment of budgetary allocations for DA and South-South coordination and IPGAP (page 13);*
  - vi. Modification of the KPI related to the IPGAP (page 14);*
  - vii. Modification of the priority related to gender equality and equitable geographical representation (page 15);*
  - viii. Modification of the risk response for the risk related to cybersecurity (page 16);*
  - ix. Addition of new text on gender equality under the implementation strategy related to IPGAP (page 21);*
  - x. Reallocation of resources between ER 1.1. and ER 2.2 (page 34);*
  - xi. Addition of additional paragraph under Development Agenda Coordination (page 37);*
  - xii. Reflection of additional risk in RNDS (page 38);*
  - xiii. Additional bullets related to the financing matters regarding Member States and indigenous peoples' and local communities' representatives in IGCs and the Diplomatic Conference (page 48);*
  - xiv. Modification of the implementation strategy related to IP and Competition Policy (page 50);*
  - xv. Addition of KPI related to TISCs under ER 4.4 (page 60);*
  - xvi. Modification of ER 5.1 (page 69);*
  - xvii. Modification of the targets for the KPI related to gender balance (page 69);*
  - xviii. Addition of an Annex with the breakdown of budget and posts of the entire WIPO network, including external and coordination liaison offices;*

xix. *Addition of an Annex with a breakdown of the budget for Development Coordination;*

**AGENDA ITEM 9.** ASSESSMENT REPORT ON THE ISSUE OF SUSTAINABILITY IN PROCUREMENT (IN THE CONTEXT OF REGULATION 3.8 OF THE FINANCIAL REGULATIONS AND RULES (FRR))

document WO/PBC/35/6.

*The Program and Budget Committee (PBC) took note of the “Assessment Report on the issue of sustainability in procurement (in the context of Regulation 3.8 of the Financial Regulations and Rules (FRR))” (document WO/PBC/35/6).*

**AGENDA ITEM 10.** STUDY ON THE CREATION OF A SEPARATE ENTITY FOR AFTER-SERVICE HEALTH INSURANCE (ASHI)

*The Program and Budget Committee (PBC):*

- (i) recalled that the PBC had requested the Secretariat to undertake a more detailed study on how a separate entity could be established in order to formally designate earmarked ASHI investments as plan assets and present the findings to the 35<sup>th</sup> session of the PBC;*
- (ii) noted the oral update provided by the Secretariat that the process of preparing the study would require more time and consultation; and*
- (iii) requested the Secretariat to present the study to the 36<sup>th</sup> session of the PBC.*

**AGENDA ITEM 11.** DRAFT TERMS OF REFERENCE OF THE 2021 EVALUATION OF WIPO EXTERNAL OFFICES

document WO/PBC/34/16.

*The Program and Budget Committee (PBC):*

- considered, in detail, the Draft of the Terms of Reference of the 2021 Evaluation of WIPO External Offices (Annex to document WO/PBC/34/16). The amendments proposed thereto are contained in the Annex to this decision;*
- decided to continue the discussion on the Draft Terms of Reference of the 2021 Evaluation of WIPO External Offices contained in the Annex to this decision, at the 36<sup>th</sup> session of the PBC; and*
- Agreed that the Annexes to the TORs would serve as a reference document for information.*

**AGENDA ITEM 12.** METHODOLOGY FOR ALLOCATION OF INCOME AND EXPENDITURE BY UNION

documents A/59/10, A/59/11 and A/59/INF/6.

*The Program and Budget Committee (PBC) decided to continue the discussion on the methodology for the allocation of income and expenditure by Union at the 37<sup>th</sup> session, inter alia, the relevant proposals submitted by Member States during previous sessions.*

**AGENDA ITEM 13. CLOSING OF THE SESSION**

[Annexes follows]



WO/PBC/34/15  
ORIGINAL: ENGLISH  
DATE: DECEMBER 23, 2021

## Program and Budget Committee

Thirty-Fourth Session  
Geneva, June 27 to July 1, 2022

### PRELIMINARY DRAFT OF THE TERMS OF REFERENCE OF THE 2021 EVALUATION OF WIPO EXTERNAL OFFICES

*prepared by the Secretariat*

[1. At the Thirty-Third PBC session of the Program and Budget Committee (PBC) in September 2021, the PBC requested the WIPO Secretariat to provide a preliminary draft of the Terms of Reference of the 2021 Evaluation of WIPO External Offices, on the basis of inputs received from Member States, at least six months before the Thirty-Fourth PBC session. These inputs are reflected in square brackets throughout the document.

**A. — Context [~~“and Purpose”~~ Pakistan, to remove; UAE not agree]**

**B-A.**

2. The evaluation of the WIPO External Offices is to be undertaken in response to the decisions of the WIPO Member States noting, in particular, the following:

The decision of the Forty-Seventh (22<sup>nd</sup> Ordinary) Session of the WIPO General Assembly (October 5 to 14, 2015) to conduct “*an evaluation during 2021*” with reference to the ‘Guiding Principles regarding WIPO External Offices’ paragraph 22 of which states, “*The size and performance of the entire EO network shall be evaluated every five years by the PBC, which may request the support of WIPO External Auditors or independent external evaluators, with due regard to the different mandates and functions performed by the EOs. The terms of reference of such evaluation shall be decided by the PBC.*”<sup>1</sup>

<sup>1</sup> A/55/INF/11

3. The WIPO General Assembly at its Fifty-First (24<sup>th</sup> Ordinary) Session (September 30 to October 9, 2019) further decided to conduct an evaluation during 2021 of the entire network of WIPO External Offices with the Terms of Reference of such an evaluation to be decided by the WIPO Program and Budget Committee during its Thirty-First session in 2020. The General Assembly further decided<sup>2</sup>:

*“pending the results of the evaluation during 2021, defer the consideration of the current 10 applications of Member States for the 2018-2019 biennium to host new WIPO External Offices”*

*“consider opening up to 4 new WIPO External Offices, including in Colombia, from the current 10 applications in the biennium 2022-2023.”*

4. Noting that the Thirty-First session of the Program and Budget Committee was unable to discuss the Terms of Reference owing to the COVID-19 pandemic, the Thirty-Third session of the Program and Budget Committee (September 13 to 17, 2021) took the following decision<sup>3</sup>:

*“The Program and Budget Committee (PBC) took note of the update on the status and progress of submissions made by Member States on views on the preparations of the Terms of Reference (ToR) of the 2021 Evaluation of WIPO External Offices and requested the Secretariat:*

- to develop a preliminary draft of the ToR taking into account the above-mentioned submissions by Member States reflecting all views contained therein and all relevant documents, including but not limited to the Guiding Principles regarding WIPO External Offices (document A/55/INF/11) and the Report of the External Auditor (document WO/PBC/31/3); and*
- to provide a preliminary draft to Member States at least 6 months before the 34th session of the PBC with the aim of discussing and further developing common understanding about the ToR’s content and taking a decision on the ToR at the 34th session of the PBC.”*

**{“Purpose” –Pakistan}**

5. Based on the preceding, and as prescribed in the ‘Guiding Principles’, the purpose of the evaluation will be to examine the size and performance of the network of WIPO External Offices. The evaluation is to inform the deliberations of the Member States with respect to the pending applications from 10 Member States to host up to four new WIPO External Offices, noting that the decision on any new WIPO External Offices is a decision of the Member States in accordance with the decision of the Forty-Seventh Session of the WIPO General Assembly and the ‘Guiding Principles’ which it approved.

[Russian Federation: Para. 5 assumes that evaluation results should assist Member States in taking a decision on 10 pending applications for new External Offices. We believe that the issues concerned do not correspond to that objective. The proposed issues focus on the analysis of individual performance indicators of each Office](#)

<sup>2</sup> A/59/13 ADD.4

<sup>3</sup> WO/PBC/33/14



rather than on the strategy for improving the network.

USA: the evaluation shall assess, in a comprehensive manner, the relevance, effectiveness, impact, sustainability and efficiency of WIPO's network of EOs and their adherence to the guiding principles contained in the GA decision, and their contribution to the advancement or achievement of WIPO's mandate, SGs, and relevant MTSP, during the period from 2018 to 2022 inclusively.

**[CHAIR'S ALT TEXT**

**5. "The evaluation should be conducted" ["The purpose of this evaluation is to conduct" – US] in a comprehensive manner ["with a view to assess and improve" – Algeria; Pakistan – not agree], [taking into account; Algeria – delete] the relevance, effectiveness, impact, sustainability and efficiency of WIPO's network of External Offices ["and their adherence to"; Algeria – "*in line with*"] the Guiding Principles, and ["*and taking into account*" – Algeria] their contribution to the advancement and achievement of WIPO's mandate, Strategic Goals, Development Agenda ["WIPO Program and Budget for the corresponding biennium" – Russia], recommendations, from 2015, or the date of establishment in cases of new External Offices, [to the year for which most recent data is available with WIPO] [Russia – only date corresponding to MTSP 2016 – 2021] ["*the date of the beginning of operations*" – Algeria] *and including the most recent available data at the time of the evaluation - US. ]* [Canada - "*To the launch of the initial evaluation, and then every 5 years thereafter*"]**

**["The evaluation is to inform the deliberations of the Member States with respect to the pending applications from 10 Member States to host up to four new WIPO External Offices" – Russia, at the end]**

**[Pakistan, Iran not support Chair's text alt para 5]**

6. In this context, the evaluation is intended to:

- ~~[Improve the efficiency and effectiveness of individual External Offices or the network of External Offices toward informing a clear strategy. [Pakistan] to underpin the development of the network and whether to expand or contract the network as necessary, as identified and recommended by the External Auditor. [Algeria]~~

[Russia – delete first bullet - agreed]

Algeria on behalf of the African Group [Algeria agree; Ghana reiterate for African Group] proposed alternative wording to above bullet: [Improve the efficiency and effectiveness of [individual External Offices or – Russia delete] the network of External Offices toward informing a clear strategy to underpin the development of the network and whether to expand or contract the network as necessary, as identified and recommended by the External Auditor.]

USA: the evaluation is intended to assess, in a comprehensive manner, the relevance, effectiveness, impact, sustainability and efficiency of WIPO's network of EOs and each External Office's adherence to the guiding principles contained in the GA decision, and their contribution to the advancement or achievement of WIPO's mandate, SGs, and relevant MTSP, ["during the period from 2018 to 2022 inclusively" – India delete]. [Russia – not agree]

Pakistan: the evaluation is intended to assess, in a comprehensive manner, the rationale, relevance, cost effectiveness, impact, sustainability and efficiency of WIPO's network of EOs and each External Office's adherence to the guiding principles contained in the GA decision, and their contribution to the advancement or achievement of WIPO's mandate, SGs, and relevant MTSP, during the period from 2018 to 2022 inclusively.

- [Conduct an assessment of WIPO External Office activities, in consultation with the host country and the "individual" [Russia – delete] External Offices throughout the process on its impact, efficiency and effectiveness to program delivery of the Program and Budget. As such, the evaluation is intended to assist External Offices to improve their operations and service delivery and identify practical best practices of "individual" [Russia – delete] External Offices for possible adoption across the entire network of External Offices.]
- [Examine the process and feasibility of opening new External Offices.]

[Russia – delete third bullet]

- [Provide critical information from which WIPO could develop a coherent strategy for the future of the External Office network and a sound basis for future decision making. It is important that in creating this strategy it incorporates a framework against which the Secretariat can better support the Member States decision making and the assessment of any future cases.]

Russian Federation: The last point of para. 6 thematically overlaps with the first and the third. Wording of the last para. seems more balanced and preferable.

Pakistan: suggests ~~deletion of~~ moving -paragraph 6 to section D.

Iran: suggests moving paragraph 6 to section D

UAE: suggests deletion of the last two bullet points.

India: suggests deletion of the last two bullet points.

Colombia: suggests deletion of the last two bullet points.

**[CHAIR'S SUGGESTION : MOVE TO SECTION D]**

[US – not in a position to accept para. 6 in its current form]

## **C.B. Subject**

7. The WIPO External Offices are the extended arms of the Organization in the field. Based on their detailed understanding of their areas of responsibility, the Offices catalyze what WIPO can offer, collaborating closely with WIPO Headquarters and connecting the Organization's assistance, services, and tools with evolving needs and priorities on the ground.<sup>4</sup>

Russia – proposes to keep the above paragraph

USA proposed wording of the above paragraph: The WIPO External Offices are part of the Organization in the field [Nigeria – maintain original first sentence]. Based on their ERs and KPIs and on their areas of responsibility ~~specific circumstances of host countries~~, the Offices [“are expected to” – Pakistan] advance WIPO’s goals and objectives, collaborating [Pakistan – add “by” before “collaborating”] closely with WIPO Headquarters and connecting the Organization’s assistance, services, and tools with evolving needs and priorities on the ground.

**Commented [A1]:** Proposed addition by Algeria

Algeria – not agree with insertions in the above by Pakistan

## **[CHAIR’S SUGGESTION : can go with US proposal if no objections]**

8. This evaluation will cover the seven offices that comprise the External Office network in WIPO. These offices are:
- WIPO Algeria Office (WAO)
  - WIPO Brazil Office (WBO)
  - WIPO Office in China (WOC)
  - WIPO Japan Office (WJO)
  - WIPO Nigeria Office (WNO)
  - WIPO Office in the Russian Federation (WRO)
  - WIPO Singapore Office (WSO)
  - [WIPO Office in New York – Russia; China] [US not agree]

## **C. Scope**

9. The evaluator should conduct an overview of the activities of the External Offices and how these contribute to WIPO's objectives. [The evaluation will focus on the activities of [“the network” – Russia] WIPO External Offices implemented in the 2018/19 and 2020/21 biennia [“biennium” – Russia], taking into account the presence of recently opened External Offices and the impact of the COVID-19 pandemic on all External Offices and their host countries. For a more comprehensive understanding of the outcomes and impact of the External Offices, the evaluation may consider reviewing the activities of the External Offices over a longer period, i.e. 5 years (if applicable).]

Pakistan: New proposed wording of paragraph 9: [The evaluation will focus on the activities of WIPO External Offices implemented after the adoption of the Guiding Principles in 2015 and in case of two new offices in the African Region, from their date of their establishment, taking into account the presence of recently opened External Offices and the impact of the COVID-19 pandemic on all External Offices and their host countries

Algeria on behalf of the African Group, new proposed wording of paragraph 9: The evaluator should conduct an overview of the activities of the External Offices and how these contribute to

<sup>4</sup> WIPO Program of Work and Budget for 2022/23, page 39 of the English version.

WIPO's objectives. [The evaluation will focus on the activities of WIPO External Offices implemented over a period, of 5 years if applicable, taking into account the presence of recently opened External Offices and the impact of the COVID-19 pandemic on all External Offices and their host countries. For a more comprehensive understanding of the outcomes and impact of the External Offices, the evaluation may consider reviewing the activities of the External Offices over a (.)]

US: review to include 2022 or most recent data available at time of review

Russia: review for the full calendar period excluding 2022

**[CHAIR'S ALT TEXT : The evaluation will focus on the activities of WIPO External Offices, taking into account the presence of recently opened External Offices and the impact of the COVID-19 pandemic on all External Offices and [Slovakia - "the presence of recently opened EOs and the specific circumstance of EOs and their host countries, including the impact of the Covid 19 pandemic"; US - OK] their host countries [“, as well as giving due cognizance to the length of operation of the External Offices, the different levels of development in their respective host countries and the kinds of services they provide” – Brazil]. The period under evaluation will [Russia – “correspond to the MTSP 2016 – 2021”] be from 2015, or the date of establishment [“date of beginning of operations” – Algeria] in cases of new External Offices, [“to the year” – US requested brackets] for which most recent data is available with WIPO.] [Singapore – “The evaluation should assist EOs to improve their operations and service delivery, and identify practical best practices of individual EOs for possible adoption across the entire network of EOs.”; US - OK] [US – “and including the most recent available data at the time of the evaluation”.] [Canada - “To the launch of the initial evaluation, and then every 5 years thereafter”; South Africa, India, Algeria, Iran – reservations.]**

#### **ED. Objectives**

10. In furtherance of the purpose of the evaluation and within the mentioned scope, the objectives of the evaluation will be to:

Pakistan suggestion to move bullets previously under paragraph 6:

- Assess whether External Offices are essential to the appropriate functioning of the World Intellectual Property Organization (WIPO) and fulfillment of its mandate and core objectives and add clear value, efficiency and effectiveness to program delivery of the Organization.

Algeria: not agree with “whether” – not support

India: agree with Algeria

Russia: agree with Algeria

- Carry out empirical and objective assessment of cost-effectiveness of maintaining the External Offices as compared to achieving similar objectives by other means.

India: not agree “maintain” – rest OK

- [Examine the process and feasibility of opening new External Offices including the budget implications of the establishment of the EOs for the Organization, possible efficiency savings as well as application procedure for hosting new EOs in line with para 2.11 of the External Auditor’s report as contained in WO/PBC/31/3
- [Provide critical information from which WIPO could develop a coherent strategy for the future of the External Office network and a sound basis for future decision making. It is important that in creating this strategy it incorporates a framework against which the Secretariat can better support the Member States decision making and the assessment of any future cases.]

UAE: Above two bullets to be deleted

Pakistan: wants to maintain the above two bullets

US: Key questions to be addressed.

- (1) Relevance. To what extent each WIPO External Office as well as the result of their activities serve the needs of Member States, stakeholders, and other intended beneficiaries.
- (2) Impact. What is the actual and expected impact of each WIPO EO as well as the network of Eos in the implementation/achievement of WIPOs mandate, WIPOs strategic goals and MTSP.
- (3) Effectiveness. To what extent is the work of each EO and the network as a whole effective in the implementation / advancement of WIPOs mandate, strategic goals, MTSP and needs of the host country / region.
- (4) Efficiency. How efficiently has each EO used the human and financial resources in its work directed at the implementation / achievement of WIPOs strategic goals, MTSP, and needs of host country / region.
- (5) Sustainability. To what extent are the results of each EO and the network as a whole sustainable in the long term. To this end, the evaluation must also identify the best practices and lessons learned in the implementation / advancement of WIPOs mandate, WIPOs strategic goals, MTSP, and needs of host country / region.

Algeria: can agree with US proposal

UAE: Support US proposal

- [Review and evaluate the achievements, effectiveness, and efficiency of the External Offices. It should provide evaluation on the basis of the performance indicators for External Offices as outlined in WIPO’s Program and Budget, giving due cognizance to the length of operation of the External Offices, the different levels of development in their respective host countries and the kinds of services they provide.]

Algeria on behalf of the African Group: suggested new wording of the above bullet: [Review and evaluate the achievements, effectiveness, and efficiency of the External Offices. It should provide evaluation on the basis of the performance indicators for External Offices as outlined in WIPO’s Program and Budget, giving due cognizance to the length of operation of the External Offices, the different levels of development in their respective host countries and the kinds of services they provide as well as the sufficiency of resources allocated to achieve the WIPO priorities.]

- [Enumerate an unbiased, uniform and transparent assessment tool to provide an accountable, effective and informative evaluation to Member States]
- [Assess whether the work of the External Office network applies the priorities set out in the 'Guiding Principles', WIPO's Medium-Term Strategic Plan for 2016-2021, and whether it contributes to the achievement of the Strategic Goals.]

Algeria on behalf of the African Group: suggested new wording of the above bullet: [Assess whether how the work of the External Office network applies the priorities set out in the 'Guiding Principles', WIPO's Medium-Term Strategic Plan for 2016-2021, and its contribution to the achievement of the Strategic Goals, including the WIPO development agenda and the Sustainable development goals.]

- [Provide an insight into the unique circumstances and local contexts influencing the implementation priorities of the External Offices, and with a view to the prospects of further developing the External Office network.]

Russian Federation: The second objective specified in para. 10 supposes a development of a control tool. The meaning seems to be unclear. Is it a universal methodology or the tool only for this particular evaluation?

Russia – “EOs do not relate to duties and responsibilities of national IP authorities, as it is stated in paragraph 9 of the Guiding Principle of WIPO External Offices.”

**[CHAIR's ALT TEXT :**

**10. In furtherance of the purpose of the evaluation and within the mentioned scope, the objectives of the evaluation will be to:**

- (1) Relevance. To what extent [each] [Russia – replace “network”] WIPO External Office as well as the result of their activities serve the needs of Member States, stakeholders, and other intended beneficiaries [“, with due regard to the different mandates and functions performed by the EOs” – Algeria].**
- (2) Impact. What is the actual and expected impact [of each WIPO EO as well as] [Russia ask to exclude] the network of EOs in the implementation/achievement of WIPO's mandate, WIPO's strategic goals. MTSP [Russia – add “2016 – 2021”], [“WIPO Program and Budget for the corresponding biennium” – Russia] its Development Agenda and SDGs.**
- (3) Effectiveness. To what extent is the work of [each EO and] [Russia ask to exclude] the network as a whole effective in the implementation / advancement of WIPOs mandate, strategic goals, MTSP [Russia – add “2016 – 2021”] [“WIPO Program and Budget for the corresponding biennium” – Russia] and needs of the host country / region keeping in view the different levels of development in their respective host countries and the kinds of services they provide as**

well as the sufficiency of resources allocated to achieve the WIPO priorities.

- (4) **Efficiency.** How efficiently has [each] [Russia – replace “network”] EO used the human and financial resources in its work directed at the implementation / achievement of WIPOs strategic goals, MTSP [Russia – add “2016 – 2021”], [“WIPO Program and Budget for the corresponding biennium” – Russia] and needs of host country / region.
- (5) **Sustainability.** To what extent are the results of [each EO] [Russia ask to exclude] “and the network as a whole” [Algeria – delete] sustainable in the long term [“taking into account WIPOs Strategic Goals and the evolving needs of host countries” – Algeria – rest to be deleted]. To this end, the evaluation must also identify the best practices and lessons learned in the implementation / advancement of WIPOs mandate, WIPOs strategic goals, MTSP [Russia – add “2016 – 2021”], [“WIPO Program and Budget for the corresponding biennium” – Russia] and needs of host country / region.
- (6) **Others.** Any other issue, highlighted in oversight or audit reports of WIPO on External Offices, during the period from 2015 [Canada – replace rest with – “to the launch of the initial evaluation and every 5 years thereafter”] to the year for which most recent data is available with WIPO. [US – “and including the most recently available data.”] [Nigeria – delete 6th bullet] [Russia – delete this paragraph]

Russia – Terms of Reference should be in line with the Guiding Principles of EOs including paragraph 22 “the size and performance of the entire network of EOs should be evaluated every 5 years by the PBC”.

Russia – reservations on effectiveness, efficiency, sustainability – wants to see methodology

[Brazil – supports Chair’s alt text but with the list “WIPO’s mandate, WIPO’s strategic goals, MTSP, its Development Agenda and SDGs” constant throughout]

[Pakistan – not agree with Chair’s alt text, especially ‘relevance’ and ‘effectiveness’. Concerns with meaning of ‘sustainability’]

11. In line with ‘Norms and Standards for Evaluation’ (2016) of the UN Evaluation Group, a non-exhaustive list of possible evaluation questions is provided in Annex I.

## **EE. Methodology**

12. In order to address the evaluation questions contained in Annex I, the methodology of the evaluation should be guided by the following considerations:
- [The evaluation will adopt both a retrospective as well as forward-looking approach.]

- [The evaluation should focus on a set of indicators and common parameters that are uniform/consistent between External Offices to be able to evaluate performance of individual External Offices.]

Algeria on behalf of the African Group: [The evaluation should focus on a set of indicators and specific parameters that are /consistent with each External Office situation to be able to evaluate performance of individual External Offices.]

- [The evaluation should assess performance using all relevant performance indicators and targets, taking into account users' and stakeholders' feedback.]

Pakistan: new proposed wording of above bullet: The evaluation should assess performance using all relevant performance indicators and targets, including taking into account users' and stakeholders' feedback.]

- [The evaluation should take into account the different profiles, mandates, contexts and circumstances of existing External Offices, as well as the diverse aspects and levels of development among host countries and of local IP ecosystems.]
- [Empirical and objective criterion should be devised to measure the added value, efficiency and effectiveness of the External Offices.]

Pakistan: new proposed wording of above bullet: [objective criterion should be devised to measure the added value, efficiency and effectiveness of the External Offices.]

- [The External Offices themselves should participate in the evaluation process and provide replies or opinions on the criteria used for making the evaluations.] [The evaluation should include the active participation of the External Offices.]

Pakistan: new proposed wording of above bullet: [The evaluation should include the active participation of the External Offices.]

- [The host countries and their respective external offices should be consulted in a timely and adequate manner.]
- [The Evaluation should make references and integrate appropriate international principles on evaluations and audits.]
- [The evaluation shall be conducted in accordance with the United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System and the UNEG Code of Conduct for Evaluation in the UN System.]
- [The External Offices are solely WIPO entities and as such, they are to be evaluated in relation to the WIPO results-based management framework.]

Russian Federation: Considerations 8 & 9 of para. 12 contain similar provisions on the implementation of international auditing standards. We propose to keep only one of them.

US: Replacement of paras. 12, 13 and 14.



The evaluation team is expected to undertake the evaluation in a rigorous (transparent, fair, objective – Algeria. US - agree) and efficient manner to produce useful information and findings for WIPO Member States.

The methodology of the evaluation shall at least include the following:

- (a) Desk reviews of documents relevant to the work of each EO.
- (b) Interviews or focus group discussions [with Member States] [Algeria – delete], WIPO staff and beneficiaries. (Interviews with host countries and different stakeholders – Algeria. US – agree. Brazil – support; reincorporate reference to “WIPO staff” – Algeria supports Brazil. Uganda – “based on a set of criteria for transparency reporting on the revenue streams and other benefits for the host countries”.) Algeria - original sentence replaced.
- (c) Field visits as deemed necessary bearing in mind budget constraints.
- (d) Surveys.

Additionally, the evaluators may utilize any other appropriate methods necessary to fulfill the objectives (“in line with the Guiding Principles of the UNEG . . .” – Nigeria. US: “in line with the ~~guiding~~ principles contained in UNEG . . .”) as guided by the UNEG Norms and Standards for Evaluation 2016, WIPOs evaluation policy and WIPOs evaluation manual. ~~in order to produce an in depth and well substantiated evaluation.~~ Nigeria: concerns with this sentence – delete.

The WIPO Secretariat shall make available to the evaluators all relevant materials and information concerning the activities of each EO.

**[CHAIR’S ALT TEXT TO PARA 12,13 :**

**12. The evaluation should be undertaken in a [Iran add “in a purely technical manner”] rigorous, transparent, fair, objective and efficient manner, using objective indicators [which are common as well as specific to each External Office] [Russia – delete this text], users’ and stakeholders’ feedback, to produce useful information and findings for WIPO Member States [, including on added value, efficiency and effectiveness of the External Offices] [Pakistan – replace with “in line with the purposes and objectives of the evaluation”]. The evaluators may utilize any other appropriate methods necessary to fulfill the objectives in line with the principles contained in relevant UNEG documents. The methodology of the evaluation, should include [, but not be limited to,] [Russia - delete this text] the following:**

- (a) Desk reviews of documents relevant to the work of [each] [Russia – replace with “network”] EO.**
- (b) Interviews or [focus group discussions] [Russia – delete] with [Member States] [Algeria – delete; Russia supports], host countries and stakeholders, WIPO staff and beneficiaries.**
- (c) Field visits as deemed necessary bearing in mind budget constraints.**
- (d) Surveys. ]**

13. Based on the abovementioned considerations, the evaluation team will undertake, *inter alia*, the following:

Nigeria: A rigorous and efficient evaluation to produce useful information and findings for WIPO Member States.

- A desk review of relevant documents. This should include pertinent documents related to the work of the External Offices, the WIPO Assemblies, the WIPO Program and Budget Committee, and the External Auditor's Report. Additional documentation such as project documents and periodic progress reports, should also be included in the desk review.

Pakistan: new proposed wording of above bullet: A desk review of relevant documents. This should include all pertinent documents related to the work of the External Offices including but not limited to the WIPO Assemblies, the WIPO Program and Budget Committee, and the External Auditor's Report. Additional documentation such as project documents and periodic progress reports, should also be included in the desk review.

Algeria on behalf of the African Group: new proposed wording of above bullet: A desk review of relevant documents. This should include pertinent documents related to the work of the External Offices, the WIPO Assemblies, the WIPO Program and Budget Committee, the Medium Term Strategic Plan ( MTSP) and the External Auditor's Report. Additional documentation such as project documents and periodic progress reports, should also be included in the desk review.

- The desk review should be complemented by interviews with all relevant internal stakeholders, including the External Offices.
- Surveys and, as required, interviews should be undertaken with relevant external stakeholders (at the regional and national levels, including beneficiaries of the activities of the External Offices, and host country authorities.)

Russian Federation: The last point of para. 13 concerns the surveys of regional stakeholders. As we understand it, the regional level seems to be relevant only to Singapore Office.

14. [Empirical and objective criterion should be devised to measure the added value, efficiency and effectiveness of the External Offices.] A non-exhaustive listing of possible criteria is contained in Annex II.

Algeria on behalf of the African Group: new proposed wording of above bullet: objective criterion should be devised to measure the added value, efficiency and effectiveness of the External Offices.] A non-exhaustive listing of possible criteria is contained in Annex II.

Russian Federation: Para. 14 duplicates consideration No. 5 of para. 12.

**[Chair's Suggestion : Ask delegations if there is a need for separate para 14 in light of what Chair has proposed for para 12,13]**

Pakistan – retain reference to annexes

#### **FG. Management Arrangements**

15. The evaluation will be conducted by:

- [an independent/neutral organization and/or individual, knowledgeable in IP and innovation]

Pakistan and the African Group suggests deletion of the above bullet.

- [An independent body outside of WIPO so as to ensure the neutrality and objectivity of the evaluation.]

The African Group suggests deletion of the above bullet

- [The WIPO Internal Oversight Department (IOD)] [supported, when necessary, by third parties such as the WIPO External Auditors and independent external evaluators.]

Algeria on behalf of the African Group: proposed new wording of the above bullet: [The WIPO Internal Oversight Department (IOD)] [supported, if necessary, by third parties such as the WIPO External Auditors, Independent Advisory Oversight Committee (IAOC) and independent external evaluators.]

Pakistan suggests deletion of the above bullet.

Canada: delete references to IOD. US, Chile – agrees.

- [An independent external evaluator.] [In this regard, a committee should be established comprising [three or five] independent external evaluators, possibly one from the United Nations Evaluation Group and others from similar institutions.]

The African Group suggests deletion of the above bullet

- [The WIPO External Auditors or independent external evaluators.]

Pakistan: new proposed wording of above bullet: independent external evaluators.

The African Group suggests deletion of the above bullet

Russian Federation: 15, we stick to a position that the evaluation should be carried out by the Internal Oversight Division (IOD), that would be the most appropriate solution. The IOD is an independent oversight authority, which is aware of the WIPO structure, the priorities and specific character of WIPO's work on site, both under normal circumstances and during the pandemic. We suppose that the IOD could make a proper evaluation of External Offices.

US: replace paras 15 through 18. [Pakistan supports US proposal] [Iran, Russia not agree]

US: The evaluation will be conducted by an external evaluation team. (Algeria – this should be in brackets)

Selection process of the external evaluation team shall be conducted in accordance with WIPOs established procedures.

(The evaluation should be carried out by IOD which should be assisted by an evaluation team. – Algeria) (US - disagree)

The evaluation team should possess the requisite skills, knowledge and experience required to conduct the comprehensive evaluation of EOs in a credible (transparent, fair and objective – Algeria. US - agree) and independent manner.

The team should be familiar with:

- (a) WIPOs mandate (Chile – “including the Development Agenda”) (US – “as contained in the WIPO Convention”)
- (b) WIPOs strategic goals
- (c) MTSP
- (d) (WIPO Development Agenda – Algeria) (US – agree) (Russia – include the WIPO program and budget for the corresponding biennium) (Chile – DA is already part of WIPO mandate) (US – “WIPO Development Agenda recommendations” or “WIPO Development Agenda” is OK)
- (e) Guiding Principles
- (f) and other relevant documents

The team should hence include one professional lead evaluator and two experts in the field of IP. (Algeria – delete reference to one professional and leave it to the WIPO Secretariat according to practice)

The evaluation team should observe the UNEG guidelines, standards and norms for evaluations in the UN System, as well as the WIPO evaluation policy and manual in the conduct of the evaluation.

Nigeria – support Algerian proposals in the above.

16. [The WIPO Secretariat should be actively engaged in conducting the evaluation given its expertise.]

Pakistan: new proposed wording of above paragraph: [The WIPO Secretariat should be actively engaged with the evaluation team during the evaluation given its expertise.]

17. [The evaluation team should possess the requisite skills and knowledge required to conduct the evaluation in a credible and independent manner. The IOD Director will be the Team Leader responsible for conducting the evaluation and delivering the outputs as per the Terms of Reference. Program specialists working under the different projects covered by the evaluation should be available to meet (directly or indirectly) with the evaluation team. They should provide additional information when necessary.]

Algeria on behalf of the African Group: proposed new wording of the above bullet: [The evaluation team should possess the requisite skills and knowledge required to conduct the evaluation in a credible, objective, fair, transparent and independent manner. The IOD Director will be the Team Leader responsible for conducting the evaluation and delivering the outputs as per the Terms of Reference. Program specialists working under the different projects covered by the evaluation should be available to meet (directly or indirectly) with the evaluation team. They should provide additional information when necessary.] [Iran agrees] PBC agrees

Pakistan: suggests to delete the above paragraph

**[CHAIR'S ALT TEXT in LIEU OF para 15,16,17 :**

**15. The Evaluation will be conducted (“under the direct supervision of the IOD by an evaluation team to be nominated according to established practice” Algeria – rest to be deleted. Uganda – supports. Russia - supports) (US – “in consultation with IOD”) by an Evaluation Committee comprising (“inter alia,” Slovakia; Russia – not agree) of (3) (Slovakia – delete) members:**

- **(External Auditor)** [Russia – delete, the report of the External Auditor 2020 WO/PBC/31/3] (Algeria – delete reference to External Auditor)
- **(Chair of the IAOC)** [Russia – delete, current mandate of the IAOC does not include these functions]
- **Director IOD** [Russia – the Division not the Director]
- **(Independent Evaluation Team – Slovakia) (Russia – not agree)**

US – cannot accept Chair’s text. Want external. IOD can consult. Pakistan – supports. Canada – supports.

Iran – wants evaluation by the UN Evaluation Group

Japan – evaluation committee should include at least one IP expert

18. [The evaluation will be conducted within the budget of IOD.]

[Pakistan: suggests to delete the above paragraph](#)

**[CHAIR’S ALT TEXT :**

**14. The evaluation will be conducted within the approved budget of WIPO for the current biennium for appropriate action by the Committee.]**

**G.Expected deliverables and process**

19. The following are the expected deliverables of the evaluation in sequential order:

- Final Terms of Reference: to be agreed by the Member States
- Inception report: to include, *inter alia*, an evaluation matrix based on the evaluation questions and criteria of the Terms of Reference; an analysis of available data; an analysis of relevant stakeholders to be consulted during the evaluation process; and draft tools for data collection and analysis.
- Preliminary findings and conclusions: resulting from a comprehensive process of data analysis, triangulation and validation; to be presented to the Member States.
- First draft of the evaluation report: highlighting findings, conclusions and strategic recommendations; to be presented to the Member States.

- Second and final draft of the evaluation report: incorporating comments received on the first draft; to be shared with the WIPO Secretariat and presented to the WIPO Program and Budget Committee.

20. [The WIPO Secretariat will be responsible for monitoring the implementation status of management actions and timeframes related to evaluation recommendations, in consultation with the PBC, as appropriate.]

Pakistan proposed rewording of the above paragraph: [The external evaluation team will present the findings of the evaluation with PBC for appropriate actions by the Committee.

The African Group suggests deletion of the above paragraph.

US: replace paras. 19 and 20

In addressing the key questions, the evaluation shall also suggest possible improvements to each EO in its work in the implementation / advancement of WIPOs mandate, WIPOs Strategic Goals, MTSP and needs of the host country / region.

The evaluation team will first prepare an inception report, containing a description of the evaluation methodology and the methodological approach; data collection and analysis methods; key stakeholders to be interviewed; performance assessment criteria and the workplan of the evaluation.

The evaluation team will then prepare a first draft evaluation report with preliminary findings and recommendations.

The final output of the evaluation shall be a concise and clearly organized report of reasonable length, composed of an executive summary, introduction and brief description of the work undertaken to implement / advance WIPOs mandate, WIPOs Strategic Goals, MTSP and needs of the countries / region by each EO, the evaluation methodology used, and clearly structured, well-founded findings, as well as recommendations.

The leader of the evaluation team will be required to present the final evaluation to the Program and Budget Committee. (Algeria – “for its consideration and possible way forward”)

Russia – not agree with the above

**[ALT CHAIR’s TEXT in lieu of para 19,20 :**

**15. The following are the expected deliverables of the evaluation in sequential order:**

- **Inception report to include, (inter alia) (Russia – delete), an evaluation matrix based on (the evaluation questions and criteria) (Pakistan – delete) of the Terms of Reference; an analysis of available data; an analysis of relevant (stakeholders) (Russia – replace with beneficiaries) to be consulted during the evaluation process; and draft tools for data collection and analysis.**

- **Preliminary findings and conclusions resulting from a comprehensive process of data analysis, (triangulation) (Russia – awaiting clarification of meaning) and validation; to be presented to the (Member States) (Algeria, Russia – replace with “PBC”).**
- **An Interim Evaluation Report highlighting findings, conclusions and strategic recommendations; to be presented to the (Member States) (Algeria – replace with “PBC”).**
- **The Final Evaluation Report (incorporating comments received on the Interim Evaluation Report) (US – delete; France - support) to be presented to the WIPO Program and Budget Committee.] (“for appropriate action by the Committee” – Pakistan)**

#### **H. Timetable**

21. While some Member States presented detailed input concerning the timetable for the evaluation, this input is now out of date. Clearly, the timetable for the evaluation process will be driven by the progress of negotiations among the Member States on the Terms of Reference. Consequently, it is not possible at this time to articulate a timetable for the evaluation. In this regard, it should be noted that the Thirty-Fourth session of the WIPO Program and Budget Committee will be held from June 27 to July 1, 2022. It should further be noted that in line with the WIPO Languages Policy, documents for the Program and Budget Committee would need to be translated into all six languages of the UN System. Furthermore, in accordance with established procedure in WIPO, documents would need to be submitted to the Committee at least two months in advance.

#### **[CHAIR’S ALT TEXT :**

**16. The Evaluation Committee shall make available its Interim Evaluation Report inter-sessionally and present its Final Evaluation Report to the (35<sup>th</sup>) (PBC Chair – delete) PBC for consideration and (appropriate action) (Algeria – replace with “possible way forward”) (by the Committee) (Uganda – delete) (Russia – “appropriate action by the committee” to be deleted).]**

[Annex II follows]

**RESULTS FRAMEWORK AND BUDGET FOR 2024/25 INCLUDING DEVELOPMENT SHARE BY STRATEGIC PILLAR**



The budget by Result in the Strategy House excludes unallocated of 8.2 million Swiss francs. The total budget for 2024/25 includes unallocated. Development share: Expenditure is qualified as "development expenditure" as per the revised definition of development expenditure (document A/55/4).

**Total proposed budget 2024/25: 857,300**  
**(Total development share: 183,449)**

**Total budget 2022/23: 793,792**  
**(Total development share: 150,312)**



Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Engage with and facilitate discussion and knowledge building among Member States and other stakeholders on the impact on IP of frontier technologies, including AI, in order to: (i) support well-informed policy choices and (ii) assist stakeholders on the ground via grass root projects and clinics</li> <li>Experiment the use of Blockchain technologies in the IP ecosystem with IPOs and other stakeholders</li> </ul>	1,965	IP
<ul style="list-style-type: none"> <li>Address cutting-edge issues around the future of IP</li> <li>Engage stakeholders in IP and competition policy matters through international fora and conducting research on topical issues on the IP and competition interplay</li> <li>Facilitate discussions on issues at the intersection of IP and climate change/green technology, IP and food security, and IP and global health</li> <li>Enhance indigenous and local community participation in the global IP ecosystem</li> <li>Continue the international dialogue and cooperation on building respect for IP</li> <li>Actively engage with UN Organizations, IGOs, NGOs and Industry on the role of IP, innovation and creativity in improving peoples' lives, including through engagement by the WIPO New York Office</li> <li>Secure the coherent and integrated contribution of WIPO to the implementation of the 2030 Agenda for Sustainable Development, in particular towards the achievement of SDG 9</li> </ul>	14,972	GCP
<ul style="list-style-type: none"> <li>Actively contribute to the UN system support for Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS)</li> </ul>	1,194	RND

Expected Result	Performance Indicators	Sector
2.1 Development of balanced <sup>40</sup> and effective international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	PT, BD, CCI, GCP
	No. of new/revised WIPO Standards	IP
	No. of revisions/modifications to the International Classifications	IP
	% of treaty notifications that are promptly processed by OLC	AFM
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	Engagement in the WIPO Conversations on IP and Frontier Technology	IP
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	GCP
	Level of satisfaction of delegates attending the GAs and other Meetings	ODG
2.3 International dialogue and cooperation on Building Respect for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	GCP
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	RND
	No. of WIPO initiatives in partnership with the UN and other IGOs	GCP
	No. of permanent observer NGOs engaging in WIPO's work and vice versa	GCP

### Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Promote and support the implementation of WIPO-administered treaties</li> <li>Promote the use of WIPO's Global IP Services, AMC and Global Databases</li> <li>Business development and marketing efforts to expand the use of WIPO Services</li> </ul>	32,675	BD, IE, IP, PT, RND
<ul style="list-style-type: none"> <li>Enhance the efficiency and service quality of WIPO's Global IP Systems and AMC, with specific emphasis on customer-centric approaches in operations</li> </ul>	271,466	AFM, BD, IE, PT
<ul style="list-style-type: none"> <li>Further enhance and contribute to expand the capabilities of: <ul style="list-style-type: none"> <li>IP Statistics Data Center, statistics reports, forecasting and performance reporting</li> <li>IP Legal Text data management and WIPO Lex</li> <li>WIPO's Global Databases</li> <li>Expertise on using AI to support IP administration and operations</li> </ul> </li> </ul>	15,287	IE, IP
<ul style="list-style-type: none"> <li>Enhance the WIPO customer experience and provision of customer service through, inter alia: executing the organization-wide customer experience strategy, leveraging new technologies, and gathering the voice of the customer</li> </ul>	22,260	BD, IP, PT

<sup>40</sup> [Balanced means](#)

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Shepherd the evolution of strategic initiatives in the climate change and health space (e.g. WIPO GREEN, Pat-INFORMED, technology transfer and licensing)</li> <li>Create Patent Information databases on green technologies to help determine the patent status of green technologies [Promote the WIPO Green databases on green technologies to help determine the patent status of green technologies, including those [recently available] [Proposal from Nigeria] that are in the public domain] [Proposal from Switzerland]</li> <li>Develop and disseminate resources for technology and innovation support, including for access to knowledge and expert networking through ARDI/ASPI/R4Life</li> </ul>	3,680	GCP, IE, RND

Expected Result	Performance Indicators	Sector
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Total Membership	BD, RND
	Filing Rate	BD, RND
	Renewals	BD
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	PT
	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	IP, RND
	Level of user satisfaction with WIPO Global Databases	IP
	No. of unique visitors to the IP Statistics Data Center	IE
	No. of unique visitors to WIPO Lex	IE
	Level of use of WIPO IP ADR and domain name dispute resolution services	IE
	3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Customer Satisfaction Index (CSI)
Level of satisfaction of WIPO global IP system users with International Bureau Services		PT, BD
Unit Cost		PT, BD, AFM
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	GCP, RND
	No. of tech transfers or access licenses supported by WIPO's global health initiatives, for which the IP component has been facilitated by WIPO	GCP
	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading  Number of technology transfers or access licenses supported by WIPO's global green initiatives, for which the IP components has been facilitated by WIPO	IE

#### Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Coordinate the implementation of the Development Agenda (DA) across the Organization. Coordinate and implement South-South and Triangular cooperation related activities</li> </ul>	4,405 5,905	RND
<ul style="list-style-type: none"> <li>Deliver special programs and projects at the national, regional and sub-regional level, including in LDCs, in support of IP for development, including for underserved stakeholders such as youth, women, communities and SMEs</li> </ul>	27,412	BD, CCI, GCP, IE, PT, RND
<ul style="list-style-type: none"> <li>Lead the implementation of the IP and Gender Action plan and its complementary interagency program [and its complementary interagency program [and work with other UN agencies] [United States of America]</li> </ul>	9631,463	PT
<ul style="list-style-type: none"> <li>Provide tools and legislative advice to support Member States in deploying and using legislation and policies, in the various areas related to IP</li> </ul>	12,903 11,903	BD, CCI, GCP, IE, PT
<ul style="list-style-type: none"> <li>Issue flagship publications such as the Global Innovation Index, World IP Report and creative economy studies</li> </ul>	4,790	IE

Priorities	Budget <i>(in thousands of Swiss francs)</i>	Sector
<ul style="list-style-type: none"> <li>Strengthen emphasis on skills and knowledge building on IP related matters through: (i) the courses of the WIPO Academy; (ii) partnerships with educational institutions for the expansion of joint Master Programs; (iii) the scaling up of support for national IP Training Institutions (IPTIs); (iv) the launch of new skills-based professional development programs; and (v) the development and dissemination of training materials, publications and tools</li> </ul>	39,267,37,155	BD, CCI, GCP, IE, PT, RND
<ul style="list-style-type: none"> <li><u>Capacity building, technical assistance and training on IP and TK, TCEs and GRs, including creation of accessible materials for such activities</u></li> </ul>	2,112	GCP
<ul style="list-style-type: none"> <li>Actively contribute to Build-Back efforts in the post-COVID era</li> </ul>	3,313	RND
<ul style="list-style-type: none"> <li>Encourage creators, creative enterprises, cultural institutions, and communities to leverage copyright and related rights, including through: (i) the support of collective management organizations; (ii) raising awareness and increasing knowledge of creators' rights and related management practices; and (iii) providing support to persons with print disabilities</li> </ul>	12,085,11,085	CCI
<ul style="list-style-type: none"> <li>Support entrepreneurs, SMEs and enterprises, in collaboration with SME support institutions and other partners, to access and use the IP system and to effectively leverage IP as an asset. Initiatives will focus on IP management, IP valuation, IP backed financing, and IP commercialization</li> </ul>	23,427	IE, RND
<ul style="list-style-type: none"> <li><u>Build institutional capacity for technology transfer and innovation support, with a focus on establishing and developing TISCs, TTOs and other technology transfer structures as gateways to high quality IP services. Development of information and knowledge platforms, tools, and resources to enable the provision of such services.</u></li> </ul>		
<ul style="list-style-type: none"> <li><u>Facilitating high-level dialogue and knowledge sharing among Member States and other stakeholders on IP and SMEs;</u></li> </ul>		
<ul style="list-style-type: none"> <li>Develop and promote IP Offices Business Solutions for national and regional IP institutions in developing countries and LDCs, including the expansion of the WIPO Office Suite of applications to support other forms of IP registration (voluntary registration of copyright and traditional cultural expressions)</li> </ul>	16,521	IP, RND

Expected Result	Performance Indicators	Sector
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	Implementation of topics on IP and Development discussed in the CDIP	RND
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	PT, BD, CCI, RND
	Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP) and its different versions	ODG
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	PT, BD, CCI, GCP, RND
	No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Ecosystems	RND
	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	IE
	No. of unique visitors to the Global Innovation Index websites	IE
	No. of countries using the GII for the development of their innovation strategies and ecosystem	IE
	Level of sustained engagement by Member State judiciaries	IE
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	PT
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications	BD
	% of participants who have successfully completed skills-based training programs	RND
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	RND
	No. of sustainable IP training institutions (IPTIs)	RND
	No. of people trained by the IPTIs	RND
	Level of satisfaction of participants in WIPO training and skills development programs	CCI, GCP, RND
No. of CMOs in developing countries and LDCs using WIPO Connect	CCI	
ABC: No. of accessible titles delivered to persons with print disabilities	CCI	

Expected Result	Performance Indicators	Sector
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of creators using WIPO for Creators Platform	CCI
	LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development need	RND
	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	GCP
	No. of sustainable national TISC networks	IE, RND
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	IE, RND
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	IE, RND
	No. of SME support institutions who are using WIPO materials and tools	IE, RND
	No. of SMEs assisted by support institutions that use WIPO materials or tools	IE, RND
4.5 Enhanced IP infrastructure for IP Offices	No. of documents exchanged through WIPO CASE and DAS	IP
	Average Service Level of IP Offices assisted through the IPAS suite of applications	IP, RND

### Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment

Priorities	Budget <i>(in thousands of Swiss francs)</i>	Sector
<ul style="list-style-type: none"> <li>Provide effective language services in support of multilingualism</li> </ul>	20,894	AFM
<ul style="list-style-type: none"> <li>Ensure that WIPO remains fit-for-purpose through the maintenance, renovation, transformation, and modernization of premises</li> </ul>	28,356	
<ul style="list-style-type: none"> <li>Optimize the provision of timely and effective physical security and information assurance services</li> </ul>	24,252	
<ul style="list-style-type: none"> <li>Accelerate digital transformation, including through: (i) the phased consolidation of ICT services within one department, (ii) the next generation ERP, (iii) transition of ECM to a new platform, (iv) enhancing payment services to global fee-paying customers, and (v) further streamlining and automation of financial transactions and processes, including through Robotic Process Automation (RPAs)</li> </ul>	97,201	
<ul style="list-style-type: none"> <li>Implement human resources initiatives, in line with the multi-year HR strategy, with a view to: <ul style="list-style-type: none"> <li>Improve employee engagement</li> <li>Develop a new performance management framework, which fosters commitment and accountability</li> <li>Strengthen talent management through a training and development framework that links performance and career development (including mobility)</li> <li>Promote gender equality and diversity, including gender equality and equitable geographical representation</li> <li>Roll-out of the disability inclusion strategy</li> </ul> </li> </ul>	15,933	AFM (ODG)
<ul style="list-style-type: none"> <li>Internal oversight initiatives to strengthen accountability, compliance, value for money, stewardship, internal control and corporate governance</li> </ul>	6,189	AFM (ODG)

Expected Result	Performance Indicators	Sector
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	AFM
	% of spend through UN cooperation	AFM
	Cost of per-word/page of translation	AFM
	Employee Engagement: % of satisfaction working at WIPO	ODG
	Gender: % of women at P4 to D2 level	ODG
	Progress on the implementation of the WIPO Disability Inclusion Strategy	ODG
	% of UN SWAP requirements met or exceeded	ODG
	5.2 Digitally enabled, secure and sustainable operating environment and services	Automation of the PCT Fee Transfer Service (PCT FTS)
WIPO premises and installations remain fit for purpose		AFM
Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption		AFM
Improved service delivery to external stakeholders (Apdex score)		AFM
Improved service delivery to internal stakeholders (CSAT score)		AFM

## Risks

15. Pursuing an acceptable level of risk is fundamental to undertaking the Organization's activities and an integral element of WIPO's planning and daily operations, enabling it to take into account uncertainties that may affect the achievement of Expected Results and KPIs. The Organization's risk appetite statement<sup>11</sup> sets out the level of acceptable risk and the governance process that oversees it. The following organizational risks are pervasive across Sectors and are assessed, monitored and treated throughout the biennium. Our risk hierarchy includes key risks to achieving Expected Results identified in this document, while enterprise systems are used to keep track of risks at the operational level.

Risk	Risk Response	Target Residual Risk
The global geopolitical, economic, financial or health contexts worsen, adversely affecting WIPO's delivery of services to stakeholders, customers, and Member States. <i>Medium risk appetite</i>	WIPO undertakes continual all-hazard risk monitoring overseen by the Risk Management Group. The Organization has built resilient infrastructure, work processes and culture allowing rapid adaptation to evolving external contexts.	Medium – in line with risk appetite
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence. <i>Medium risk appetite</i>	Demonstrate the value of IP in a pragmatic and impactful manner by supporting innovators and creators, and showing how IP can contribute to enterprise and economic growth. Proactively engage and communicate about IP beyond a technical audience to the general public and emerging stakeholders, such as youth, about the relevance and importance of IP. Facilitate and actively support a conducive and efficient environment for Member State deliberations and activities about areas of IP work relevant to them.	Medium – in line with risk appetite
Two Diplomatic Conferences represent a significant opportunity for WIPO to address: (i) the proposed International Legal Instrument Relating to Intellectual Property, Genetic Resources and Traditional Knowledge Associated with Genetic Resources; and, (ii) the proposed Design Law Treaty. If the Diplomatic Conferences do not achieve their respective goals, it may affect the perception of WIPO's ability to build a balanced and effective normative framework for IP. <i>Medium risk appetite</i>	Active engagement with Member States and stakeholders to facilitate and create, in a technical and neutral way, a conducive environment for the Diplomatic Conferences to achieve their respective goals, whilst respecting that the outcomes will be Member State driven.	Medium – in line with risk appetite
In the context of global economic uncertainty, a reduction in filings for revenue generating activities owing to an economic downturn or other reasons reduces the biennial income received thus threatening the Organization's financial sustainability. <i>Medium risk appetite</i>	Reserves set at approximately 25% of biennial budget; prudent financial management and monitoring as well as rolling income and demand forecasts place the Organization in a sound financial position with the ability to recognize and respond in an agile manner to changes.	Medium – in line with risk appetite
Prolonged unavailability of business critical information systems negatively affects the key services of WIPO including, <i>inter alia</i> , WIPO's Global IP Services, Platforms and internal systems. <i>Low risk appetite</i>	Preparation and regular testing of IT disaster recovery and business continuity plans, updated to reflect lessons from the COVID-19 pandemic. Implementation of cross-functional strategies, including resilience improvements in system architecture, exploiting the additional levels of resilience provided by cloud architectures, and a greater degree of automated development and release controls.	Low – in line with risk appetite
WIPO and its external service providers are exposed to risks arising from cyber-crime or other breach of cybersecurity leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, confidential and/or personal data that is transmitted, stored or otherwise processed by the Organization. <i>Low risk appetite</i>	The implementation of a comprehensive information security strategy, including provisions for awareness-raising, monitoring and surveillance, enhanced oversight of external service providers, and independent security testing, to respond to the risk of data breaches. <b>WIPO will conduct an independent external evaluation on data security matters of its various cloud projects including among others the PCT Resilient and Secure Platform Project hybrid phase (RSP project), with an external evaluation team of experts nominated by Member States and Terms of Reference (ToR) approved by Member States as well. Once the evaluation team is in place, the evaluation shall be undertaken immediately, and the evaluation report is expected to be submitted for consideration in the 37th PBC meeting in 2024 or other appropriate meeting in 2024.</b>	Low – in line with risk appetite

<sup>11</sup> [https://www.wipo.int/edocs/mdocs/govbody/en/wo\\_pbc\\_34/wo\\_pbc\\_34\\_13.pdf](https://www.wipo.int/edocs/mdocs/govbody/en/wo_pbc_34/wo_pbc_34_13.pdf)

## II. FINANCIAL AND RESULTS - BY SECTOR

### Patents and Technology

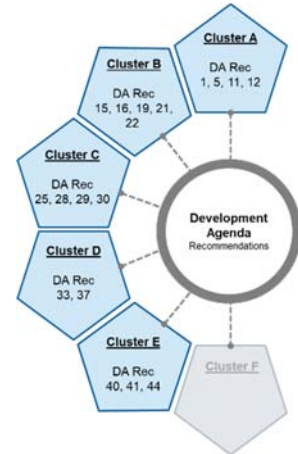


#### Implementation Strategies

Organizations worldwide continuously operate in changing environments marked by a variety of disruptive forces. In this age of innovation, intellectual property (IP) is at the heart of many businesses. In particular, patents represent an opportunity for competitive advantage, market share, licensing, partnerships, investors, and more. Notwithstanding the economic uncertainty stemming from more restrictive monetary policies, the global demand for patent filings is expected to continue to grow in the coming biennium. Information technologies and the bio-medical fields will continue to lead the way, with the importance of mechanical engineering technologies declining.

In this context, the WIPO Patents and Technology Sector is responsible for several aspects of WIPO's work.

First, a key part of its work under Expected Result 2.1 of the MTSP is to continue the development of balanced and effective international normative frameworks in the areas of patents and other forms of IP connected with technology. As such, the Sector facilitates international cooperation under three WIPO treaties – the Patent Cooperation Treaty (PCT), the Patent Law Treaty, and the Budapest Treaty, in addition to the Paris Convention as it relates to patents – and supports the work of several WIPO bodies, including the Standing Committee on the Law of Patents (SCP) and the PCT Union Assembly. As part of this work, under Expected Result 2.2, it also brings stakeholders together to discuss emerging issues and challenges to the global patent system arising from new technological, cultural, social, and economic trends.



Second, under Expected Results 3.1 and 3.2, the Sector is the provider of a critical global service for the international protection of inventions through the PCT.

Third, as part of Expected Results 4.1, 4.2 and 4.3, the Sector also supports the use by Member States of patents and other forms of IP connected to technology by providing legislative and policy advice to the WIPO Member States and national IP Offices. It also delivers user outreach and support, as well as training and capacity building for LDCs, developing countries, countries in transition, and developed countries.

In addition to the above, the IP and Gender team within the Sector leads the implementation of the IP and Gender Action Plan working horizontally across all Sectors to build collaboration and communication to increase WIPO's IP and gender-related activities and outreach, and to meet the needs and interests of Member States and other stakeholders. In this area, the team will continue to develop and provide strategic policy and legislative advice for Member States to consider at the national and regional levels. Gathering and analysing gender disaggregated data is also critical. Working closely with the Department of Economics and Data Analytics and the Regional and National Development Sector, the team will strengthen WIPO's leadership in data research and analysis regarding the role of women in the IP and innovation environment. Through the coordination of cross-sectoral initiatives, the team will also develop new partnerships and build upon existing external collaborations to pilot new sustainable capacity-building projects and networking opportunities for women. **WIPO is called upon to play a leading role in building a more equitable world serving as a leading United Nations specialized agency on the matter. The Action Plan and its updated versions must receive the attention and support across the Organization.**

#### Patent and Technology Law

Over the course of the 2024/25 biennium, in the area of patent law, the Sector will continue to provide timely and reliable information to the Member State-driven normative process and support an environment conducive to engagement and dialogue among Member States. Discussions among Member States on the identification of new issues that require multilateral attention and action will be further facilitated, with due regard given to changes in the

overall technological, economic, and social context.

The Sector will strengthen its capacities in supporting the development of balanced and effective IP systems in Member States, particularly in view of the evolving global innovation ecosystem. To this end, the ratification and full implementation of the Paris Convention, the Budapest Treaty, and the Patent Law Treaty will be further supported by providing tailored legal and practical information to Member States. Furthermore, the Sector has refined its method of providing legislative and policy advice to beneficiary countries, being mindful of their priorities and special needs, the balanced rights and obligations that are inherent to the IP system, and the differing levels of development among Member States. Such tailored advisory services will be provided to Member States using updated methods and enhanced coordination with other WIPO Sectors.

The Sector will continue addressing patent law in the context of increasingly complex technology and globalized innovation and knowledge transfer mechanisms. The contribution of other IP rights, such as utility models and the protection of confidential information, to those mechanisms, will be further explored, with a focus on the role of trade secrets in supporting innovation and knowledge transfer in a changing global environment. The Sector will also continue to engage with Member States and external stakeholders to explore, identify, and address current issues stemming from areas such as the intersection of patents and technological standards. The Sector will continue delivering accurate evidence-based empirical information assisting stakeholders in making informed decisions and choices relating to patents through reinforced cooperation with other WIPO Sectors.

## Patent Cooperation Treaty

In the area of administering the PCT, the Sector will study additional ways of improving the PCT system, while implementing specific measures already approved by Member States. There will be improvements to the existing features of the PCT system aimed at increasing efficiency and ensuring that international phase processing effectively supports national phase processing. In this regard, the Sector will promote effective cooperation between Offices, International Authorities, and the International Bureau to maximize the potential benefit of electronic tools, services, and data exchange. The Sector will continue to support International Authorities in improving the quality and timeliness of their work products, including through the development of quality metrics and investigation of collaborative search and examination of PCT applications. Filing and exchange of full text or structured data in standardized formats will be promoted, aimed at enabling improved automation of validations and processing and delivery of high-quality, standardized data to applicants, designated Offices, and patent information users. Furthermore, the Sector will support and develop services for processing and data exchange by the International Bureau, receiving Offices, and International Searching Authorities to ensure timely, accurate, high-quality, and consistent results using common or consistent tools.

In line with its commitment to continuous quality improvement, the PCT areas within the Sector will continue to seek feedback from PCT users and stakeholders through surveys and other outreach, in order to identify needs and opportunities to improve PCT effectiveness and customer experience. Training for users and potential users, including in-person training and through webinars and video content, will continue. To provide enhanced customer experience, this tailored training will further include the PCT Prime and will be deployed as webinars and seminars as comprehensive capacity-building events all around the world, integrating the PCT with additional topics in cooperation with other areas of the Organization.

While WIPO's PCT-related activities exemplify a culture of excellent customer service, the PCT continues to seek even further improvement, notably through the new cross-Sectoral Customer Service Transformation Program, which will support all of WIPO's services to improve their respective levels of customer service. In collaboration with WIPO's Customer Experience Section, the PCT will develop an enhanced marketing strategy that will help drive the PCT's ability to provide the full benefits of our IP Services, including best-in-class customer service, to current and future PCT stakeholders. In addition, the PCT will continue to update and refine applicant-facing tools such as the ePCT platform so that it better responds to the needs and expectations of its users.

The Sector will also seek to enhance technical assistance for national phase examination by developing and delivering tailored training activities for IP Offices in LDCs, developing countries, and countries in transition on the utilization of examination work products from other national phases. It will also develop concepts and tools for competency-based examiner training management and, in cooperation with the Regional and National Development Sector, assist Offices in LDCs, developing countries, and countries in transition in implementing these concepts and tools.

Efforts to transform its services will continue through establishing and extending a best-in-class future organizational model under which staff will evolve beyond their current role acting as formalities checkers of PCT applications toward new roles as knowledge providers for WIPO PCT users. Our goal remains to support more PCT staff moving into externally facing roles where they can proactively interact with users and offer expertise on the practical advantages and applications of the International Patent System while acting as informed, energetic WIPO brand ambassadors. This shall have no bearing on the focus of PCT staff on technical patent examination, which is essential to the smooth functioning of the PCT system. Alongside this transformation, the Sector will further continue to align staff skill sets with needs, to take into account changing linguistic and geographical demands as well as technological developments. To improve the productivity and service quality of PCT Operations, investments in the development of a PCT intelligent

operations system will be undertaken along with streamlining processes and strengthening management skills. These combined efforts will enable PCT Operations to maintain the existing high-quality PCT services while delivering increased value to users, and enhancing productivity and efficiency in a cost-effective manner.

In parallel, the Sector will continue to implement cost containment measures for translation, such as proactive procurement approaches, adoption of new technologies, and the introduction of innovative workflows, and enhance the resilience and security levels of the ICT infrastructure underlying the PCT business and information systems.

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 3</i>			
<i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data <i>Medium risk appetite</i>	Decrease in PCT filings, in absolute terms or relative to Paris route filings.	Continued improvement of PCT international phase services and promotion of the system to current and potential users.	Medium – in line with risk appetite
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data <i>Low risk appetite</i>	Regression in quality of international work products.	Continued encouragement of process and quality assurance. Improvements at national Offices, particularly those acting as International Authorities, and continued strengthening of quality control procedures at the International Bureau.	Low – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>			
<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 Development of balanced <sup>14</sup> and effective international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Summary by the Chair of SCP/35 of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCP agenda
<i>Strategic Pillar 3</i>			
<i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 96% (2020/21 survey) Patent examination-related activities: 98% (2020/21 survey)	≥ 90% satisfied or very satisfied ≥ 95% satisfied or very satisfied
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Level of satisfaction of WIPO global IP system users with International Bureau Services Unit Cost	87% (2020/21 survey) Application: 546 CHF (2022)	≥ 90% satisfied or very satisfied Application: 565 CHF
<i>Strategic Pillar 4</i>			
<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.1 More effective use of a <u>balanced IP system<sup>15</sup> including flexibilities</u> to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	tbd	4
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	88%	≥ 90% satisfied or very satisfied

<sup>14</sup> [Balanced means](#)

<sup>15</sup> [This change to the ER defined in the MTSP 2022-2026 is made on an exceptional basis](#)



Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 3</i>		<i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>	
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Total Membership	Madrid System (end 2022): 113 Contracting Parties (CPs)	6 additional members (3 per year)
		The Hague System (end 2022): 69 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	5 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act
		Lisbon System (end 2022): 16 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	6 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Madrid System applications: 69,000 (2022 preliminary)	2024: 75,100; 2025: 77,700
		The Hague System Applications: 7,973 (2022 preliminary)	2024: 9,980; 2025: 10,900
Renewals	Lisbon System international applications: 31	80 per year (160 applications for 2024/25)	
Renewals	Madrid System: 38,265	2024: 38,400; 2025: 40,400	
	The Hague System: 5,284	2024: 5,570; 2025: 6,280	
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Level of satisfaction of WIPO global IP system users with International Bureaus Services	Madrid System: 78% (2020/21 survey)	≥ 85% satisfied or very satisfied
		The Hague System: 82% (2020/21 Survey)	≥ 85% satisfied or very satisfied
	Unit Cost	Madrid System new/renewed registration: 562 CHF	Madrid System new/renewed registration: 576 CHF
		The Hague System: New/renewed design: 455 CHF	The Hague System: New/renewed design: 390 CHF
<i>Strategic Pillar 4</i>		<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>	
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	n/a	2
4.2 Development of balanced <sup>46</sup> and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	100%	≥ 90% satisfied or very satisfied
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications	97%	≥ 90% satisfied or very satisfied

<sup>46</sup> Balanced means

## Copyright and Creative Industries



### Implementation Strategies

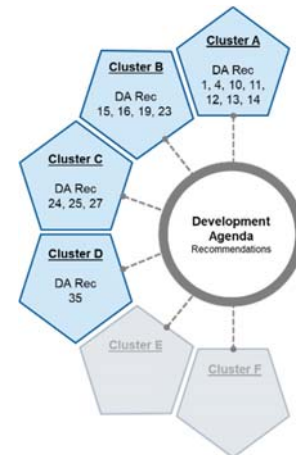
The creative economy has firmly established itself as an essential component of sustainable development. Increasingly, countries are adopting growth models based on creativity. Copyright and related rights remain a key mechanism for monetizing creativity and ensuring fair allocation of revenues to stakeholders in the value chain, especially in view of the increasing digitalization of this industry. WIPO supported research indicates that the creative industries generate globally 5.54 per cent of the GDP and 5.87 per cent of employment. They are positively correlated with competitiveness, capacity to innovate, government effectiveness, promotion of soft-power and real GDP growth. In order for the creative industries to perform better in the digital environment they need to be supported by a sound and balanced copyright framework and adequate policies, which will ensure the growth of creative output and diversity as well as contribute to economic, social and cultural development.

Within this context, the Copyright and Creative Industries Sector is responsible for several key aspects of WIPO's work.

First, it contributes to the development of balanced and effective international normative frameworks for copyright and related rights under Strategic Pillar 2 of the MTSP. It facilitates international cooperation under the WIPO copyright and related rights treaties, in particular the Internet Treaties – The WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT) – the Beijing Treaty, and the Marrakesh Treaty, and supports the work of the Standing Committee on Copyright and Related Rights (SCCR). As part of this work it brings Member States, creators, and copyright stakeholders everywhere together to discuss the future of the global copyright ecosystem.

Second, in line with Strategic Pillar 4 of the MTSP the Sector fosters the development of viable creative ecosystems in Member States by providing policy, legislative, regulatory, infrastructure and management advice to WIPO Member States and national copyright authorities. It supports the use of copyright and related rights as a tool for growth and sustainable development, encouraging enhanced copyright and related rights knowledge and skills in all Member States, with training and capacity building tailored to developing countries and LDCs. It encourages youth and women, creative start-ups and SMEs, cultural heritage and educational and research institutions, athletes, and communities to leverage copyright and related rights, including through its support of collective management organizations (CMOs) and persons with print disabilities.

Third, the Sector supports Expected Result 1.1 of the MTSP by reaching out worldwide to explain the potential for IP to improve the lives of everyone, everywhere, and will use more effective communication and engagement to raise awareness of and increase knowledge about this potential, including through the WIPO website and WIPO publications, search engine optimization and search engine advertising. This outreach is also supported by the expanded WIPO Global Awards Program, including the recently established WIPO Global IP Awards.



### Copyright Law

The Copyright Law area leads the Organization's substantive work to shape the global copyright and related rights ecosystem by supporting Member States in joining WIPO copyright and related rights treaties, through updating their copyright laws as well as their legal and policy frameworks to facilitate full participation in the global creative marketplace. Specific initiatives in the next biennium include:

- Facilitating discussions in the SCCR on substantive agenda items and copyright-related emerging issues, including exceptions and limitations as per the SCCR agenda;
- Supporting Member States regarding joining and implementing copyright treaties, in particular the Internet Treaties – the WCT and WPPT – the Beijing Treaty, and the Marrakesh Treaty;
- Facilitating the most constructive ways to make the SCCR not just a forum for norm-setting discussions, but also a venue for addressing non-binding/soft law solutions;

- Providing legislative advice to Member States to update and adopt balanced and effective national laws consistent with WIPO copyright and related rights treaties and exceptions and limitations;
- Developing toolkits to facilitate the work of cultural as well as educational and research institutions, and to support their digital and cross-border activities.

## Copyright Development

The Copyright Development area of work supports the participation of developing countries and LDCs in the copyright ecosystem to derive greater economic value from their cultural and other creative works and industries. It does this by providing technical, legal and policy related capacity building and skills development, at the national, regional and inter-regional levels, including through projects financed by donors through Funds-in-Trust arrangements. Some of the specific initiatives in the next biennium will include:

- Assisting national copyright offices and other competent public institutions in copyright related strategic planning and policymaking, as well as in their implementation of these strategies and policies, with the aim of supporting Member States in making more effective use of the copyright ecosystem to achieve their goals for sustainable development;
- In addition to supporting governments, enhancing engagement and support to enterprises, particularly SMEs, communities and individual creators, to use copyright as a tool for growth and development through upgrading skills and capabilities at the institutional as well as individual levels;
- Designing and delivering tailor-made country-focused and creative sector-focused technical assistance programs, projects and tools to empower creators, cultural institutions and creative enterprises, other stakeholders in the value chain, as well as youth and women, to leverage copyright more effectively and successfully.

## Copyright Management

The Copyright Management area supports governments, enterprises, communities and individuals to use IP as a tool for growth and sustainable development. This is achieved through facilitating sound copyright management and infrastructure, including for the collective management of copyright and related rights and through the WIPO Connect IT solution for CMOs, as well as in the form of innovative public-private partnerships that are focused on individuals, including the Accessible Books Consortium (ABC) and WIPO for Creators. The focus in the next biennium will be to:

- Provide legal and technical advice to Member States and CMOs on laws, regulations and infrastructure underpinning copyright and related rights, contributing to the development of balanced, effective and efficient creative ecosystems around the world;
- Develop and deploy WIPO Connect, provide tools, information and assistance in support of the development of local markets and access to the global marketplace for creative content, in order for more individuals and enterprises to receive remuneration or license content, while facilitating knowledge transfer;
- Expand the use of the ABC Global Book Service by fostering the discovery of, and access to, more titles in accessible formats in the widest possible range of languages, so that more persons with print disabilities have access to educational and other publications;
- Develop the WIPO for Creators platform in partnership with entities from the public and private sector, to provide an innovative solution to raise awareness and increase knowledge of creators' rights and related management practices. Ensuring recognition and fair reward for all creators regardless of their geographical, cultural or economic conditions, will thus contribute to more innovators, creators and SMEs leveraging IP successfully.

## Information and Digital Outreach

Information and Digital Outreach initiatives aim at supporting the development and digital distribution of inspirational content about the potential for IP to improve the lives of everyone, everywhere. It will do this through effective communication about all aspects of IP and WIPO's work, for all audiences, with a coherent visual identity, through multiple channels:

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>		<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>	
2.1 Development of balanced <sup>47</sup> and effective <u>and development-oriented</u> international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Chair's Summary from SCCR/42 demonstrating progress on agenda items as agreed by the Committee	Implementation of agreed work in accordance with the SCCR agenda
<i>Strategic Pillar 4</i>		<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>	
4.1 More effective use of IP <u>and its flexibilities</u> to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	4	8 additional
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	100%	≥ 90% satisfied or very satisfied
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in WIPO training and skills development programs	td	≥ 85% satisfied or very satisfied
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of CMOs in developing countries and LDCs using WIPO Connect	35 CMOs for 41 Creation classes	76 CMOs for 100 Creation classes
	ABC: No. of accessible titles delivered to persons with print disabilities	667,135 (end 2022)	35% increase (biennium)
	No. of creators using WIPO for Creators Platform	n/a	td

## Resources

### Copyright and Creative Industries: Resources by Result

(in thousands of Swiss francs)

Expected Result	2024/25 Proposed Budget	2022/23 PoW&B	2022/23 Budget after Transfers
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	10,155 9,155	8,269	9,107
2.1 Development of balanced and effective international normative frameworks for IP	3,727	3,537	3,734
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,258 2,158	1,577	2,187
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	586	285	242
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	292	286	273
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,415	1,191	1,598
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,627	4,754	4,553
4.3 Increased IP knowledge and skills in all Member States	1,970	1,741	1,707
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,735	10,095	9,765
<b>Total</b>	<b>37,764</b>	<b>31,735</b>	<b>33,166</b>

<sup>47</sup> Balanced means

the specificities at the national and regional levels is an enabler and facilitator for the identification and delivery of required and needed technical assistance and skills and knowledge development. In short, their knowledge, contacts and language skills are vital ingredients to everything that WIPO does in its Member States and at regional levels. Their expertise and knowledge guide the Organization in achieving country and community-based cooperation through the identification of strategic partners, allowing us to better reach out to businesses, innovators, creators as well as women, youth, SMEs and communities.

As the gateway for all of the Organization's 193 Member States, the Sector is uniquely positioned to foster synergies among the Member States across regions and including through targeted South-South cooperation initiatives and enhanced North-South cooperation. Achievements in enhanced cross collaboration will be built upon during the biennium.

The External Offices are the extended arms of the Organization in the field. Based on their detailed understanding of their areas of responsibility, the Offices catalyze what WIPO can offer, collaborating closely with WIPO Headquarters and connecting the Organization's assistance, services and tools with evolving needs and priorities on the ground. Their familiarity with local conditions, culture and languages enables them to quickly develop deep relationships with stakeholders, both public and private. This provides the foundation for partnerships to scale up activities as well as the insight required to quickly respond to evolving changes in the environment and identify opportunities. This value addition enhances mandate implementation in their areas of responsibility across the range of the Organization's work. At the same time, internal mechanisms ensure coherence and full integration of External Offices into the Organization's work. Emphasis will continue to be on ensuring that the External Office Network operates effectively and efficiently, adds value, and contributes to mandate implementation in a complementary way that avoids duplication and is sustainable.

The Regional Divisions and External Offices are best placed to determine how WIPO's work connects with the UN family at the country level. They will play an important role in ensuring that the implementation of WIPO's membership of the UNSDG focuses our intensified engagement with UN partners in these places and areas where we can have the greatest practical impact on the lives of people on the ground. In addition, the Sector will continue to work closely with Least Developed Countries (LDCs) in assisting those who are in the process of graduation through our LDC Graduation Support Package as a contribution to the Doha Programme of Action for 2022-2031.

## Development Agenda Coordination

The Development Agenda (DA) sits at the core of what WIPO does. It establishes an ethos central to ensuring a ~~balanced, and effective and inclusive~~ ~~inclusive~~ IP system that benefits all. The cross-organizational coordination of the DA drives forward the effective implementation and mainstreaming of the DA recommendations in ~~the substantive activities various operational sectors and substantive programs~~ of the Organization ~~based on the~~ and supports the ~~implementation of the~~ work of Member States in the Committee on Development and Intellectual Property (CDIP). An important way this is done is through implementation of DA projects agreed upon by the CDIP with a focus on ensuring concrete outcomes and developmental impact. Renewed emphasis will be on engaging with Member States and other stakeholders, both in Geneva and globally, to reinforce the DA's ~~importance~~ ~~effective implementation~~ through new ~~demand and impact-driven~~ initiatives, projects and partnerships that propel the benefits of the DA and support the use of IP ~~for growth~~ ~~for growth~~ and development.

The CDIP should conduct an annual review of the Development Agenda as a comprehensive guideline. Additionally, it should produce a detailed report assessing the progress made on each recommendation and identify actions to incorporate any principles that have not yet been addressed.

## Policy and Strategy Advice and Assistance

The policy context in which IP exists plays an important role in its contributions to innovation and creativity. These contexts differ across Member States and regions. Regional and National Development initiatives will align to these contexts and provide advice and assistance on policy creation that is customized to each Member State and region. A continuing area of work in this regard will be our support for the creation of national IP strategies, and with emphasis placed on ensuring buy-in and support for policy at the highest levels in Member States and regions, as well as on pragmatic and robust implementation leading to impact on the ground.

## Skills and Knowledge Building

The Regional and National Development work program is at the forefront of the Organization's transition from classical capacity building to skills and knowledge building, with an emphasis placed on the accreditation and certification of skills. As the global leader in providing IP education and training, the Academy works across the Organization to identify partnerships and opportunities to expand its coverage and equip a broader range of IP users and stakeholders with the

necessary skills to use the IP system effectively. The Academy will continue to make digital adaptations to its course delivery and training platforms and will develop hybrid and online tools to respond to the increasing demand for eLearning services. New digital learning methodologies will also provide opportunities for increased customization and the development of new and specialized programs such as executive and leadership courses for diplomats, judges, women scientists, youth and teachers. The Academy will support Member States to adopt new and customized digital training technologies (EdTech), in parallel to deploying new technologies for acquisition of IP knowledge-badges, micro-learning and artificial intelligence. The Academy will scale up and strengthen its support for the establishment of new national IP Training Institutions (IPTIs) and will increase the number of Member States with national IPTIs. It will support the design of new and impactful training programs customized to key local economic sectors, and provide follow-up support to established IPTIs. The Academy will continue to deepen its cooperation with universities to offer quality IP higher education programs, summer schools and related activities, and will expand the offering of new joint Masters Programs. New skills-based professional development programs will also be launched, with an emphasis on business management, entrepreneurship and innovation.

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4</i> <i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations <i>Low risk appetite</i>	Change in policy priorities and leadership at the national or regional levels may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Retain flexibility to make adjustments in workplans for regions and countries. Liaise constantly with appropriate regional and national authorities as well as other key stakeholders to support implementation of workplans.	Low – in line with risk appetite
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations <i>Medium risk appetite</i>	The global geopolitical, economic, financial or health contexts worsen, adversely affecting WIPO's delivery of services to stakeholders, customers, and Member States.	WIPO undertakes continual all-hazard risk monitoring overseen by the Risk Management Group. The Organization has built resilient infrastructure, work processes and culture allowing rapid adaptation to evolving external contexts.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1</i> <i>Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	No. of unique visitors to the WIPO website and the websites of the External Offices	WAO: 3,211 WBO: 12,765 WOC: 10,315 WeChat: 152,882 unique views of 119 articles WJO: 28,395 WNO: 4,364 WRO: 18,218 WSO: 4,262	20% increase (biennium)
<i>Strategic Pillar 2</i> <i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	Progress made on the implementation of activities in all 8 focus areas of the WIPO Deliverables for LDCs	Progress on all WIPO deliverables
<i>Strategic Pillar 3</i> <i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
	Total Membership	Madrid System (end 2022): 113 Contracting Parties (CPs)	6 additional members (3 per year)

Expected Result	Performance Indicators	Baselines	Targets
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data		The Hague System (end 2022): 69 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	5 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act
		Lisbon System (end 2022): 16 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	6 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Madrid System applications: 69,000 (2022 preliminary)	2024: 75,100; 2025: 77,700
		The Hague System Applications: 7,973 (2022 preliminary)	2024: 9,980; 2025: 10,900
		Lisbon System international applications: 31	80 per year (160 applications for 2024/25)
	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	PATENTSCOPE: 1,493,595 (Q4 2022) GBD: 1,264,722 (Q4 2022) GDD : 138,815 (Q4 2022)	20% increase (biennium)
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	11 (cumulative end 2022)	12 additional in the biennium
<i>Strategic Pillar 4</i>		<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>	
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	Implementation of topics on IP and Development discussed in the CDIP	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP 28 and CDIP 29	Implementation of agreed work in accordance with the CDIP agenda
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	26 projects	45
4.2 Development of balanced <sup>48</sup> and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided.	Patents and Technology Law: 88% Trademarks, Industrial Designs and Geographical Indications: 100% Copyright: 100%	≥ 90% satisfied or very satisfied
	No. of Member States, sub-regional and regional IP Offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Ecosystems	63 Member States	80
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in WIPO training and skills development programs	Africa: 95% Arab region: 93% Asia and the Pacific: 97% Latin America and the Caribbean: 96% LDCs: 97% TDCs: 95% EOs: 94%	≥ 85% satisfied or very satisfied
	% of participants who have successfully completed skills-based training programs	86%	≥ 80%
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	tbd	≥ 70%

<sup>48</sup> [Balanced means](#)

## Global Challenges and Partnerships



### Implementation Strategies

As the world emerges from the worst effects of the Covid-19 pandemic, the previous biennium has brought in sharp focus a plethora of global challenges facing our world today, such as climate change, access to healthcare, rapid technological disruption, and the need for meaningful participation of underserved demographics in the formal economy.

These complex issues that render the trajectory of our future uncertain interact quite closely with the intellectual property (IP) system as well as the broader innovation economy. For instance, by incentivizing inventors and creators to invest in research and development, IP can lead to the discovery of new technologies and solutions to global challenges. This, in turn, creates new industries and markets, generating economic growth and job creation.

Furthermore, greater collaboration and cooperation between countries and organizations can be fostered through licensing agreements and technology transfer, which are both made possible by the IP system. This kind of exchange can help bridge gaps in knowledge and technology, particularly in developing countries, ultimately contributing to the overall advancement of society.

In this context, the Global Challenges and Partnerships Sector is at the forefront of WIPO's communication and engagement with strategic partners worldwide to increase awareness of IP and its potential to improve livelihoods and economies.

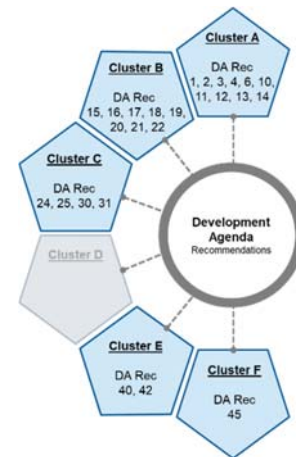
The priority in the 2024/25 biennium will include facilitating the normative work in the areas of genetic resources (GRs), traditional knowledge (TK), and traditional cultural expressions (TCEs), and contributing to the development of Indigenous Peoples and local communities through impactful projects, tools and trainings. It will also involve leading international cooperation and dialogue on building respect for IP; demonstrating the value of IP in advancing the implementation of the Sustainable Development Goals (SDGs) and the broader goals of the UN system; increasing shared understanding of the linkages between IP and Competition Policy as well as developing a work program on the Future of IP.

In addition, the Sector will lead WIPO's effective interaction and partnership with the UN, IGOs, business associations and civil society and also facilitate knowledge transfer and technology adaptation through multi-stakeholder platforms, such as WIPO GREEN, which addresses global challenges relating to climate change and environmental degradation. The Sector is also engaging new stakeholders, especially the youth, through an inclusive and diverse approach that empowers young minds to shape the future of IP.

### Traditional Knowledge

WIPO's work on the intersection of IP and GRs, TK and TCEs in 2024/25 will, in particular, focus on:

- Organizing and facilitating the Diplomatic Conference on GRs and associated TK to be held no later than 2024, promoting ratification of and accession to any international legal instrument that may be agreed upon at the Diplomatic Conference in 2024, and organizing and facilitating such other international normative activities on TK and TCEs as may be defined by the 2023 General Assembly;
- Facilitating Indigenous Peoples', as well as local communities' effective participation in WIPO's normative work relating to GRs, TK and TCEs as appropriate;
- **Proposal from GRULAC:** In line with the mandate of the GA 2019, the Secretariat shall continue to assist the IGC by providing Member States with necessary expertise and funding, in the most efficient manner, for the participation of experts from developing countries and LDCs, taking into account the usual formulas for the IGC. Additionally, resources will also be allocated to finance the participation of two representatives from developing countries and LDCs at the Diplomatic Conference.





- In line with the mandate of the GA 2019, Member States further requests the Secretariat to provide exceptional financing of 4 representatives of indigenous people and local communities at each session of the IGC within the biennium and 2 representatives of indigenous people and local communities from each sociocultural region used by the UN permanent forum on indigenous issues at the Diplomatic Conference to conclude an International Legal Instrument relating to IP and GR, allocated from the regular budget of 2024/2025 should the WIPO Voluntary Fund be insufficient. The amount shall be administered by, and in accordance with, the rules of the WIPO Voluntary Fund.
- Alternative proposal from APG/Singapore : "In line with the mandate of the GA 2019, the Secretariat shall continue to assist the IGC, including the DipCon to conclude an Int'l Legal Instrument relating to IP and GR, by providing Member States with necessary expertise and funding, in the most efficient manner, of the participation of experts from developing countries and LDCs, taking into account the usual formulas for the IGC (this is the GA 2019 language).
- Member States further requests the Secretariat to provide exceptional financing of representatives of indigenous people and local communities at the IGC within the biennium, including the Diplomatic Conference to conclude an International Legal Instrument relating to IP and GR, of a maximum amount of 120,000 CHF allocated from the regular budget of 2024/2025 should the WIPO Voluntary Fund be insufficient. The amount shall be administered by, and in accordance with, the rules of the WIPO Voluntary Fund.
- Providing policy, legislative and technical assistance and advice in relation to strategies, policies and legal frameworks that Member States and regional organizations may establish on IP and TK, TCEs, as well as GRs and data, particularly in furtherance of the results of the 2024 Diplomatic Conference;
- Positively impacting lives and livelihoods of Indigenous Peoples by expanding provision of IP-related training, mentoring, match-making and practical services and tools in support of: (i) Indigenous Peoples and local communities' entrepreneurship and IP rights management, with an emphasis on women and youth; and (ii) effective IP rights management in GRs and data in the life sciences;
- Providing legal-technical advice and assistance related to inventories, registers, portals, platforms and databases that could support implementation of national, regional and international legal and policy frameworks related to IP and TK, TCEs, as well as GRs and data, that Member States may establish;
- Continuing to reach out with inspiring and empirical stories and experiences, as well as up-to-date and practical information on IP and GRs, TK and TCEs;
- Bringing people together by facilitating dialogues and collaborations between Indigenous Peoples, Member States, industry and other actors in the global IP ecosystem.

## Global Challenges

Global Challenges addresses innovation and IP at the nexus of interconnected global issues, in particular global health, climate change and food security. By engaging across a wide range of IP-related global policy discussions and with a broad cross-section of stakeholders, it identifies opportunities to apply and scale up innovation-driven solutions that address global challenges and improve peoples' lives. Efforts in the next biennium will include initiatives aimed at:

- Promoting a more equitable and sustainable future where critical resources and technologies are accessible to all. This would be done by demonstrating the role of IP in increasing access to health as well as environmentally-friendly "green" technologies, including by: (i) expanding and strengthening the WIPO GREEN network with the aim of promoting innovation and deployment of green technologies to address climate change and food security issues, using the Green Technology Book and WIPO GREEN database as foundational elements; (ii) re-imagining WIPO's work at the intersection of IP and global health innovation with a focus on supporting cutting-edge approaches to expand access to health technologies; and (iii) further strengthening of the Trilateral Cooperation among WHO, WIPO and WTO to help address vanguard issues at the intersection of IP, trade and public health, including COVID-19 and Anti-Microbial Resistance (AMR);
- Further addressing climate action by expanding the WIPO GREEN Acceleration Project model to support partner-led match-making and green technology implementation.

## Building Respect for IP

WIPO's work in the area of building respect for IP follows a balanced approach towards the prevention of IP infringement and the enforcement of IP rights, which are guided by Development Agenda Recommendation 45 in the interests of social and economic development and consumer protection. Priorities in the 2024/25 biennium will encompass:

- Organizing sessions and facilitating the work of the Advisory Committee on Enforcement (ACE), fostering informed and empirically well-founded policy discussions and the sharing of national experiences;
- Working closely with all stakeholders, including Member States, IGOs, NGOs and civil society to strengthen international efforts to build respect for IP through structured coordination and high-impact cooperation activities;
- Increasing the evidence base by publishing research on topical and relevant issues in the area of building respect for IP, and holding open conferences with expert speakers on such issues;
- Further developing the scope and functionalities of WIPO ALERT as an effective international tool for cooperation between Member States and relevant stakeholders to combat online IP infringement, which affects us all;
- Continuing to play a leading role to provide, upon request and on a strictly confidential basis, legislative advice to Member States relating to IP enforcement in line with Part III of the TRIPS Agreement;
- Improving the IP ecosystem by supporting and assisting Member States with a view to enhancing the capacities of law enforcement officials, prosecutors and judges for the enforcement of IP rights with a focus on impact-driven training projects aimed at building institutional training capacities in beneficiary countries in a sustainable way as well as making available useful and accessible tools and materials on IP enforcement;
- Assisting Member States in building respect for IP as part of their national IP policy frameworks, as well as in developing impactful awareness-raising strategies, products and activities.

## IP and Competition Policy

The IP and Competition Policy (IP&CP) area has a crucial role in examining global trends at the intersection of IP and antitrust, as well as that of unfair competition. It also establishes and enhances partnerships in international competition networks and committees, while liaising with other international organizations on IP-related competition matters. In 2024/25, IP&CP aims at further securing WIPO's place as an essential player in managing the relevant issues, *inter alia*, through: (i) engaging and advising national agencies, in cooperation with other IGOs; (ii) active presence in the main international fora on competition policy; ~~and (iii) conducting analysis and research on topical issues on the IP and competition policy interplay and (iv) conducting an analysis of how certain changes in the business structure adversely affect actors, singers, and creators, leading to unfair situations. By achieving these objectives, IP&CP will contribute positively to the IP ecosystem, promoting a fair and competitive environment that fosters innovation and creativity. By achieving these goals, IP&CP will positively impact the IP ecosystem by fostering a fair and competitive environment for innovation and creativity.~~

## Future of IP

The Future of IP addresses cutting-edge issues around the future development of IP, and will aim at three things. First, to analyze the results of the Global IP Perception Survey (called "WIPO Pulse") and to develop and gain insights into how people around the world view IP. Second, to raise awareness about the future development of the global IP system, including in the context of emerging global challenges. By working closely with external partners and interested stakeholders, this area of work will help to shape the future direction of the global IP ecosystem. Third, to support IP Offices as they evolve their roles in a world where national economies are increasingly driven by innovation and creativity. This will help to ensure that IP Offices are equipped to effectively navigate the evolving IP landscape, and support the growth and development of innovative and creative industries.

## Youth Engagement

WIPO's Youth Engagement work recognizes the importance of young people in the innovation ecosystem as our future innovators and creators. Building on the efforts of the previous biennium, the focus in 2024/25 will be on:

- Rolling out impact-driven projects, activities and educational content, which young audiences can relate to and be excited about;
- Increasing opportunities for young people by creating a pipeline of young IP professionals, creators, inventors and entrepreneurs through intensive learning and training activities;
- Giving a voice to youth from around the world who have made strides in their IP journeys and empower and equip them to be champions of IP in their communities;

- Raising awareness about the importance of IP to young (and aspiring) inventors, creators and entrepreneurs;
- Providing IP commercialization advice and support tailored for young entrepreneurs in the creative and industrial economy.

### 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs)

WIPO's work ~~in the area of the SDGs for the implementation of the 2030 Agenda for Sustainable Development~~ responds to the evolving needs and priorities of its Member States and stakeholders, ~~many of whom are increasingly focused on~~ and contributes to addressing global challenges such as climate change, poverty, and inequality. By contributing to the implementation of the 2030 Agenda for Sustainable Development SDGs, WIPO seeks to demonstrate the value and relevance of IP in promoting economic, social, and environmental progress. The SDGs also emphasize the need for partnerships and collaboration across different sectors and stakeholder groups, including governments, international organizations, civil society, and the private sector, ~~and international organizations~~. As a specialized agency of the UN, WIPO has a unique role to play in facilitating these partnerships and providing a platform for dialogue and cooperation on IP-related issues that impact sustainable development. In the 2024/25 biennium, WIPO will continue its active and multi-faceted contribution engagement to support the implementation of the 2030 Agenda for Sustainable Development. This work will consider the broad scope of the SDGs and their cross-cutting impact on the Organization through: (i) preparing reports and facilitating the discussions on the SDGs as they relate to intellectual property and innovation, WIPO's mandate and work; (ii) engaging with other IGOs and UN agencies on the SDGs, including within the framework of the UN Sustainable Development Group (UNSDG); and (iii) reaching out to Member States, partners and other stakeholders with relevant information on the potential of IP for achieving the SDGs and on WIPO's work programs and activities that contribute to that objective.

As the specialized United Nations agency for innovation and IP, WIPO has an important role to play in helping Member States to achieve the SDGs. Through its technical assistance for development programs, WIPO helps developing and least developed countries to benefit from the use of intellectual property (IP) to achieve the SDGs. By stepping up its efforts to create a balanced and effective global IP system, WIPO will assist Member States and stakeholders to use the IP system to stimulate the innovation, competitiveness and creativity they need to achieve those goals. WIPO will strive to ensure that IP and development policies play a supportive role in the achievement of the SDGs.

### External Relations

The work in connection with External Relations for the next biennium will be to:

- Actively engage with UN Organizations, IGOs, NGOs and Industry on the role of IP, innovation and technology in improving peoples' lives, and in so doing, reinforce WIPO's position as the primary international body on IP;
- Strengthen WIPO's representation in international meetings and processes that have a bearing on WIPO's mandate;
- Foster and deepen partnerships with select UN Organizations, IGOs, NGOs and Industry groups to use IP and innovation to improve peoples' lives, in line with the MTSP;
- Increase outreach to communities underserved by the IP ecosystem, to enable them to use IP for growth and development;
- Enhance liaison among all relevant areas of WIPO to facilitate provision of technical contributions to multilateral processes and initiatives.

### WIPO's Representative Office in New York

As WIPO's permanent representation to the United Nations (UN) headquarters, UN system entities and diplomatic community in New York, WIPO's Representative Office in New York will, over the course of the next biennium, continue to:

- Lead WIPO's representation and participation in relevant meetings of the main UN organs in New York, particularly the UN General Assembly, the Economic and Social Council, and the Secretariat;
- Direct the Organization's engagement in UN inter-agency processes and mechanisms relevant to the Organization's mandate, and strengthen partnerships with UN System representations in New York and other IGOs and partners in the United States of America in order to, *inter alia*, promote WIPO-led initiatives and programs of work that contribute to the attainment of internationally agreed development goals, including the 2030 Agenda for Sustainable Development;

### Global Challenges and Partnerships: Resources by Result

(in thousands of Swiss francs)

Expected Result	2024/25 Proposed Budget	2022/23 PoW&B	2022/23 Budget after Transfers
2.1 Development of balanced <sup>49</sup> and effective international normative frameworks for IP	5,225	3,644	4,200
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	6,768	3,714	3,765
2.3 International dialogue and cooperation on Building Respect for IP	3,444	3,805	3,691
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	5,864	6,505	6,579
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,632	3,562	2,760
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,312	644	718
4.3 Increased IP knowledge and skills in all Member States	2,221	1,039	1,117
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,815	2,567	3,383
<b>Total</b>	<b>29,281</b>	<b>25,480</b>	<b>26,213</b>

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2022	Estimated contributions 2023	Estimated expenditure end 2023	Expected balance end 2023	Estimated contributions 2024/25	Estimated amount available for programming in 2024/25
Accredited indigenous and local communities	6	14	21	-	28	28
Italy	44	-	-	44	-	44
Republic of Korea (Building Respect for Copyright and Related Rights)	802	229	247	783	458	1,241
Republic of Korea (Ministry of Justice - HR)	138	197	232	103	393	496
<b>Total</b>	<b>990</b>	<b>440</b>	<b>500</b>	<b>930</b>	<b>880</b>	<b>1,809</b>

<sup>49</sup> [Balanced means](#)

research into market outcomes. In particular, work relating to the role of IP on Technology Transfer will continue to be deepened.

Fourth, the Sector provides expert advice to assist Member States to develop National IP strategies and related innovation policies that contribute to the achievement of broader economic development goals and act positively on a country's innovation and creative ecosystems.

Fifth, it assists Member States in their efforts to strengthen their judicial systems. Through the WIPO Judicial Institute, it supports national and regional judiciaries and quasi-judicial authorities, by providing modern and effective formats of dialogue and education, in addition to supporting the IP ecosystem through services related to IP legal data.

Sixth, the Sector supports Member States in implementing mechanisms for alternative dispute resolution (ADR) in the field of IP, technology, licensing and domain names. Through the WIPO Arbitration and Mediation Center, it provides services to those seeking to resolve their IP disputes out of court.

## Economics and Data Analytics

The work related to economics and data analytics has two main pillars. The first pillar seeks to provide accurate, comprehensive and timely data on the performance of IP and innovation ecosystems and promote their wider and more effective use that deliver value to users around the world. Work in the next biennium will, in particular, focus on:

- Maintaining geographical coverage of IP statistics collected through WIPO's various annual statistics surveys to ensure accurate and comprehensive statistical reporting that bring value to decision makers everywhere;
- Reporting IP statistics through statistical publications and web tools, seeking to satisfy the needs of different user communities, including policymakers, IP Offices, users of WIPO's filing systems, researchers, and the general public;
- Collecting and reporting original data on intangible asset investments, covering a widening set of economies.

The second pillar seeks to provide high-quality empirical analysis on economies' innovation performance and the evolving nature of the creative economy to support the development of balanced and effective IP, innovation and creative ecosystems in Member States. Work in the next biennium will, in particular, focus on:

- Continuing to benchmark innovation performance and monitoring the evolution of the global innovation economy by publishing the GII and assisting Member States in making effective use of it in policy design;
- Providing in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports;
- Engaging in economic study work in developing economies, including study work requested by the CDIP;
- Mobilizing original data relating to the creative economy and conducting studies enabling data-driven insights into the relevant drivers of the creative economy, including the role of IP-backed finance, so as to assist policy-makers and other stakeholders;
- Maximizing institutional synergies and promoting research quality by continuing to coordinate the global network of IP Office economists.

## IP for Business

The IP for Business Division seeks to deploy tools, programs and materials, ~~developed in the past biennium~~, to support businesses and entrepreneurs in interested Member States to access and use the IP system. This will be done through collaboration programs with IPOs, intermediaries and external partners. The program of work will particularly focus on:

- Creating business friendly tools and services that facilitate the awareness, understanding and use of the IP system by entrepreneurs and enterprises, so that IP becomes a core part of their business strategy;
- Assisting national IP Offices and SME intermediaries in integrating IP-related support in their existing menu of services for businesses, and through this, to allow SMEs all over the world to use IP effectively;
- Facilitating high-level dialogue and knowledge sharing among Member States and other stakeholders on IP and SMEs;
- Providing technical assistance and building local capacities on IP management, IP valuation, IP backed financing, IP commercialization and other related areas to support business growth through the effective use of intangible assets;

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4 Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully <i>High risk appetite</i>	Insufficient engagement or changes in priorities at national level could negatively impact the: i) establishment and sustainability of technology transfer networks and structures; ii) projects to support IP as a tool for business growth; or, iii) judicial programs.	Close collaboration with national authorities from the outset to ascertain mid to long term commitment; assist in the planning, monitoring and evaluation of national projects in accordance with best practices.	Low – below risk appetite
	User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, resulting in diminished market position, organizational reputation, or policy impact	Leverage WIPO's position as a global, neutral and credible IP specialist, increase application of IT tools for improving user experience, and enhance digital tools and outreach	Medium – below risk appetite
	Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	Control mechanisms designed to identify data inconsistencies; publications carefully reviewed by experts; analytical publications externally peer reviewed.	Low – below risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 3 Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	No. of unique visitors to the IP Statistics Data Center	109,856	20% increase (biennium)
	No. of unique visitors to WIPO Lex	784,602	20% increase (biennium)
	Level of use of WIPO IP ADR and domain name dispute resolution services	1,349 disputes and 756 bon offices	300 additional disputes and bons offices
		54,021 gTLD cases 7,412 ccTLD-only cases (cumulative end 2022)	6,000 additional gTLD cases 600 additional ccTLD-only cases
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	259,921	20% increase (biennium)
<i>Strategic Pillar 4 Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. of unique visitors to the Global Innovation Index websites	1,002,852	20% increase (biennium)
	<a href="#">Outreach to relevant Member States concerning missing and outdated data sets</a>		
	No. of countries using the GII for the development of their innovation strategies and ecosystem	77 countries (out of 110 responding countries)	10% increase
	Level of sustained engagement by Member State judiciaries	99 countries and 3 regional jurisdictions represented in the 2022 Judges Forum (face-to-face with hybrid option)	85 countries and 3 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)
Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	96 IP ADR schemes adopted	8 additional IP ADR schemes adopted	
	47 IP ADR schemes supported	12 additional IP ADR schemes supported	
	4 gTLD policies adopted and supported	2 gTLD policies supported	

Expected Result	Performance Indicators	Baselines	Targets
		81 ccTLD policies adopted 40 ccTLD policies supported (cumulative end 2022)	2 additional ccTLD policies adopted 6 additional ccTLD policies supported
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of sustainable national TISC networks	46 sustainable national networks (cumulative end 2022) - Maturity Level 1: 4 in total - Maturity Level 2: 32 in total - Maturity Level 3, including the provision of value-added services: 10 in total	50 sustainable national networks (cumulative)
	No. of TISCs with level of maturity upgraded		
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	tbd	≥ 90% satisfied or very satisfied
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	225,178	20% increase (biennium)
	No. of SME support institutions who are using WIPO materials and tools	14	10 additional
	No. of SMEs assisted by support institutions that use WIPO materials or tools	1,745	5,000 additional

## Resources

### IP and Innovation Ecosystems: Resources by Result

(in thousands of Swiss francs)

Expected Result	2024/25 Proposed Budget	2022/23 PoW&B	2022/23 Budget after Transfers
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	19,507	17,305	17,572
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	685	191	189
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,299	2,444	2,584
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	2,857	1,767	1,862
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	11,950	10,630	10,850
4.3 Increased IP knowledge and skills in all Member States	703	723	763
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,769	10,914	11,555
<b>Total</b>	<b>50,771</b>	<b>43,975</b>	<b>45,374</b>

# Administration, Finance and Management

## Implementation Strategies

The Administration, Finance and Management (AFM) Sector is responsible for WIPO's operating platform, providing the foundation for the delivery of results across the Organization, and driving overall performance in a sustainable and secure manner. More broadly, given its critical role in building the Foundation of the Organization, the Sector also plays an important role in providing WIPO Staff with the right resources to work effectively, collaboratively and innovatively.

There are several key elements to the work of the Sector. Firstly, ensuring that resources are allocated across WIPO in line with the Program of Work and Budget and Capital Master Plan agreed by Member States, and are managed effectively through appropriate governance and enterprise performance management (EPM) systems. Secondly, ensuring that WIPO's information and communication technology architecture and solutions are optimized, driving further digitization across the Organization and better use of data, whilst maintaining high levels of information security. Thirdly, delivering reliable services to internal and external clients, including: (i) effective support and advice to the Secretariat and Member States on a wide range of constitutional, contract, treaty, and administrative law matters; (ii) quality language services in support of WIPO's commitment to multilingualism and consistent with WIPO's Revised Language Policy; and (iii) ensuring a fit-for-purpose, secure and sustainable WIPO Campus. Finally, overseeing WIPO's organizational resilience framework, ensuring that the Organization builds on the lessons from COVID-19 and is prepared for a range of future threats.

### Sound and Prudent Financial and Performance Management, including Procurement

Results-based management and risk management will continue to be matured and integrated. The risk culture will be strengthened further, accepting and managing risks guided by the Organization's Risk Appetite Statement. The results of the fraud risk assessment will be analyzed and internal controls adjusted if required. Opportunities to streamline controls in line with the revised Financial Regulations and Rules will continue, through enhanced use of data analytics to inform decisions and to effect improvements to the regulatory framework and internal controls.

Enhancing services to the global base of fee-paying customers will be a key focus. This will include staying tuned to customer needs and planning and aligning WIPO's services to address new and emerging needs, in particular with respect to the continued rollout of new payment services and interactions with national IP Offices. Opportunities for further streamlining and automating financial transactions and processes will be identified, including through robotic process automations (RPAs), with the aim of increasing further productivity and accuracy.

A strategic and proactive approach will be pursued for WIPO's sourcing activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors as well as travel and meeting-associated requirements using enhanced IT tools and functionalities, as appropriate. To reduce the time to procure and maximize savings through economies of scale and negotiations, the monitoring of the use of Long Term Agreements (LTAs) will be consolidated, and the maturity of vendor performance management will be enhanced. Outreach to potential individual contractors worldwide will be scaled up, through the extended use of social networks. Optimizing travel and meeting-related expenditure in a post-COVID context will be a primary objective, through the integration of IT tools, compliance monitoring and negotiation of airline fares.

### Digital Transformation

ICT objectives for the biennium will focus on digital transformation, underpinned by the phased consolidation of ICT services within one department, and an improved ICT workforce strategy to ensure that the Organization is well-placed in a rapidly changing technological environment.

Key elements include stronger alignment of ICT with business strategy and needs, further technical and functional convergence, leveraging the cloud first policy while ensuring data security, stronger risk management and support for critical ICT capabilities, and streamlining of operations. This should result in a more agile and customer-centric ICT platform, supported by strong data analytics capabilities.

Transition of completed ICT projects to operations will result in new enabling capabilities, including data analytics, up-to-date and uniform solutions for software development and operations, enhanced customer experience, strengthened cloud management, Enterprise Content Management (ECM), "new normal" driven digitalization and a centralized competence for better software design and delivery. Activities will continue towards establishing capabilities in cloud management operations and compliance and data governance.

Following the roll-out of the Records & Archives Management Policy, knowledge and records management will continue to be strengthened to enable staff across all business units to manage, access, share and use information more



## Office of the Director General

### Implementation Strategies

The Office of the Director General will continue focusing on the overall strategic coordination of the work of the Organization, as well as the ongoing transformation of WIPO's corporate culture. The work of the Sector will also focus on guiding the implementation of the HR strategy and ensuring strategic engagement and outreach to external stakeholders including Member States and media.

#### People and Culture

HR initiatives for the next biennium will be fully aligned with a new multi-year HR Strategy to support the implementation of the MTSP. Particular priorities will include:

- Work towards building an inclusive workplace where employee well-being is integrated into HR programs, employees are committed and motivated and the Organization attracts new talent. Measure employee engagement on a regular basis to obtain data that would complement organizational transformation;
- Contribute to the development of a vibrant organizational culture through work programs/practices that promote diversity and inclusion, break-up organizational silos, build trust, and encourage innovation, dialogue and team work;
- Develop a new performance management framework to foster commitment and accountability towards effective people management;
- Ensure an agile Organization, steady but dynamic with a clear vision, adequate core competencies and effective knowledge. Engender a growth mindset and continuous learning through a training and development framework that links to performance and career development, including mobility;
- A modernized HR framework where policies and programs are fit-for-WIPO-purpose and processes are streamlined, notably through increased digitalization. Build an HR Department that is perceived as an enabler and contributes both strategically and operationally to the success of the Organization;
- Continuing work towards more equitable geographical representation and gender balance through broader and enhanced recruitment outreach programs, concrete measures and activities in partnership with Member States. Develop reporting to track progress;
- Continue progress on the implementation of the UN System-wide action plan on gender equality and the empowerment of women. Implement WIPO's new Disability Inclusion Strategy to strengthen our corporate culture and create an inclusive workplace.

#### News and Media

News and media strategies in the next biennium will seek to:

- Expand MTSP-approved storytelling-led communications approach across the Organization, supporting colleagues' content creation and social media distribution efforts that highlight their activities' human impact;
- Target audiences that are under-represented in the global IP system, such as SMEs, youth and women while increasingly highlighting the human impact of WIPO's program of development-focused work;
- Continue broadening content-creation and distribution efforts to include longer-form items that delve into the details of successful use of IP;
- Expand press outreach to include efforts to inform the public of trends of local and regional interest as well as thematic developments in IP and the global economy as well as the successful use of IP by individuals and enterprises;
- Position WIPO colleagues as thought leaders and expert commentators on their areas of expertise, using a range of media tools: social media, podcasts and traditional media outlets;
- Create and expand dedicated social media presences that allow colleagues in substantive areas to reach their targeted audiences for marketing, user and other communication purposes;

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 1 Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere <sup>24</sup> <i>Medium risk appetite</i>	Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	Proactive interaction with stakeholders in a strategic, audience-driven manner, using the full range of communications tools, media awareness and openness in responding to queries to explain how IP can enrich the lives and improve the livelihoods of everyone, everywhere. Strengthened internal communications will help staff collaborate effectively.	Medium – in line with risk appetite
<i>Foundation Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively. <i>Low risk appetite</i>	Corporate governance and oversight systems prove ineffective, or perceived to be not wholly objective and independent impacting the impartiality and credibility of the work with outcomes and trust diminished.	Strong tone at the top for high ethical standards and a strengthening of the ethics function. Adherence to relevant standards and codes as well as the Internal Oversight Charter. Work closely with the IAOC, the External Auditor and the JIU and respond to recommendations for improvements in a timely manner. Establishment and effective operation of streamlined internal bodies ensuring compliance with regulatory framework, risk-based decision making and internal governance.	Low – in line with risk appetite
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively. <i>Medium risk appetite</i>	WIPO's ambitious program of work has a significant element of change, and there is a risk that the related evolution to a more agile culture and the required competencies may take longer to institutionalize than foreseen.	Increased focus on sourcing talent both externally and internally through a learning and development framework guided by Organizational priorities. Continue to evolve the culture to increase employee engagement and to improve the performance of the Organization.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1 Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
1.1 More effective communication and engagement worldwide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere <sup>24</sup>	Media mentions of WIPO	66,351 (2022)	20% increase (biennium)
	Reach of WIPO's main social media presences	Total no. of followers: 376,672 (+18%) - Twitter: 124,815 - LinkedIn: 158,192 - Facebook: 87,759 - Instagram: 5,906 (end 2022)	≥ 600,000 followers across all social media presences at the end of the biennium
	Level of satisfaction of Member States and other stakeholders with the organization of events	91%	≥ 85% satisfied or very satisfied
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages	100% (7 out of 7 Flagship Publications published in 2022)	100%
	% of WIPO global publications on substantive IP topics published in 2024/25 and translated into all official UN languages	50% (4 out of 8) (end 2022) <sup>22</sup>	100%
	% of web-based content available in all official UN languages	Top level pages: tbd New or updated substantive web-content: tbd Database content: tbd	100% ≥ 85% 100%

<sup>24</sup> [Improve the lives of everyone](#)

<sup>22</sup> Translation into all official UN languages pending for an additional 3 publications.

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>		<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>	
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	Level of satisfaction of delegates attending the GAs and other Meetings	93%	≥ 85% satisfied or very satisfied
<i>Strategic Pillar 4</i>		<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>	
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP)	Not available	tbd
<i>Foundation</i>		<i>Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>	
5.1 A Secretariat that is empowered through a dynamic gender balance corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively under an equitable environment that promotes gender balance while actively dismantling patriarchal structure	Employee Engagement: % of satisfaction working at WIPO	e-Sat: 74 (2020/21)	Improvement over previous survey
	Gender : % of women at P4 to D2 levels	P4 - 50.5%	Improvement over the last biennium 50%
		P5 - 28.8%	35%
		D1 - 34.4%	44%
		D2 - 18.2%	33%
Progress on the implementation of the WIPO Disability Inclusion Strategy	Not available	tbd	
% of UN SWAP requirements met or exceeded	50%	70%	
5.2 Digitally enabled, secure and sustainable operating environment and services	Geographical Diversity: % per region as per 1975 Accord	Africa: 11.2% Asia and the Pacific: 20.1% Eastern and Central Europe & Central Asia: 8.9% Latin America and the Caribbean: 8.4% Middle East: 2.1% North America: 10.5% Western Europe: 38.9%	Agreement among Member States on WIPO's policy on geographical distribution
5.3 Sound and prudent financial management and effective corporate governance and oversight	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/36/5	No interference
	No. of oversight recommendations accepted	100% of recommendations were accepted	90% of recommendations accepted

## ANNEX XII Breakdown of the 2024/25 Budget by External Office

### Regional and National Development Sector - External Offices: 2024/25 PoW&B

(in thousands of Swiss francs)

	2024/25 PoW&B					
	Personnel Resources	Non-Personnel Resources	Total	Posts	Temporary positions	Total
WIPO Singapore Office	1,244	553	1,797	4	-	4
WIPO Brazil Office	932	475	1,407	4	-	4
WIPO Office in the Russian Federation	1,189	200	1,389	3	-	3
WIPO Algeria Office	524	375	899	1	-	1
WIPO Nigeria Office	399	375	774	1	-	1
WIPO Japan Office	1,153	365	1,518	3	-	3
WIPO Office in China	2,308	525	2,833	6	1	7
<b>TOTAL</b>	<b>7,749</b>	<b>2,868</b>	<b>10,617</b>	<b>22</b>	<b>1</b>	<b>23</b>

### ALTERNATIVE PROPOSAL FROM CHINA AND THE RUSSIAN FEDERATION

## ANNEX XII Breakdown of the 2024/25 Budget by External and Coordination (Liaison) Office

### Breakdown of the 2024/25 Budget by External and Coordination (Liaison) Office

(in thousands of Swiss francs)

	2024/25 PoW&B					
	Personnel Resources	Non-Personnel Resources	Total	Posts	Temporary positions	Total
WIPO Singapore Office	1,244	553	1,797	4	-	4
WIPO Brazil Office	932	475	1,407	4	-	4
WIPO Office in the Russian Federation	1,189	200	1,389	3	-	3
WIPO Algeria Office	524	375	899	1	-	1
WIPO Nigeria Office	399	375	774	1	-	1
WIPO Japan Office	1,153	365	1,518	3	-	3
WIPO Office in China	2,308	525	2,833	6	1	7
WIPO Office in New York	696	732	1,429	2	-	2
<b>TOTAL</b>	<b>8,445</b>	<b>3,601</b>	<b>12,046</b>	<b>24</b>	<b>1</b>	<b>25</b>

## **ANNEX XIII Regional and National Development Sector: DACD 2024/25 Proposed Budget**

### **Regional and National Development Sector: DACD 2024/25 Proposed Budget**

*(in thousands of Swiss francs)*

	PoW&B 2024/25		
	Personnel Resources	Non-Personnel Resources	Total
Development Agenda Coordination Division	2,906	2,479	5,386
<b>TOTAL</b>	<b>2,906</b>	<b>2,479</b>	<b>5,386</b>

[End of Annex II and of document]