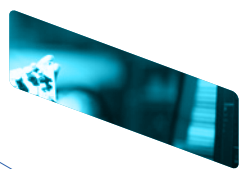
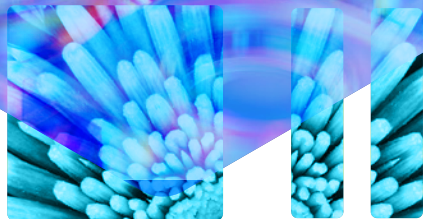
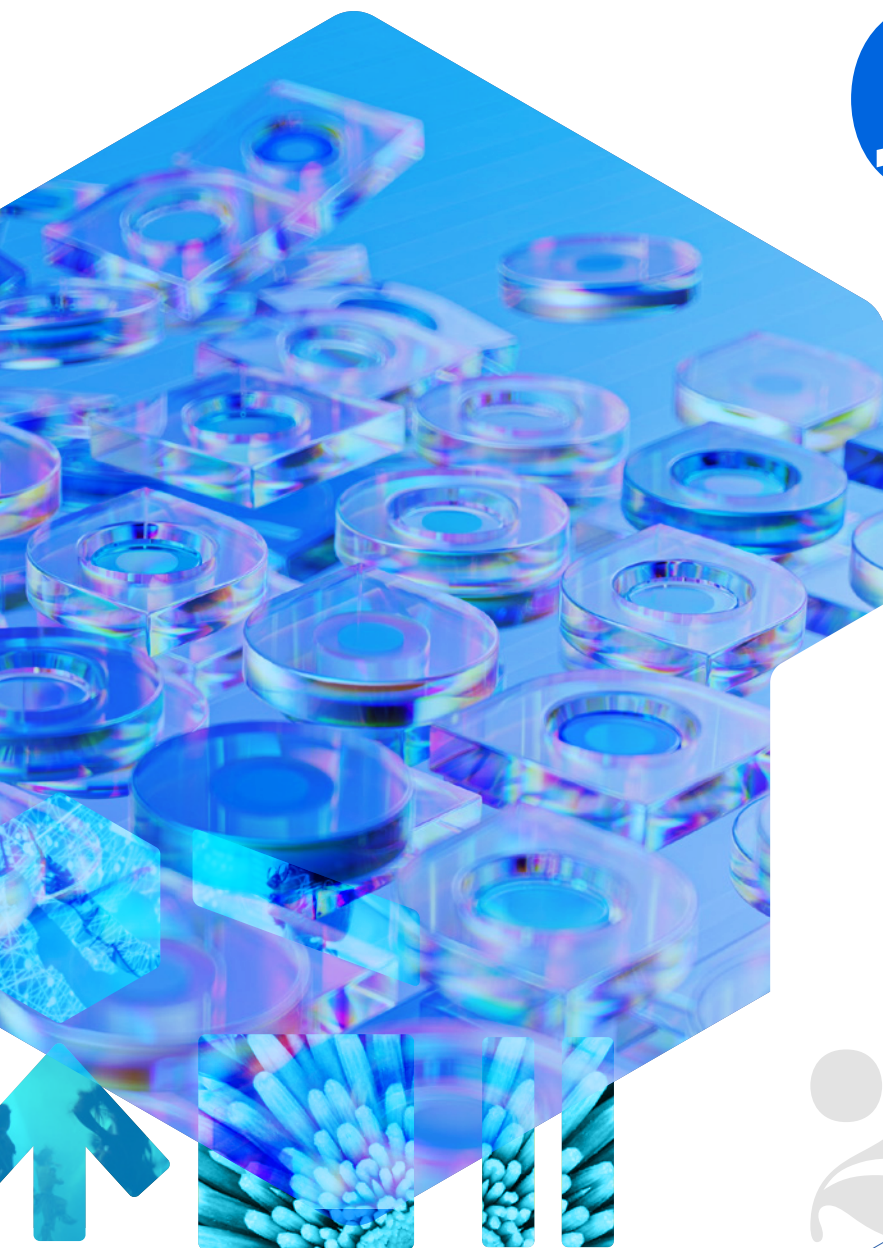


WIPO Performance Report 2022/23



World Intellectual Property Organization
WIPO Performance Report 2022/23

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I. FINANCIAL AND RESULTS OVERVIEW

The Organization's operating result for the biennium 2022/23 amounted to 172.5 million Swiss francs, with total income of 972.2 million Swiss francs and total expenditure of 799.7 million Swiss francs (IPSAS basis). The operating result represented an increase of 72.8 million Swiss francs, as compared to the Program of Work and Budget 2022/23 estimate. This was mainly due to higher than estimated income of 20.4 million Swiss francs and a lower than estimated expenditure of 52.4 million Swiss francs. The surplus for the biennium amounted to 121.5 million Swiss francs.

In 2022/23, WIPO generated 96.1 per cent of its income from fees paid by users of its global intellectual property (IP) systems for patents, trademarks, industrial designs, and geographical indications, namely the PCT, Madrid, the Hague and Lisbon Systems. The main contributors to income were the PCT System, representing 77 per cent of the total income, followed by the Madrid System, representing 17.5 per cent of the total income.

WIPO's net assets, consisting of its Reserves and Working Capital Funds and excluding actuarial losses, totaled 838.6 million Swiss francs at the end of 2023. WIPO's net assets, including actuarial losses, totaled 605.2 million Swiss francs.

Table 1. Key Financials 2022/23
(in millions of Swiss francs)

Key Financials	2022/23 PoW&B	2022/23 Actuals	2022/23 Actuals compared to PoW&B
Income after IPSAS adjustments	951.8	972.2	102%
Expenditure			
<i>Personnel expenditure</i>	476.5	449.4	94%
<i>Non-personnel expenditure</i>	317.3	293.3	92%
Total Expenditure before IPSAS adjustments	793.8	742.8	94%
IPSAS adjustment to expenditure	58.3	56.9	98%
Total Expenditure after IPSAS adjustments	852.1	799.7	94%
Operating Result	99.7	172.5	
Reserve-funded projects ¹	34.5	21.4	62%
IPSAS adjustments on Reserve-funded projects	(5.7)	(6.3)	
Reserve-funded projects after IPSAS adjustments	28.9	15.1	52%
Special accounts contributions	19.5	16.7	86%
IPSAS adjustment to Special accounts revenue	-	(1.0)	
Special accounts expenditures	19.5	17.4	90%
IPSAS adjustment to Special accounts expenditures	-	(1.7)	
Investment gains on Special accounts	-	0.1	
Special accounts after IPSAS adjustments²	-	0.0	
Investment gains/(losses)³	-	(36.0)	
Surplus/(Deficit)	70.8	121.5	
Net Assets			
Net Assets as at December 31, 2021 - Actuarial gains/(losses) excluded		729.4	
Actuarial gains/(losses) through Net Assets as at December 31, 2021		(320.9)	
Net Assets as at December 31, 2021		408.5	
Surplus/(Deficit)		121.5	
Revaluation Reserve Surplus		(12.3)	
Net Assets as at December 31, 2023 - Actuarial gains/(losses) excluded		838.6	
Actuarial gains/(losses) through Net Assets as at December 31, 2023		(233.4)	
Net Assets as at December 31, 2023		605.2	

¹ Budget for 2022/23.² Special Accounts IPSAS result amounted to 38,231 Swiss francs in 2022/23.³ The investment gains/(losses) estimate for 2022/23 is excluded from the income estimates for the biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic cash).

Table 2. Income 2022/23
(in millions of Swiss francs)

	2022/23 PoW&B Income Estimates	2022/23 Actuals Income	2022/23 Actuals compared to PoW&B
Fees			
PCT	736.9	749.4	102%
Madrid	160.0	169.9	106%
Hague	12.2	15.0	123%
Lisbon	0.2	0.3	187%
<i>Sub-total</i>	<i>909.3</i>	<i>934.6</i>	<i>103%</i>
Contributions (unitary) ¹	35.0	35.2	101%
Arbitration	3.4	5.5	160%
Publications	1.0	1.0	102%
Miscellaneous Income	3.1	(4.1)	-130%
<i>Sub-total</i>	<i>42.5</i>	<i>37.6</i>	<i>89%</i>
Total Income after IPSAS adjustments	951.8	972.2	102%
<i>Note: Lisbon fee income (in thousands of Swiss francs)</i>	150.0	280.0	187%

¹ Contributions include IPSAS adjustments of 29,924 Swiss francs in 2022/23.

PCT fee income amounted to 749.4 million Swiss francs in 2022/23, an increase of 12.5 million Swiss francs, or 1.7 per cent, as compared to the biennial estimate. The number of international applications (IAs) filed under the PCT in 2022/23 was 550,232¹, i.e. 7.3 per cent below the 2022/23 estimate. The sluggish economic growth observed in various parts of the world contributed to a shortfall in PCT filings as compared to the projected filing figures.

Madrid fee income amounted to 169.9 million Swiss francs in 2022/23, an increase of 9.9 million Swiss francs, or 6.2 per cent, as compared to the biennial estimate. The number of applications under the Madrid System for the biennium was 133,222¹, i.e. 8.2 per cent below the 2022/23 estimate, mainly due to the stagnant economic environment and high inflation in many economies. The number of registrations and renewals was at 95 per cent and 117 per cent of their 2022/23 estimates, respectively.

The Hague fee income amounted to 15 million Swiss francs in 2022/23, an increase of 2.8 million Swiss francs, or 22.5 per cent, as compared to the biennial estimate. The number of applications under the Hague System for the biennium was 16,543¹, i.e. 6.9 per cent above the 2022/23 estimate, largely propelled by China's accession to the System. In addition, applicants from various European countries, including Germany, France, Italy, the Netherlands, and Switzerland, increased their filings under the Hague System. The number of registrations and renewals reached 110 per cent and 120 per cent of the 2022/23 estimates, respectively.

The Lisbon fee income amounted to 0.3 million Swiss francs in 2022/23, an increase of 0.1 million Swiss francs, or 86.7 per cent, as compared to the biennial estimate. The number of applications under the Lisbon System for the biennium was 127, i.e. 15.3 per cent below the 2022/23 estimate. The number of registrations reached 115 per cent of the 2022/23 estimate.

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

Chart I. Income Share by Source 2022/23

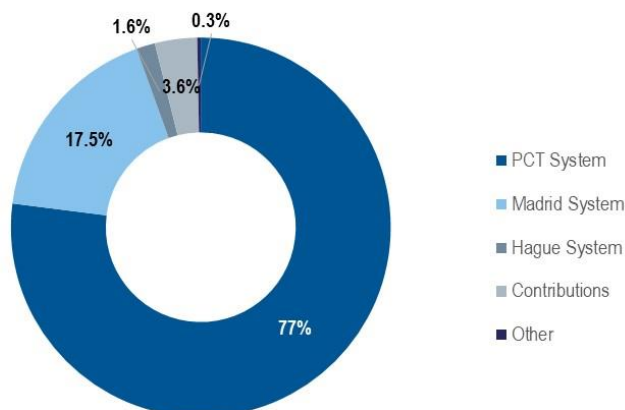


Table 3. Demand for Services under the PCT, Madrid, the Hague, and Lisbon Systems 2022/23

	2022/23 PoW&B Demand Estimates	2022/23 Actuals ¹	2022/23 Actuals compared to PoW&B
PCT System			
IAs Filed	593,800	550,232	93%
Madrid System			
Applications	145,200	133,222	92%
Registrations	138,700	132,207	95%
Renewals	66,400	77,910	117%
Hague System			
Applications	15,470	16,543	107%
Registrations	14,620	16,091	110%
Renewals	9,070	10,876	120%
Lisbon System			
Applications	150	127	85%
Registrations	150	173	115%

¹ Preliminary.

Assessed contributions amounted to 35.2 million Swiss francs in 2022/23, an increase of 0.3 million Swiss francs, or 0.7 per cent.

Income from the WIPO Arbitration and Mediation Center reached 5.5 million Swiss francs in 2022/23, an increase of 2.1 million Swiss francs, or 60.4 per cent, as compared to the estimate. The primary reason was the significant number of domain name cases filed in the biennium, i.e. 11,956 cases, representing 114.5 per cent of the biennial target.

Publications income amounted to 1 million Swiss francs, in line with the biennial estimate.

Miscellaneous income amounted to -4.1 million Swiss francs in 2022/23, a decrease of 7.2 million Swiss francs, as compared to the biennial estimate. This was primarily due to forex exchange rate losses resulting from the revaluation of bank accounts and operating cash short-term investments held in currencies other than Swiss francs.

Global financial markets experienced substantial movements in the biennium, resulting in investment losses of 36 million Swiss francs. Strong demand and constraints on the supply side of the economy led to a marked increase in inflation globally. Interest rates rose rapidly in 2022, resulting in an unprecedented price decline in many markets, including equity and bond markets, before rallying slightly in the fourth quarter of 2023.

ACTUAL EXPENDITURE INCLUDING DEVELOPMENT EXPENDITURE BY STRATEGIC PILLAR IN 2022/23
(in thousands of Swiss francs)

A World where Innovation and Creativity from Anywhere is supported by Intellectual Property, for the Good of Everyone

WIPO leads the development of a balanced and effective global intellectual property ecosystem to promote innovation and creativity for a better and more sustainable future

Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere



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

18,504 (2,580)



Total SP 1: 18,504 (2,580)

Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem



2.1 Development of balanced and effective international normative frameworks for IP

20,893 (4,257)

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

19,572 (8,613)

2.3 International dialogue and cooperation on Building Respect for IP

3,415 (1,958)

2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute

7,309 (900)

Total SP 2: 51,189 (15,728)

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



3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

48,857 (12,280)

3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data

257,864 (3,590)

3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges

5,965 (5,229)

Total SP 3: 312,687 (21,100)

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



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

19,364 (17,436)

4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States

28,496 (17,009)

4.3 Increased IP knowledge and skills in all Member States

33,862 (30,205)

4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully

31,135 (28,699)

4.5 Enhanced IP infrastructure for IP Offices

11,828 (10,847)

Total SP 4: 124,685 (104,195)

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

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.

43,358 (-)

5.2 Digitally enabled, secure and sustainable operating environment and services.

148,182 (-)

5.3 Sound and prudent financial management and effective corporate governance and oversight

44,163 (-)

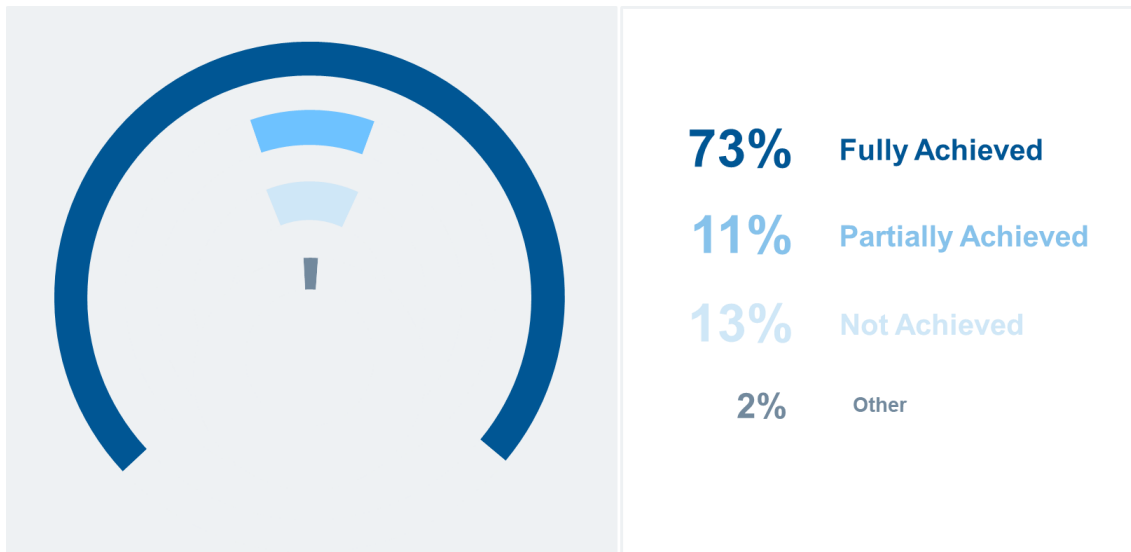
Total Foundation: 235,703 (-)

Development share: Expenditure is qualified as "development expenditure" as per the revised definition of development expenditure (document A/55/4).

Total expenditure 2022/23: 742,767
(Total development expenditure: 145,976)

Results and Resources

Achievement of the WIPO Expected Results in 2022/23



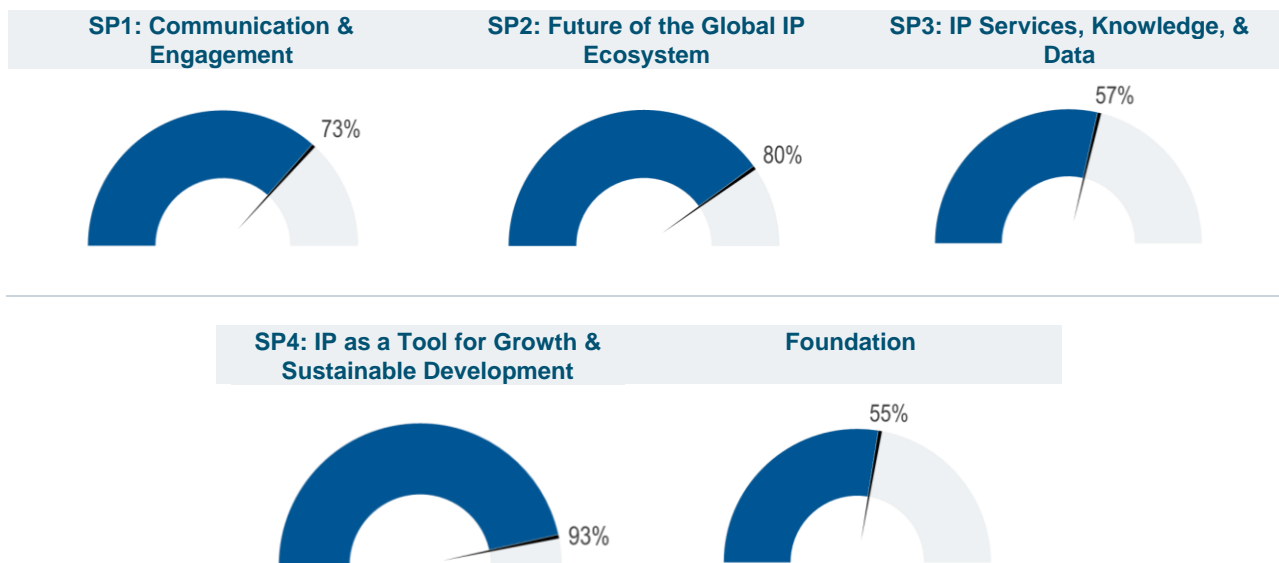
In the WPR 2022/23, out of a total of 163 Performance Indicator Evaluations (PIEs)²

- 119 were assessed as Fully achieved ●
- 18 were assessed as Partially achieved ●
- 22 were assessed as Not achieved ▲
- 2 were assessed as Not assessable ◆; and
- 2 were assessed as Discontinued ◆.

The detailed performance evaluations are reported under each Strategic Pillar.

Achievement of the WIPO Expected Results by Strategic Pillar (SP)

The below dials measure the percentage of PIEs that were assessed as Fully achieved.



² The number of unique performance indicators in 2022/23 amounts to 76.

Expenditure by Expected Result, Sector and Cost Category

Table 4. 2022/23 Expenditure by Expected Result and Sector
(in thousands of Swiss francs)

Expected Result	Sector								TOTAL
	PT	BD	CCI	RND	IP	GCP	IE	AFM	
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	-	-	9,447	3,146	-	-	-	5,911	18,504
2.1 Development of balanced and effective international normative frameworks for IP	1,760	2,485	3,338	-	7,144	4,642	-	1,524	20,893
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	3,543	12	4,067	-	1,422	3,845	-	6,682	19,572
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	3,415	-	-	3,415
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	824	-	6,323	-	163	7,309
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,647	12,591	179	6,581	8,428	-	17,432	-	48,857
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	190,939	57,128	301	-	6,516	-	172	2,808	257,864
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	834	-	2,587	2,544	-	5,965
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	3,242	260	1,439	12,711	-	-	1,712	-	19,364
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,112	1,118	3,800	9,609	-	713	11,144	-	28,496
4.3 Increased IP knowledge and skills in all Member States	2,170	1,495	1,619	26,966	-	1,056	557	-	33,862
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	38	9,193	7,199	-	3,104	11,601	-	31,135
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	297	11,531	-	-	-	11,828
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	-	-	-	-	-	-	-	43,358	43,358
5.2 Digitally enabled, secure and sustainable operating environment and services	-	-	-	-	-	-	-	148,182	148,182
5.3 Sound and prudent financial management and effective corporate governance and oversight	-	-	-	-	-	-	-	44,163	44,163
TOTAL	207,412	75,128	33,383	68,167	35,042	25,684	45,161	252,790	742,767

Table 5. Budget vs. Expenditure by Sector 2022/23
(in thousands of Swiss francs)

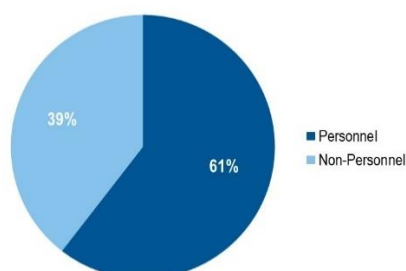
Sector	2022/23 PoW&B	2022/23 Final Budget after Transfers	2022/23 Expenditure ¹	Budget Utilization ²
Patents and Technology	230,374	226,630	207,412	92%
Brands and Designs	80,430	78,101	75,128	96%
Copyright and Creative Industries	31,735	35,628	33,383	94%
Regional and National Development	69,145	73,931	68,167	92%
Infrastructure and Platforms	37,682	37,918	35,042	92%
Global Challenges and Partnerships	25,480	26,845	25,684	96%
IP and Innovation Ecosystems	43,975	45,852	45,161	98%
Administration, Finance and Management	263,023	267,173	252,790	95%
Unallocated	11,946	1,713	-	-
TOTAL	793,792	793,792	742,767	94%

¹ 2022/23 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2022/23 expenditure as compared to the 2022/23 Final Budget after Transfers.

Note: The 2022/23 Final Budget after Transfers, throughout the document, reflect the transfers during the biennium in line with Financial Regulation 3.4.

Overall expenditure amounted to 742.8 million Swiss francs in 2022/23 on a budgetary basis, i.e. 51 million Swiss francs, or 6.4 per cent, below the Approved Budget for the biennium 2022/23.

Chart II. Share of Personnel and Non-Personnel Expenditure 2022/23

Personnel Resources

Overall personnel expenditure amounted to 449.4 million Swiss francs on a budgetary basis, i.e. 27.1 million Swiss francs, or 5.7 per cent, below the Approved Budget for the biennium 2022/23.

Lower personnel expenditure was primarily driven by: (i) savings on vacant posts and temporary positions of approximately 31.7 million Swiss francs; (ii) part-time working arrangements (on average 7 per cent of staff) resulting in savings of approximately 5.8 million Swiss francs; (iii) lower UNJSPF contributions of 2.7 million Swiss francs resulting from the strengthening of the Swiss franc vis-a-vis the USD; (iv) delays in home leave travel (post-pandemic); (v) lower-than-budgeted expenditure on Rewards and Recognition; and (vi) reduced overtime.

The savings were partially offset by the additional 2 per cent ASHI top-up amounting to 7.7 million Swiss francs, changes in the salary scales (G staff) and increases in the medical insurance premiums amounting to 6.6 million Swiss francs.

The increase of personnel expenditure in 2022/23 as compared to 2020/21 was primarily due to changes in salary (P and G staff) and pensionable remuneration scales as well as higher costs of medical insurance premiums.

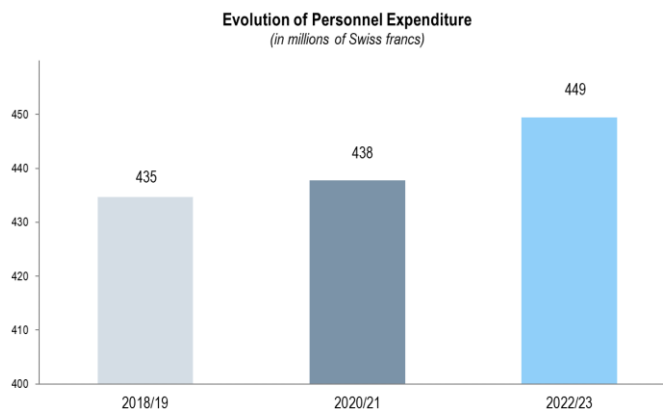


Table 6. Budget vs. Expenditure by Cost Category 2022/23
(in thousands of Swiss francs)

	2022/23 PoW&B	2022/23 Final Budget after Transfers	2022/23 Expenditure ¹	Budget Utilization ²
A. Personnel Resources				
Posts	451,089	431,306	428,758	95%
Temporary staff	14,897	27,279	19,025	128%
Other Staff Costs	3,152	3,152	1,644	52%
Sub-total, A. w/out Unallocated	469,138	461,738	449,428	96%
Unallocated (Personnel)	7,346	1,551	-	-
Total, A	476,484	463,288	449,428	94%
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	1,543	1,309	1,021	66%
WIPO Fellowships	13,464	16,816	15,562	116%
<i>Sub-total</i>	<i>15,006</i>	<i>18,125</i>	<i>16,583</i>	<i>111%</i>
Travel, Training and Grants				
Staff Missions	10,617	8,086	6,208	58%
Third-party Travel	12,730	11,919	11,301	89%
Training & Related Travel Grants	2,907	2,229	1,650	57%
<i>Sub-total</i>	<i>26,254</i>	<i>22,234</i>	<i>19,158</i>	<i>73%</i>
Contractual Services				
Conferences	8,381	8,741	7,903	94%
Publishing	461	141	6	1%
Individual Contractual Services	38,241	38,294	34,787	91%
Other Contractual Services	165,280	180,984	154,619	94%
<i>Sub-total</i>	<i>212,364</i>	<i>228,160</i>	<i>197,315</i>	<i>93%</i>
Finance Costs				
<i>Sub-total</i>	<i>2,480</i>	<i>453</i>	<i>530</i>	<i>21%</i>
Operating Expenses				
Premises & Maintenance	45,671	49,691	47,789	105%
Communication	3,003	2,094	1,618	54%
Representation & Other Operating Expenses	1,680	1,683	1,640	98%
UN Joint Services	1,689	1,773	1,564	93%
<i>Sub-total</i>	<i>52,043</i>	<i>55,240</i>	<i>52,611</i>	<i>101%</i>
Equipment and Supplies				
Furniture & Equipment	1,136	1,217	611	54%
Supplies & Materials	3,424	4,913	6,531	191%
<i>Sub-total</i>	<i>4,560</i>	<i>6,130</i>	<i>7,142</i>	<i>157%</i>
Sub-total, B. w/out Unallocated	312,707	330,341	293,340	94%
Unallocated (Non-Personnel)	4,600	163	-	-
Total, B	317,307	330,504	293,340	92%
TOTAL	793,792	793,792	742,767	94%

¹ 2022/23 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2022/23 expenditure as compared to the 2022/23 Approved Budget.

Interns and WIPO Fellowships

Overall expenditure on Interns and WIPO Fellowships amounted to 16.6 million Swiss francs in the 2022/23 biennium, i.e. 1.6 million Swiss francs, or 10.5 per cent, above the Approved Budget. The Organization enhanced its fellowship programs, notably through the launch of the Young Experts Program (YEP). Over the course of the biennium, 22 Young Experts took part in a range of projects and initiatives, including the Legislative Advice Methodology Project (LAMP), IP & Sports, Intangible Asset Financing, IP analytics, IP commercialization, Technology Transfer, GII, and DL courses.

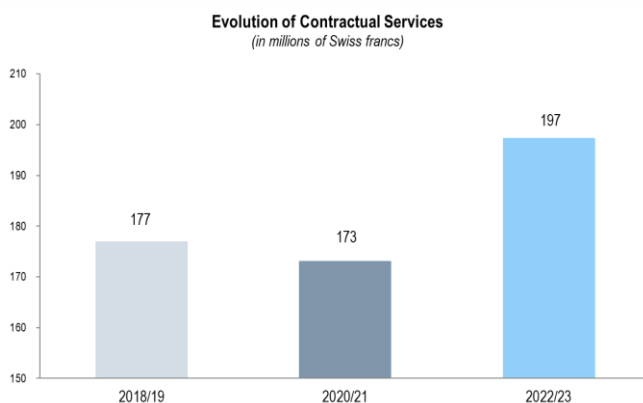
Travel, Training and Grants

Overall expenditure on Travel, Training and Grants amounted to 19.2 million Swiss francs in the 2022/23 biennium, i.e. 7.1 million Swiss francs, or 27 per cent, below the Approved Budget. The lower expenditure on travel is partly attributed to the adoption of the "new normal", particularly the widespread use of virtual/hybrid meeting tools.

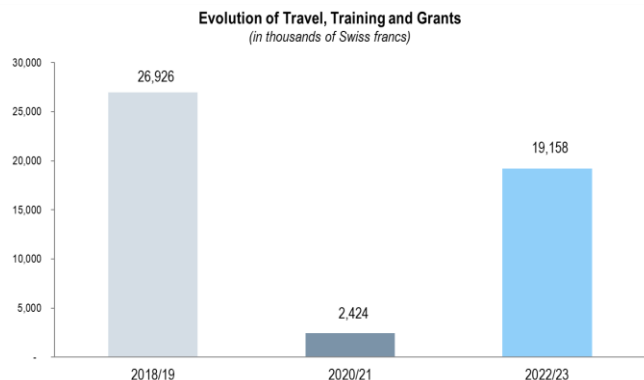
Expenditure on travel is lower by 29 per cent as compared to the pre-pandemic 2018/19 biennium.

Contractual Services

Overall expenditure on Contractual Services amounted to 197.3 million Swiss francs in the 2022/23 biennium, i.e. 15 million Swiss francs, or 7.1 per cent, below the Approved Budget.



2022/23 as compared to 2020/21 was mainly due to: the new priority initiatives listed above; the increase in cost of IT consultants due to inflation; the establishment of the Solutions Design and Delivery Section, which offers ICT support to over 40 business applications; the migration of approximately 70 servers storing WIPO applications to the cloud; the expansion of audio-visual support for conferences and events; Search Engine Optimization (SEO)/Search Engine Advertising (SEA); and the transformation of the digital workplace at WIPO. This transformation encompasses the implementation of Microsoft Teams, an upgrade to Office 365, and the introduction of a new mobile device management system.



The lower than estimated expenditure was primarily due to: (i) lower PCT translation costs resulting from the increased use of machine translation tools combined with post-editing (6.9 million Swiss francs); and (ii) slower than anticipated implementation of certain ICT projects. This was partially offset by increased expenditure on new priority initiatives, including the Creators Learn Intellectual Property (CLIP) platform, the digital publishing platform (publications management and publishing in a single tool), the implementation of a universal look and feel and navigation on the WIPO website, the development of an organization-wide customer service strategy, and expansion of the network of IP Training Institutions (IPTIs).

The increase in expenditure on contractual services in 2022/23 as compared to 2020/21 was mainly due to: the new priority initiatives listed above; the increase in cost of IT consultants due to inflation; the establishment of the Solutions Design and Delivery Section, which offers ICT support to over 40 business applications; the migration of approximately 70 servers storing WIPO applications to the cloud; the expansion of audio-visual support for conferences and events; Search Engine Optimization (SEO)/Search Engine Advertising (SEA); and the transformation of the digital workplace at WIPO. This transformation encompasses the implementation of Microsoft Teams, an upgrade to Office 365, and the introduction of a new mobile device management system.

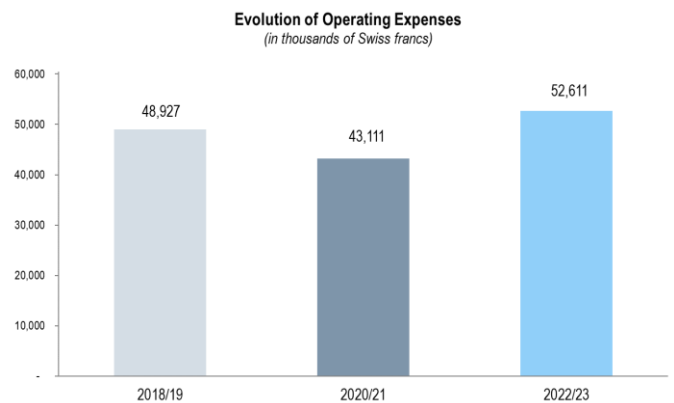
Finance Costs

Overall Finance Costs amounted to 0.5 million Swiss francs in the 2022/23 biennium, i.e. 2 million Swiss francs, or 78.6 per cent, below the Approved Budget. This was due to the avoidance of incurring negative interest rates on operating cash through effective cash management and the shifting of the interest rates on the Swiss franc to positive territory during the final quarter of 2022.

Operating Expenses

Overall Operating Expenses amounted to 52.6 million Swiss francs in the 2022/23 biennium, i.e. 0.6 million Swiss francs, or 1.1 per cent, above the Approved Budget.

The slightly higher-than-estimated expenditure was mainly due to an increase in utility costs (electricity and gas) for WIPO premises. Nonetheless, this increase was largely offset by: (i) a reduction in the cost of on-premises security guards; (ii) decreased telephony costs due to re-negotiation of service provider contract; (iii) less printing of publications and meeting documents; and (iv) lower postage costs resulting from the continued transition to e-notifications for the PCT and Madrid Systems.



The increase in operating expenses in 2022/23 as compared to 2020/21 can be attributed to higher utility costs; refurbishment works aimed at maintaining WIPO premises fit-for-purpose; finalization of security projects; and additional IT licenses in support of teleworking and hybrid/virtual events and meetings.

Equipment and Supplies

Overall expenditure on Equipment and Supplies amounted to 7.1 million Swiss francs in the 2022/23 biennium, i.e. 2.6 million Swiss francs, or 56.6 per cent, above the Approved Budget. The higher than estimated expenditure was mainly due to the purchases of computer equipment and the upgrade of WIPO network infrastructure. This included the replacement of network switches, which included improved IT services and security.

Development Highlights in 2022/23

Development Expenditure

Overall development expenditure amounted to 146 million Swiss francs, representing 19.7 per cent of the total expenditure in the biennium 2022/23.

Table 7. Development Expenditure¹ 2022/23
(in thousands of Swiss francs)

Sectors	2022/23 Approved Budget			2022/23 Expenditure ²		
	Total	DA Projects	Total w/ DA Projects	Total	DA Projects	Total w/ DA Projects
Patents and Technology	9,473	-	9,473	9,167	-	9,167
Brands and Designs	10,563	355	10,918	9,807	238	10,046
Copyright and Creative Industries	19,214	1,195	20,409	19,957	782	20,739
Regional and National Development	65,171	365	65,536	61,155	434	61,589
Infrastructure and Platforms	14,451	-	14,451	13,441	-	13,441
Global Challenges and Partnerships	13,461	-	13,461	12,485	-	12,485
IP and Innovation Ecosystems	15,106	489	15,596	18,169	309	18,479
Administration, Finance and Management	469	-	469	31	-	31
TOTAL	147,909	2,404	150,312	144,212	1,764	145,976
Development Expenditure as % of total budget			18.9%			19.7%
Funds-in-Trust	34,847 ³			17,450		

¹ Development expenditure is defined in document A/55/4.

² 2022/23 Expenditure refers to actual expenditure pre-IPSAS adjustments.

³ Estimated amount available for programming in 2022/23.

Development Agenda (DA)

The Recommendations and principles set out by the WIPO Development Agenda (DA) continued to be mainstreamed across all WIPO Sectors and Strategic Pillars in the biennium 2022/23.

WIPO's technical assistance and capacity building were guided by the DA Recommendations in Cluster A. Being impact-driven and development-oriented, these initiatives included training on IP, awareness-raising and outreach, facilitation of policy dialogues, development of national IP strategies and establishment of self-sustained IP Training Institutions (IPTIs), among others. They were delivered in a variety of languages and formats, covered a wide range of IP fields, and brought the work of the Organization to the grassroots, with a particular focus on small and medium sized enterprises (SMEs), women, youth, indigenous people, and communities at large. Similarly, the norm-setting activities of the Organization were guided by the principles of the Recommendations in Cluster B, i.e. the principle of neutrality, inclusiveness and member-driven nature, as well as due consideration of the balance between costs and benefits.

In the context of the implementation of the DA and the work of the Committee on Development and Intellectual Property (CDIP), WIPO and its Member States shared experiences and discussed programs, projects and initiatives with regard to the following five IP and development-related topics: "Addressing Climate Change: IP Helps Achieve the Goals of Carbon Peaking and Carbon Neutrality", "IP and Youth: Investing in the Future", "Women and IP", "IP Commercialization and Technology Transfer", and "IP and Innovation: Trademarks and Design Strategies for Entrepreneurs". These discussions led to concrete actions, such as, for example, a series of sharing sessions dedicated to "[Closing the Gender Gap in IP](#)" that through practical examples from various regions showed how IP can boost women's participation in and contribution to the IP ecosystem.

The third International Conference on IP and Development, themed "[IP and Innovation for Sustainable Agriculture](#)", was held in a hybrid format on April 24, 2023. This Conference brought together more than 600 representatives of IGOs, NGOs, academia and the private sector to exchange ideas about the importance of IP, innovation and technology for sustainable agriculture, and the need for awareness raising and capacity building of farmers and other stakeholders in the agricultural value chain on IP tools for technology development. It highlighted the role of IP in providing incentives for innovations in agriculture to address global challenges.

Table 8. Development Agenda Projects in 2022/23
(in thousands of Swiss francs)

Projects	Sectors	Status	Project Budget	Expenditure ¹			Budget Utilization
				Expenditure up to end 2021	2022/23 Expenditure	Total Expenditure	
Enhancing the use of IP for Mobile Applications in the Software Sector - Phase II	RND	in-progress	150	-	75	75	50%
Promoting the Use of IP in Developing Countries in Creative Industries in the Digital Era	CCI	in-progress	795	-	468	468	59%
IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP - Phase I	BD	completed	541	47	238	285	53%
Project on Copyright and the Distribution of Content in the Digital Environment - Phase I	CCI	completed	556	148	169	317	57%
Empowering Small Businesses through IP: Developing Strategies for Supporting GIs or Collective Marks in the Post-registration Period	RND	in-progress	592	-	109	109	18%
Reducing Work-Related Accidents and Occupational Diseases through Innovation and IP	RND	in-progress	523	-	-	-	-
Registration of the Collective Marks of Local Enterprises as a Cross-Cutting Economic Development Issue	RND	in-progress	450	48	200	248	55%
Identifying and Using Inventions in the Public Domain	IE	completed	80	-	79	79	98%
Tools for Successful Development Agenda (DA) Project Proposals	RND	completed	210	102	50	152	72%
Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to Use the IP System	IE	completed	415	177	105	282	68%
Development of the Music Sector and New Economic Models of Music in Burkina Faso and All Other Countries of the West African Economic and Monetary Union (WAEMU)	CCI	in-progress	568	8	145	154	27%
Systematization of Statistical Data and the Design and Implementation of a Methodology for Developing Impact Assessments on the Use of the IP System	IE	in-progress	499	-	126	126	25%
TOTAL			5,380	531	1,764	2,294	43%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

By the end of the 2022/23 biennium, a cumulative total of 55 DA projects had been, or were in the process of being, implemented. Among the mainstreamed activities that emanated from DA projects were the new DA project methodology, IP and Tourism, IP Training Institutions (IPTIs), national IP strategies, TISCs, a series of socio-economic development studies, as well as the [Flexibilities in the IP System](#) database. These continued to be part of the Organization's regular work and activities.

The project-based approach for implementing the WIPO DA continued to bring tangible results. The below provides highlights as regards the DA Projects under implementation in 2022/23:

Project on Enhancing the Use of IP for Mobile Apps in the Software Sector – Phase II
(DA Recommendations 4, 11, 23, 24 and 27):

Following the completion of Phase I in December 2021, the implementation of Phase II started in January 2023. Many project deliverables, such as the development of tools for the use of [mobile applications](#) in music, publishing and video games as well as the training material on IP for mobile applications, have been completed. The project has been extended until June 2024 and is on track.

Project on Promoting the Use of IP in Developing Countries in Creative Industries in the Digital Era
(DA Recommendations 1, 4, 10, 12, 19, 24 and 27):

Project implementation started in April 2022. A [scoping study](#) was prepared and presented to the 30th CDIP session in April 2023. The capacity-building tools along with a [guide](#) on how to organize awareness building campaigns had been developed by the end of 2023. These can be accessed on the WIPO dedicated [webpage](#).

Project on IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP – Phase I and II (DA Recommendations 1, 10, 12 and 40)

The [completion](#) and [evaluation](#) reports of Phase I were presented to the 30th CDIP session in April 2023. The Committee also approved a second project Phase, which is scheduled to start in early 2024.



IP and Gastronomic Tourism: Cameroon

From its coastline to the rolling green hills of the capital, Yaoundé, Cameroon's diverse geography has always influenced its widely admired cuisine. That's why WIPO, together with the Cameroonian authorities, investigated how the use of IP tools can promote the development of the country's gastronomic tourism sector – where recipes and practices are passed down across generations, enjoying renewal and innovation along the way. Ndole, Achu and other dishes are already well known across Cameroon's regions and increased renown could mean more visitors who are seeking Cameroonian culinary experiences.

Pilot Project on Copyright and the Distribution of Content in the Digital Environment – Phase I and II (DA Recommendations 1, 3, 4, 10, 11, 16, 25 and 35):

The [completion](#) and [evaluation](#) reports of Phase I were presented to the 31st CDIP session in November 2023. The Committee also approved a [Phase II](#) of the project, which is scheduled to start in early 2024.

Project on Empowering Small Businesses through IP: Developing Strategies for Supporting Geographical Indications or Collective Marks in the Post-registration Period (DA Recommendations 1, 4, 10 and 11)

Implementation of the project started in January 2023. National coordinators and members of the national steering committees were confirmed, and country-level project plans completed and approved. The national studies on challenges in the post-registration period were in progress at the end of 2023.

Project on Reducing Work-Related Accidents and Occupational Diseases through Innovation and IP (DA Recommendations 1, 10, 19, 30, 31, 45)

Project implementation will start in early 2024. Cameroon, the Gambia, the Iran (Islamic Republic of), and Tunisia were confirmed as beneficiary countries. A preparatory meeting was held in December 2023 with the selected beneficiaries to discuss project implementation and the identification of national focal points.

Project on Registration of the Collective Marks of Local Enterprises as a Cross-Cutting Economic Development Issue (DA Recommendations 1, 4 and 10):

A collective mark for a selected association in each of the four beneficiary countries (Brazil, Bolivia (Plurinational State of), the Philippines, and Tunisia) was developed and registered with the respective national IP Office. In June 2022, the Philippines was the first to launch the collective mark “[Bikol Pili](#)”. In the course of 2023, the collective mark “[Flona Tefé](#)” was launched in Brazil, and the collective mark “[Sandida](#)” in Tunisia. In July 2023, the collective mark “Miel del Chaco Chuquisaqueno” was successfully registered with the National IP Service of Bolivia (SENAPI) and will be launched in February 2024. Awareness-raising materials, comprising a practical guide, a promotional leaflet and a short video, were developed in the main language of the beneficiary countries. The WIPO dedicated [webpage](#), complimented with the [Catalogue of DA Projects and Outputs](#), contain all materials developed in the framework of the project.

Collective Marks – Bringing smallholder farmers in Brazil together to boost earnings

In Brazil's Amazon region, smallholder farmers are coming together to brand their products and boost their earnings. In March 2023, the newly created [Flona Tefé collective mark](#) was officially launched in Manaus, Brazil. Under the DA project on Collective Marks in Brazil, hundreds of producers of local communities in the Amazon region, representing the *Associação dos Produtores Agroextrativistas da Floresta Nacional de Tefé e Entorno* (APAFE Association) can now use the registered mark to add value to their main products: cassava flour, honey and oils and help them stand out in a crowded marketplace. Similar projects are also being implemented in the Philippines, Bolivia (Plurinational State of), and Tunisia, aiming at facilitating the use of collective marks by local communities.



Project on Identifying and Using Inventions in the Public Domain (DA Recommendations 16 and 20)

Toolkit materials and a training package to support practical training on the toolkit, were developed and peer reviewed. A seven-week online pilot training program took place from September to November 2023 for TISC network staff in Malaysia and the Philippines, fostering cooperation in the ASEAN region. The project was completed at the end of 2023.

Project on Tools for Successful DA Project Proposals (DA Recommendations 1 and 5)

The project was completed in 2022. The project aimed at developing tools to facilitate the design and implementation of DA projects and to enhance the understanding of the roles of stakeholders in the overall project lifecycle. The project deliverables included: (i) a [Guidebook](#) for the preparation, implementation and evaluation of DA projects; (ii) a searchable online [Catalogue of DA Projects and Outputs](#); (iii) a DL course on DA Project Management, benefitting around 140 participants in the biennium 2022/23; and (iv) some

informative videos and infographics³. The Committee considered the project's [completion](#) and [evaluation](#) reports at its 29th session and decided to mainstream the outputs into the regular work of WIPO, to keep the materials updated, and to provide customized trainings on project design and implementation to Member States and other relevant stakeholders.

Project on Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the IP System (DA Recommendations 1, 10, 12, 19 and 31)

The project [completion](#) and [evaluation](#) reports were considered at the 30th CDIP session in April 2023. The project deliverables are accessible in the [Catalogue of DA Projects and Outputs](#).

Project on Development of the Music Sector and New Economic Models of Music in Burkina Faso and in Certain Countries of the West African Economic and Monetary Union (WAEMU) (DA Recommendations 1, 4, 10, 11, and 23)

A scoping study and the "Implementation Strategy: List of priority activities" were developed during the first Annual Coordination Meeting held in Abidjan in November 2022. A technical workshop on licensing was held in June 2023, followed by a two-day Annual Meeting for Collective Management Organizations (CMOs). At its 31st session, the CDIP decided to change the project title to "Development of the Music Sector and New Economic Models of Music in Burkina Faso and all other countries of the West African Economic and Monetary Union (WAEMU)", to extend the project duration by an additional 12 months without budgetary implications.

Project on Systematization of Statistical Data and the Design and Implementation of a Methodology for Developing Impact Assessments on the Use of the IP System (DA Recommendations 1, 4, 10, 35 and 37):

Substantial progress was made on the main methodological approach for developing impact assessments on the use of the IP system. The first full test was performed with data from El Salvador.

WIPO's Response to COVID-19

Throughout the 2022/23 biennium, the COVID-19 Response Package has been driven by Member States' requests and guided by countries' evolving needs and priorities at this challenging time.

WIPO has remained committed to working with communities, stakeholders and partners at the national and local levels, particularly in developing and least developed countries, delivering agile and timely support to ensure the effective use of IP as a catalyst for sustainable economic recovery. Priority has been given to projects that impact the lives and livelihoods of those most vulnerable and those typically underserved by the IP system, such as small and medium-sized enterprises (SMEs), women, youth, local communities, and Indigenous Peoples.

The implementation of the Package has been coordinated across all WIPO Sectors, spanning across Strategic Pillars, led by the WIPO COVID-19 Focal Point and COVID-19 Task Force.

A total of over 50 Member States (<https://welc.wipo.int/covidresponse/>) from all WIPO regions have benefited from projects under the COVID-19 Response Package. The below summarizes the main highlights in 2022 and 2023:

**Total Expenditure
2022/23:**

WIPO staff +
2,867,383 CHF

Budget Utilization 95%

Expected Result 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

- Briefing Sessions for Member States and IP Offices, providing information about how to access and request support under the COVID-19 Response Package.
- Regular updates to the COVID-19 Response Package webpage including impact stories featuring news items about ongoing or completed projects and newly published knowledge resources.
- Information sessions, workshops and briefings to strengthen understanding of how IP can contribute to an equitable and effective response to the pandemic, including national and sub-regional webinars on IP and Public Health and WIPO-WHO-WTO Trilateral Workshops on: (i) Innovation in, and Access to, COVID-19 Technologies - Intellectual Property Licensing, Technology Transfer, and Sharing of Know-how and Clinical Trial Information; (ii) Accessing and Using Information Resources for Pandemic Response; (iii) Innovation and Access to Diagnostics to COVID-19 and Beyond; and (iv) Technology Transfer from the Perspectives of Practitioners.
- Regional trilateral trade and public health workshops with practical sessions on the role of IP to support access to health technologies, for example for Arab and Middle Eastern Members and Observers, hosted by the IMF-Middle East Center for Economics and Finance (CEF), Kuwait (2023).

Expenditure 2022/23:

WIPO staff

³ All outputs were presented to the CDIP during various sessions, and were made available at: dacatalogue.wipo.int/projects/DA_01_05_01

Expected Result 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

WIPO sought to convene the global IP community with a view to building a stronger understanding of IP issues, increasing awareness of WIPO's services, and ensuring a balanced, effective, and inclusive IP system that delivers sustainable economic recovery for all, including through:

- Legislative and policy advice, relating to, among other things, the use of TRIPS flexibilities, patents, and trade secrets, to Member States and other entities, such as regional intergovernmental organizations.
- Focus of the 2022 World Intellectual Property Report (WIPR) on the challenges in making key innovation decisions including in handling COVID-19.
- Launch of a [Discussion Paper on the Interplay between Patents and Trade Secrets in Medical Technologies](#) (2023).
- Support to the Standing Committee on the Law of Patents (SCP) and its discussions on issues relevant to COVID-19 under agenda items as agreed by Member States.
- Support to the Standing Committee on Copyright and Related Rights (SCCR) and its discussions and study on the [impact of the COVID-19 Pandemic on the Copyright Ecosystem](#) (2022).
- New publications to support Member States' resilience and future pandemic preparedness, including the new eBook [Resilience and Ingenuity: Innovation Responses to COVID-19](#) in collaboration with the Cent for European Policy Research, the European Patent Office and the United States Patent and Trademark Office (2022), and the Economic Research Working Paper (No.73) on [COVID-19, Innovative Firms and Resilience](#) (2023).
- Expansion of the WIPO Global Brand Database in 2022 to include 30 proposed INNs (Non-proprietary Names for Pharmaceutical Substances) covering COVID-19 vaccines and medicines as COVID-19 special editions. There were 17 proposed INNs published as special editions in 2023.

Expenditure 2022/23:

WIPO staff +
79,921 CHF

Expected Result 2.4: Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute

- Strengthened cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO) in global policy areas at the intersection of health, trade and IP, including the new [Trilateral Technical Assistance Gateway](#) creating a single point of contact for Member States to access technical assistance, and the organization of the WIPO-WHO-WTO Trilateral Symposia on "[The COVID-19 Pandemic: Response, Preparedness, Resilience](#)" and "[Facing the Future: Human Health and Climate Change](#)".
- Fostering of a multidisciplinary and integrated approach to the challenges posed by the pandemic through strengthening WIPO's trilateral cooperation with the WHO and WTO and the publication of new knowledge resources, including the second update to the extract on [An Integrated Health, Trade and IP Approach to Respond to the COVID-19 Pandemic](#) (2023).
- Continued engagement on the Executive Board of the Medicines Patent Pool (MPP), supporting the global community's response to COVID-19 and other pressing global health challenges.
- Provision of patent information to the WHO Technology Access Pool regarding COVID-19 medical devices and diagnostics identified in the [WHO compendium of innovative health technologies for low-resource settings 2021](#).

Expenditure 2022/23:

WIPO staff

Expected Result 3.1: Wider and more effective use of WIPO's Global IP systems, services, knowledge and data

- Implementation of time limit flexibilities under the Madrid, the Hague and the Lisbon Systems providing some relief to users, in particular SMEs, facing operational difficulties due to the pandemic.
- Development and promotion of new WIPO Arbitration and Mediation Center services to facilitate contract negotiation and management of disputes in long-term life sciences collaborations. By the end of 2023, WIPO mediation and/or arbitration clauses had been included in more than 75 licensing agreements concluded by the MPP with licenses in some 25 jurisdictions, including agreements related to COVID-19 treatments.
- Publication of the [WIPO ADR Options for Life Sciences Dispute Management and Resolution](#) in all six UN languages and a series of online and face-to-face events to raise awareness of WIPO ADR services in the life sciences (e.g. in cooperation with the Queen Mary University London (2022), the Italian Network for Research Valorization (2023), the Swiss Biotech Organization (2023), the Southern African Research and Innovation Management Association (SARIMA) (2023), and the International Council of Biotechnology Associations (ICBA) (2023)).

Expenditure 2022/23:

WIPO staff +
146,207 CHF

Expected Result 3.3: Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges

- Support to efforts to scale up COVID-19 vaccine production, working closely with Member States and leveraging WIPO's strengths and relationships.
- Enabling public access to services, information and data, facilitating lessons learned from the pandemic, via new reports and open workshops, including on "[The Determinants of COVID-19 Vaccine Development Success](#)" (2022) and "[Intellectual Property and Technology Transfer for COVID-19 Vaccines: Assessment of the Record](#)" (2023).

Expenditure 2022/23:

WIPO staff +
400,769 CHF

- Training seminars and workshops on IP and public health for specific Member States and regions, including an online workshop on “IP in vaccines, pharmaceuticals, and therapeutic compounds during global epidemic conditions” for GCC countries (2022).

Expected Result 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

- Launch of projects supporting the implementation and functioning of an enabling ecosystem for Geographical Indications (GIs) in Africa, Asia and the Pacific, Transition and Developed countries, and Latin America and the Caribbean, including supporting local producers and associations to protect and use GIs effectively, to build their capacity to better access markets and strengthen resilience, driving post-pandemic economic recovery.

Expenditure 2022/23:

WIPO staff +
213,787 CHF

Expected Result 4.3: Increased IP knowledge and skills in all Member States

The WIPO Academy provided support to Member States through capacity building and IP training, including:

- Support to more than 260 beneficiaries from micro, small and medium-sized enterprises (MSMEs) in Colombia, Costa Rica, the Dominican Republic, El Salvador, the Kingdom of Saudi Arabia and Peru, and new customized projects for MSMEs in Egypt and Iran (Islamic Republic of), working with Intellectual Property Training Institutions (IPTIs). Training projects have successfully supported entrepreneurs in the identification and protection of their IP assets, building IP strategies, and have included mentorship components for individual businesses. In Costa Rica, a focus on supporting MSMEs on the Atlantic coast was emphasized to help spread IP skills among entrepreneurs in regions beyond the capital, in addition to training for women entrepreneurs.

Expenditure 2022/23:

WIPO staff
286,417 CHF⁴ +
417,859 CHF

Ada Yorlery Thorpe Thomas launched her food business in 2020 as the COVID-19 pandemic struck Costa Rica. Amid the lockdowns, Ada delivered her homemade baked goods and Caribbean meals - including artisanal bread and jams using local fruits - on foot to clients who hesitated to open the door. Now, as the pandemic recedes and with support through the IP Capacity Building Project for entrepreneurs in the Costa Rican Atlantic Region, implemented by the WIPO Academy and the Costa Rican Academy of Intellectual Property under WIPO's COVID-19 Response Package, Ada is growing her newly trademarked brand “Aziza's Repostería y Comida Caribeña” and hopes to eventually own a gourmet café where she can sell her baked goods and Afro-Caribbean food.

https://www.wipo.int/academy/en/news/2023/news_0017.html



- Sector-specific projects to support economic recovery have focused on MSMEs in key domestic sectors including technology, tourism, gastronomy, agri-business, arts and handicrafts, and medical manufacturing. For example, a new capacity building project for the technology sector in the Kingdom of Saudi Arabia has been launched in collaboration with the national IPTI.
- Launch of the new [PatentX](#) course, a joint collaboration between WIPO and Harvard Law School (HLS), examining the complex relationships between IP and public health, and the ways patent law and other legal frameworks might be interpreted to address future pandemics, particularly in developing countries, LDCs and countries in transition. Since its launch in November 2022, two editions of the course have successfully trained over 1,000 participants.
- Scholarships and fee exemptions to participants from developing countries, LDCs, and countries in transition, including to participate in the WIPO – South Africa Summer School on IP and Technology Transfer, with a specific focus on IP and Public Health (2022).

Expected Result 4.4: More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully

- Development of training materials, reference documents and videos, to enhance the capacities of innovation stakeholders in the life sciences fields, including themes such as IP policies, guidelines in relation to chemical compounds and biological sequences search, patent disclosure requirements, genetic resources licensing, and IP management and technology transfer practices. The training resources have been piloted through face-to-face regional conferences in support of accelerated life sciences innovation in Asia and the Pacific (hosted in [Manila, Philippines](#)) and in Latin America and the Caribbean (hosted in [Mexico City, Mexico](#)) (2023).
- Online and face-to-face training organized for key stakeholders and institutions in innovation ecosystems, including on IP management, IP commercialization, access to finance, and patent analytics, for government officials, universities, TISCs and other technology transfer structures.
- Launch of the Patent Landscape Reports (2022 and 2023) on [COVID-19 Related Vaccines and Therapeutics: Insights into related patenting activity throughout the pandemic](#), and introduction of a bespoke portal in PATENTSCOPE to improve access to data and findings. Training on the effective use of the PATENTSCOPE tool, patent analytics and patent examination (e.g. South Africa, 2023).

Expenditure 2022/23:

WIPO staff
307,667 CHF⁴ +
1,014,756 CHF

⁴ Temporary COVID-package specific WIPO staff.

- Measures to support SMEs and startups impacted by the pandemic in all regions, including through: (i) workshops and training opportunities on IP management practices, IP commercialization and monetization for SMEs in specific sectors/industries affected by the pandemic (e.g. in Liberia to support SMEs in food packaging, food processing, fashion and design sectors); (ii) the translation and customization of WIPO's IP Diagnostic Tool; and (iii) the translation into additional languages of relevant IP knowledge and skills-building resources, including WIPO Academy distance learning (DL) courses.
- Regional project on IP management and financing for Central American countries and the Dominican Republic, enhancing the use of the IP system as a source of financing for entrepreneurs and MSMEs, through the creation of specialized IP support services in selected Intermediary Institutions (in Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, and Panama). In 2023, the project benefited 54 staff from 24 Intermediary Institutions and government officials, and included a pilot mentorship program on IP and e-commerce strategies for 49 selected MSMEs.
- Training and mentorship opportunities on Intellectual Capital Management (ICM) for Qatari SMEs, particularly emerging firms and startups from diverse industries, including energy, telecommunications, technology and media, playing a key role in job creation, innovation and economic growth, in collaboration with the State of Qatar and the Hamad Bin Khalifa University (2023).
- Capacity building seminars and workshops for industries and sectors that have experienced significant growth during the pandemic, strengthening understanding of how to use the IP system, including for the video games industry, to further empower younger entrepreneurs.
- Regional and country-level projects for the creative sectors in Latin America and the Caribbean, supporting their recovery from the pandemic, including the development of a new IP management strategy for the [carnival industry](#) in Trinidad and Tobago, and a new sub-regional IP Action Plan for the creative industries in the Central American countries and the Dominican Republic.

A new Carnival Museum in Trinidad and Tobago is supporting local livelihoods and giving tourists the chance to enjoy the country's Carnival artforms throughout the year.

The COVID-19 pandemic hit Trinidad and Tobago's Carnival hard in 2021 and 2022, curtailing earnings from the Carnival celebrations and related visitor activities.

Under its COVID-19 Response Package, WIPO supported the opening of Trinidad and Tobago's Carnival Museum as part of the development of the new IP Management Strategy for the Carnival industry.

The IP Management Strategy will enable the protection and leveraging of traditional artforms of the Trinidad and Tobago Carnival, for the long-term educational and commercial sustainability of this important feature of the country's cultural heritage.

The IP Management Strategy is part of the strengthening of Trinidad and Tobago's IP ecosystem and will contribute to the economic recovery of communities in the aftermath of the pandemic.



- New [IP and Traditional Knowledge Language Packs](#) and interactive learning toolkits (including online) for indigenous and local community entrepreneurs, including [tips to protect and promote tradition-based products and services](#). Hosting of online practical clinics to address concerns of specific indigenous and local communities, including the use of IP in the economic sphere and in the digital economy.
- Accelerated efforts to increase access to and use of the Madrid and the Hague Systems by SMEs. Specific projects for entrepreneurs, local communities, producers and producer associations particularly affected by the pandemic, aimed at strengthening product competitiveness, through, *inter alia*, developing strategies for quality standards, marketing, and technical assistance towards obtaining collective marks, promoting resilience and building back economies. Ongoing projects in Africa, Latin America and the Caribbean, and Asia and the Pacific.
- Pilot projects with Member States across Africa, Latin America and the Caribbean, and Asia and the Pacific, facilitating access to learning materials, including in digital format, as countermeasures for school closures and improving education opportunities particularly in remote areas.
- Support for the implementation of digital licensing of text and image-based works in tertiary education institutions, including awareness raising to ensure the protection of authors' and publishers' rights with the accelerating shift towards online education post-pandemic (in cooperation with CopyGhana, 2023).

Member States seeking further information about WIPO's COVID-19 related services and support should contact the [COVID-19 Response Package](#) Focal Point.

Risks

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 statement⁵ sets out the level of acceptable risk and the governance process that oversees it. The following table presents the overview of the risk evolution and effectiveness of mitigation as well as the impact of the risks, if any, on organizational performance in the 2022/23 biennium.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence.	The risk did not materialize; the risk exposure decreased during the biennium	The mitigation plan to proactively engage with the general public, including emerging stakeholders such as youth and SMEs, on the relevance and importance of IP was effective. WIPO's communication channels were broadened to reach and connect with individuals, business and communities to support and develop IP initiatives.	→
A reduction in filings for revenue generating activities, owing to an economic downturn or other reason reduces the biennial income received that thus threatens the Organization's financial sustainability.	The risk did not materialize; the risk exposure increased throughout the biennium ⁶	Prudent financial management and monitoring were effective at ensuring the Organization's financial sustainability.	→
Prolonged unavailability of business-critical information systems negatively affects WIPO's key services including, inter alia, WIPO's Global IP Services, Platforms and internal systems.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to regularly test IT disaster recovery and business continuity plans proved effective. There were no disruptions to critical information systems or key services.	→
WIPO and its external service providers are exposed to the risk of a security breach 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.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to implement comprehensive information security testing, awareness-raising campaigns, and continuous monitoring and surveillance was effective in preventing the risk from materializing.	→
Evolving stakeholder expectations exceed the user experience (UX) offered through our publicly focused web and mobile products, leading to loss of brand confidence and temptation to seek alternative solutions.	The risk did not materialize; the risk exposure decreased during the biennium	Enhanced focus on digital transformation, including tools and analytics to improve customer experience, a unified global IP Portal and a harmonized ICT strategy contributed to keeping our products relevant and user friendly.	→
COVID-19 pandemic and consequences related to it could significantly affect general health (including mental health) and well-being of personnel, that could impact productivity, teamwork, workplace environment and organizational culture in general.	The risk did not materialize; the risk exposure decreased during the biennium	The mitigation plan to implement a multifaceted strategy and program of support for the well-being and mental health of personnel through counselling and medical services, a health and well-being survey, as well as a mental health townhall, were effective.	→

⁵ [WO/PBC34/13](#)

⁶ Should the downward trend in filings continue as in 2022/23, it could impact revenue in the 2024/25 biennium.

II. PERFORMANCE BY STRATEGIC PILLAR AND EXPECTED RESULT

Strategic Pillar 1

Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere

Key Accomplishments

ER 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



500k
(+57%)
Followers of
WIPO Social
Media
Platforms

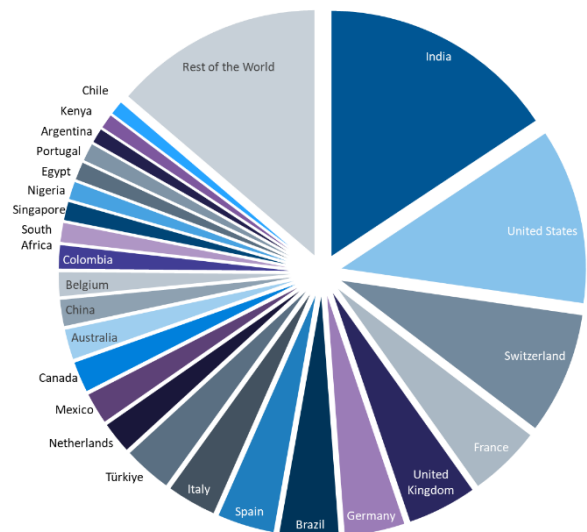
The shift in strategic communications towards storytelling and pro-active digital outreach provided new opportunities to foster greater comprehension among a wide global audience of IP’s critical role in economic, social, and cultural growth.

During the biennium, WIPO expanded its video-production efforts to highlight how using IP drives enterprise, community, and cultural growth across the globe. In the two years, WIPO created more than 500 videos for use on the website and across the Organization’s rapidly growing social media presences. The videos on WIPO’s social media platforms registered over 13 million views in 2022/23.

WIPO’s social media presences showed strong growth during the biennium, recording an increase of over 50 per cent in total followers, indicating a broader global interest in WIPO’s mission and work, as well as in the potential of IP to act as a catalyst for economic, social, and cultural development. @WIPO presences on Instagram and TikTok enabled the Organization to reach out more effectively to global youth, whereas increased use of decentralized social media accounts allowed for deepening of our connection with other key stakeholders.

The WIPO-ASEAN TikTok Project for Young Content Creators solicited a total of 111 eligible entries, allowing for the engagement and mobilization of youth across ASEAN countries around the theme “IP and Tourism: My land is my ultimate flex” (#ASEANbyNature). Through the competition and a Branding Bootcamp for Young TikTok Creators, participation from multiple stakeholder groups, including youth associations and IP Offices from around the world, further amplified WIPO’s reach, effectively connecting WIPO with diverse youth audiences around the world.

WIPO’s LinkedIn Followers

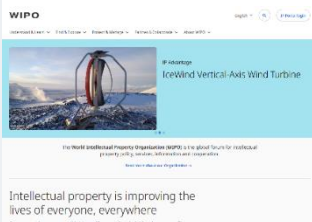




Daren Tang 1st
Director General at World Intellectual Property Organization - WIPO

WIPO business units continued to launch and manage their social media presences, with the objective to capture further opportunities to build awareness around IP and position WIPO colleagues as thought leaders and expert commentators in their areas of expertise.

Reflecting an increased global interest in IP and WIPO's work, mentions of WIPO in media outlets reached 143,700 mentions in the biennium, an increase of 25 per cent. References to WIPO were found in a wide range of the world's media, from the main newswires that feed the web (AFP, AP and Reuters), to outlets with large worldwide, regional, and national reaches, including the New York Times, Financial Times (United Kingdom), *Le Monde* (France), *Der Spiegel* (Germany), *El Pais* (Spain), the Straits Times (Singapore), CGTN (China), Times of India, *Jeune Afrique*, *Al Ahram* (Egypt), *O Globo* (Brazil) and *La Nacion* (Argentina), among others.



The new WIPO website was launched in 2023 with particular focus on delivering both a Universal Look and Feel and Universal Navigation, to transform the customer experience. Coupled with Search Engine Optimization (SEO) work and Search Engine Advertising (SEA) campaigns, the traffic on the WIPO website increased to a total of 27.8 million unique visitors in 2022/23, a 38 per cent increase as compared to the previous biennium. The SEA campaigns for the Global Innovation Index (GII) 2022 and 2023 demonstrated particularly strong results, generating a click-through-rate (CTR)

of 5 per cent, with 427,561 clicks. Ultimately, the two campaigns resulted in more than 59,000 downloads of the reports, or a conversion rate of 14 per cent.

Pursuant to digital-first efforts being deployed across all areas of the Organization, the first two full HTML editions of a new flagship publication, the Green Technology Book (GTB), were published simultaneously with PDF versions. Since the first launch in November 2022, the GTBs have received some 1.1 million unique visitors and have been downloaded some 32,500 times. WIPO's virtual exhibitions generated 132,000 unique digital visitors.



To continue promoting multilingualism, the pilots for "on-the-fly" machine translation were expanded to all IP Advantage case studies on the WIPO website, translating content from English into the other five official UN languages and Portuguese, with a sustained satisfaction rate of over 70 per cent. A new pilot was launched in 2023, offering machine translation into and beyond the six official UN languages for the World Intellectual Property Day Change Makers' Gallery.

In addition to WIPO publications being made available via the WIPO website, WIPO publication titles were being strategically placed with digital aggregators who serve researchers, IP professionals and the general public. In 2022/23, published works could be accessed through several of these new channels including the WKC Knowledge Repository and Google Books, enabling WIPO titles to exist in places where people go looking for robust and reliable information about IP.



The 2022 World IP Day (WIPD) "*IP and Youth, Innovating for a Better Future, a campaign by youth for youth*", and the 2023 World IP day "*Women and IP: Accelerating Innovation and Creativity*" both generated record-breaking results, with continued growth in online engagement from Member States. Participation broke the 200 country/territory mark in 2023, up 20 as compared to 2022. Web traffic to the WIPD pages grew approximately 60 per cent year over year with some 362,000 unique visitors. Following the

successful first edition of the Video Competition in 2022, resulting in 142 video entries around the theme, "*We're Young and Innovative Let's build a better future with IP!*", the initiative further flourished in 2023 with video submissions around the theme, "*When women enter the IP universe, we accelerate innovation and creativity and everyone's a winner*", receiving 183 video entries from 72 countries. In addition to outreach activities coordinated by WIPO, some 574 World IP Day events (onsite, hybrid, online) were recorded in 110 countries in 2022. The number of events recorded in 2023 was closer to 400, with 131 countries celebrating World IP Day in 2023.

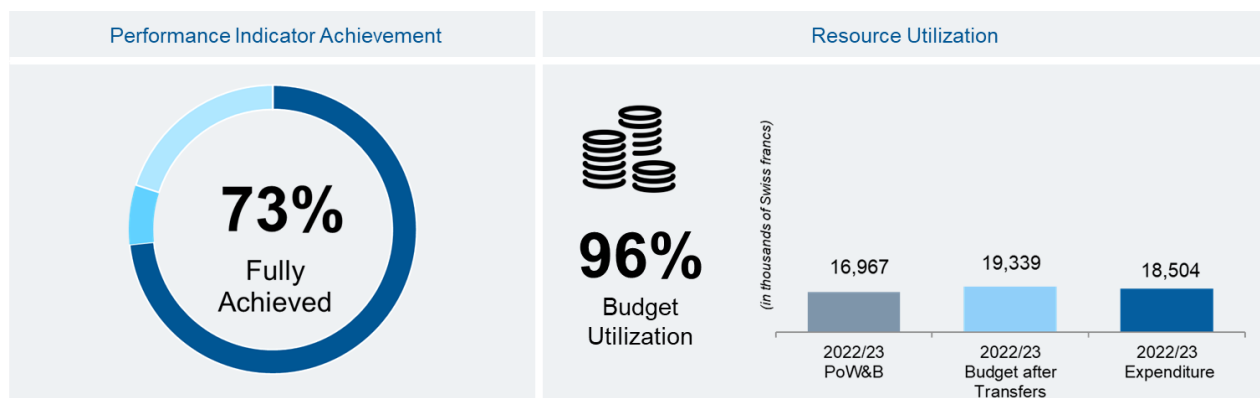
WIPO's network of External Offices (EOs) continued to function as the extended arms of the Organization in the field, bringing WIPO's services and cooperation closer to Member States, stakeholders and partners thus enhancing efficiency and effectiveness of outreach efforts and project delivery, as well as responding to the specific needs and priorities of the countries and/or regions they serve.




Successful pilots for the use of "on-the-fly" machine translation on the website


209
Countries/territories participated in the 2023 World IP Day

Performance Dashboard



Contributing Sectors: CCI, RND, AFM (ODG)

Performance Data

	● Fully achieved	● Partially achieved	▲ Not achieved	● Not assessable	◆ Discontinued
Performance Indicators	Baselines	Targets	Performance Data	PIE	
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	20,086,245	20% increase (biennium)	27,802,067 (+38%)	●	
	WAO: 6,566		WAO: 7,368 (+12%)	●	
	WBO: 28,739		WBO: 22,624 (-21%)	▲	
	WOC: 19,995		WOC: 23,868 (+19%) ⁷	●	
	WeChat: 213,405 unique views of 270 articles		WeChat: 279,922 unique views of 248 articles (+31%)	●	
	WJO: 51,345		WJO: 68,504 (+33%)	●	
	WNO: 9,995		WNO: 15,245 (+53%)	●	
	WRO: 18,231		WRO: 26,787 (+47%)	●	
	WSO: 6,531 (2020/21)		WSO: 9,686 (+48%) (2022/23)	●	
No. of unique visitors who downloaded WIPO publications	4,860,251	20% increase (biennium)	5,118,589 (+5%) ⁸	▲	
Media mentions of WIPO	113,898 (2020/21)	20% biennial increase	143,696 (2022/23) (+26%)	●	
Reach of WIPO's main social media presences	Total no. of followers: 318,401 - Twitter: 112,968 - LinkedIn: 123,367 - Facebook: 81,769 - Instagram: 387 (end 2021)	≥ 500,000 followers across all social media presences at the end of the biennium	Total no. of followers: 500,127 - Twitter: 142,914 - LinkedIn: 192,286 - Facebook: 150,084 - Instagram: 14,365 - TikTok: 478 (end 2023)	●	
Level of satisfaction of Member States and other stakeholders with the organization of events	100% satisfied or very satisfied	≥ 85% satisfied or very satisfied	99% satisfied or very satisfied ⁹	●	
% 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 2020/21)	100%	2022: 100% (7 out of 7) 2023: 100% (6 out of 6)	●	

⁷ In addition, since the creation of the WOC Baijiahao account in May 2022 until the end of 2023, there were over 23.8 million unique views of 369 articles via the platform.

⁸ Performance data excludes outreach efforts conducted via external digital channels, including, *inter alia*: the WKC Knowledge Repository (91,458 unique pageviews) and Google Books (644,019 book visits) in 2022/23

⁹ Corrigendum: The level of satisfaction in 2022 was 100% satisfied or highly satisfied, not 91% as reported in the WPR 2022.

Performance Indicators	Baselines	Targets	Performance Data	PIE
% of WIPO global publications on substantive IP topics published in 2022/2023 and translated into all official UN languages	60% (6 out of 10)	100%	42% (8 out of 19)	▲
Implementation of pilots within the framework of the Revised Language Policy roadmap, Phase 1	n/a	2	2 pilots launched for the use of Machine Translation on the WIPO website ¹⁰ <ul style="list-style-type: none"> - Machine Translation of up to 6 official UN languages available for the IP Advantage Case Studies - Machine translation beyond the 6 official UN languages available for the World Intellectual Property Day Change Makers' Gallery 	●

Risk

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
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				
Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	The risk did not materialize; the risk exposure remained stable throughout the biennium.	The mitigation plan to ensure 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 was effective.	AFM (ODG)	→
The geographical distance of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	The risk did not materialize; the risk exposure decreased during the biennium.	In light of the experience during the pandemic and the digital adaptation of the work of the Organization, geographical distance did not pose a risk to coordination with or communication to and from External Offices.	RND	→

¹⁰ IP advantage Case Studies: <https://www.wipo.int/ipadvantage/en/> and World Intellectual Property Day Change Makers' Gallery: <https://www.wipo.int/en/web/ipday/wipd-2024-gallery>

Strategic Pillar 2

Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem

Key Accomplishments

ER 2.1 Development of balanced and effective international normative frameworks for IP



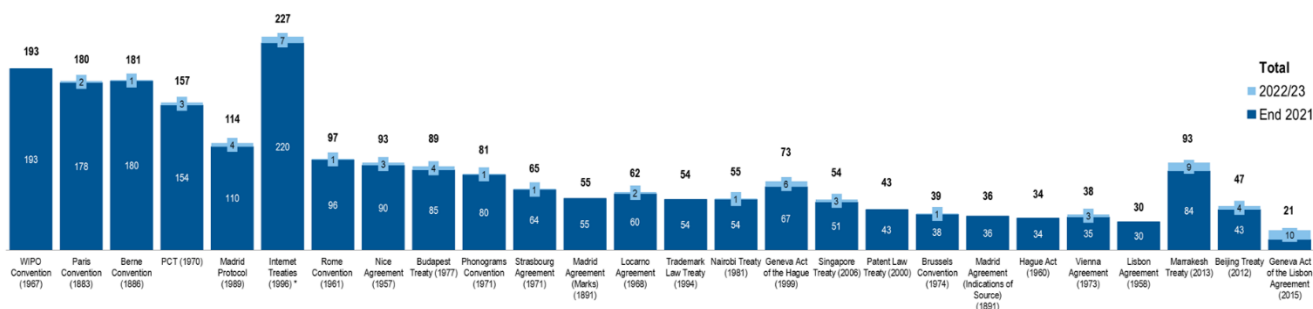
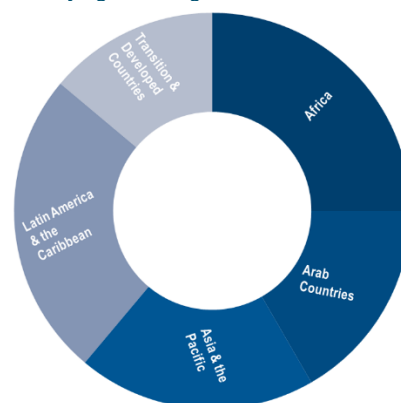
66

Accessions/
ratifications to
WIPO-
administered
Treaties

In a major breakthrough in 2022, WIPO Member States decided to convene diplomatic conferences for two proposed international agreements – one pertaining to the Design Law Treaty, and the other to an international legal instrument relating to IP, Genetic Resources and Traditional Knowledge Associated with Genetic Resources. These major decisions taken at the WIPO Assemblies followed after years of negotiations on both topics.

WIPO-administered treaties saw a total of 66 treaty ratifications/accessions¹¹ over the course of the biennium. Of the 40 Member States and one regional organization depositing instruments of ratification/accession in 2022 and 2023, the majority were from countries in Africa and Latin America and the Caribbean followed by Asia and Pacific countries. Six were least developed countries (LDCs)¹², and seven were from the countries covered by WIPO's network of External Offices¹³.

Geographical Breakdown of Member States
Ratifying/Acceding to WIPO Treaties



* The total number of ratifications/accessions to the Internet treaties was 227 at the end 2023, of which 115 to the WCT and 112 to the WPPT.

Copyright and related rights treaties saw steady progress with an additional 21 accessions/ratifications to five key treaties in 2022/23¹⁴. Notably, China's ratification of the Marrakesh Treaty brings one of the world's oldest and richest cultural and literary traditions into the Marrakesh community. The [10-year anniversary of adoption of the Treaty](#) was celebrated in 2023 when Member States and key stakeholders came together during the WIPO General Assembly to commemorate the landmark Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired, or Otherwise Print Disabled.



In the area of patents, four States (Indonesia, Malaysia, Paraguay, Rwanda) joined the Budapest Treaty, bringing the total number of Contracting Parties to 89. The Singapore Treaty on the Law of Trademarks also saw three additional accessions (Montenegro, Morocco, Norway), bringing the total number of Contracting Parties at the end of 2023 to 54.

¹¹ Based on the date of deposit of instrument.

¹² Asia and the Pacific (Bangladesh); Africa (Mozambique, Rwanda, Sao Tome and Principe, Senegal, Uganda)

¹³ Brazil (WBO); China (WOC); Russian Federation (WRO); Indonesia, Malaysia, Thailand, Viet Nam (WSO)

¹⁴ Beijing Treaty: Mexico, Morocco, Panama, Uganda; Berne Convention: Uganda; Marrakesh Treaty: Armenia, Bangladesh, Barbados, China, Malaysia, Montenegro, Ukraine, Uzbekistan, Viet Nam; WCT: Saint Vincent and the Grenadines, Thailand, Tunisia, Uganda; WPPT: Tunisia, Uganda, Viet Nam



Standard ST.26¹⁵, which seeks to: harmonize sequence listing practices across all patent offices; reflect advances in biotechnology; and meet international sequence requirements, entered into force in July 2022. To support its global implementation, [WIPO Sequence Suite](#), developed with the support of Member States and users, was released and further upgraded in the biennium, enabling the preparation of a sequence listing in patent applications in a harmonized and easily exchangeable way.

The revision procedures of the International Classifications were modernized, including the use of digital technology. In the new emerging areas, new terms and General Remark with regards to the Metaverse were introduced for Nice Classification and, for IPC, revision projects including artificial intelligence were completed and new Class was created to address semi-conductor technologies.

Substantive discussions in the Standing Committees and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) on the balanced evolution of the international normative framework for IP resumed full force in hybrid format throughout the 2022/23 biennium.

- The Standing Committee on the Law of Patents (SCP) continued its work on the five main topics on its agenda. In addition to reports-based discussions, the organization of sharing sessions facilitated the active dialogue among the SCP members and the exchange of their views and experiences.
- The Standing Committee on the Law of Trademarks (SCT) implemented its work in accordance with the agreed agenda, including discussions on: (i) protection of country names and geographical names of national significance both against unauthorized registration or use as trademarks, and in the Domain Name System; (ii) temporary protection of industrial designs under Article 11 of the Paris Convention; (iii) Graphic User Interface (GUI) design protection; and (iv) Nation brand protection in Member States. In addition, a special session of the SCT facilitated work on the basic proposal for the draft Design Law Treaty. The Preparatory Committee of the Diplomatic Conference decided to accept the offer by the Kingdom of Saudi Arabia to host the Diplomatic Conference in Riyadh from November 11 to 22, 2024.
- The Standing Committee on Copyright and Related Rights (SCCR) met three times in hybrid format, allowing for broader participation from Member States around the globe. The SCCR made strong efforts to progress toward drafting a consensus text on the proposed Broadcasting Treaty; adopted a new work plan on limitations and exceptions; welcomed substantial progress on tool kits to promote practical implementation at the national level of (i) limitations and exceptions for preservation by cultural heritage institutions (libraries, museums, and archives); and (ii) the resale royalty right; and was informed by many studies and presentations, including six on the music streaming marketplace and one on limitations and exceptions for research.
- Substantive negotiations in the IGC resumed in the framework of its mandate for the 2022/2023 biennium, meeting six times in 2022 and 2023. IGC 42 and IGC 43 continued negotiations on genetic resources. IGCs 44, 45, 46 and 47 continued negotiations on traditional knowledge and traditional cultural expressions. Formal sessions of the IGC were complemented by several virtual activities requested by Member States at IGC 43. The 2023 WIPO General Assembly renewed the mandate of the IGC for the 2024/2025 biennium instructing it to continue its work. Intense preparations in 2023 for the Diplomatic Conference comprised regional and cross-regional meetings, a Special Session of the IGC in September 2023, and the convening of a Preparatory Committee also in 2023 that decided to hold the Diplomatic Conference at WIPO's Headquarters in May 2024.

The protection of undisclosed information gained momentum with the organization of the second edition of the Symposium on Trade Secrets and Innovation. The event attracted experts from around the world and from a variety of disciplines that explored the interplay between trade secrets and innovation and the much-neglected issue of how to integrate trade secrets into wider IP and business strategies.



¹⁵ Standards for nucleotide and amino acid sequence listings based on eXtensible Markup Language (XML)

ER 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



Leading
Global
Forum –
WIPO
Conversation
on IP and
Frontier
Technologies

Established as a leading global forum, the “WIPO Conversation on IP and Frontier Technologies” continued to provide an open, inclusive environment to engage with and facilitate discussion and knowledge building among the widest possible set of stakeholders on the impact on IP of frontier technologies. In 2022, two sessions of the WIPO Conversation attracted more than 2,000 attendees, who engaged in rich multi-stakeholder discussions on “Frontier Technologies in IP Administration and Registration” and “IP and AI Inventions”. In 2023, the forum addressed issues including “Generative AI and IP” and “IP and the Metaverse” and continued to draw increased participation from multiple players such as governments, academia, IP professionals, and from the private sector. The sessions attracted some 4,200 attendees from more than 125 countries.

Summaries of the discussions, video on demand recordings, and both the AI and IP Strategy Clearing House and AI Index Tools provided practical resources to stakeholders seeking to make well informed policy decisions.

The WIPO white paper on Blockchain technologies and IP ecosystems was published, and the pilot project on a Global Identifier (GID), aiming at providing a single ID across IP systems and jurisdictions, was completed in 2023.

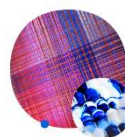


In addition, the WIPO API Day was held in 2023 as an international forum for discussion and an opportunity to enhance collaborations in the context of the revolution of Application Programming Interfaces (APIs) and the impact of APIs on IP. The event was targeted at IP Offices, IP industry, IT developers, IP service or data providers, law firms, and others who are interested in digital transformation. The development of an API Catalogue for IP was launched.

Work to empower Indigenous Peoples as well as local communities was further expanded during the biennium:

- With the aim of celebrating the creativity of young members of Indigenous Peoples as well as local communities, raising their awareness on how copyright can be used to protect their creativity expressed in photographs, and encouraging them to express themselves on global issues, the two first WIPO Photography Prizes for Indigenous Peoples and Local Community Youth were awarded to three young photographers from Brazil, the Philippines and Kenya on the theme of climate change in 2022, and to three other young photographers from Colombia, Nigeria and Guatemala on the theme “*How We Wear Our Culture Is How We Tell Our Stories*” in 2023.

The first edition of the High-Level Dialogue on Indigenous Peoples, Traditional Cultural Expressions and Fashion was held in November 2023, bringing together Indigenous Peoples and fashion companies in an informal setting. The event provided an opportunity to exchange ideas and share best practices, with the aim of connecting people, increasing mutual understanding, building relationships and exploring forward-looking ways to facilitate ethical and fair collaborations between Indigenous Peoples and fashion companies.



Malik Afegbua from Nigeria creates an AI-generated runway and art fashion

Malik Afegbua’s youth in Nigeria was filled with celebrations where elders sported magnificent traditional outfits, but he didn’t see these senior Nigerians represented properly through the fashion industry.

That’s why his company Slick Media has created an AI-generated runway and art show featuring older models called “The Elder Series.” Malik shared his views on generative AI and IP with the participants of the 8th edition of the WIPO Conversation, where stakeholders discuss best practices for the protection of creative works in the digital age and to work on a map for navigating the challenges brought to the copyright system by GenAI.



Photo Credit: courtesy of Malik Afegbua

ER 2.3 International dialogue and cooperation on Building Respect for IP

Following a nearly three-year hiatus due to the pandemic, the 15th Session of the Advisory Committee on Enforcement (ACE), a global forum for international policy dialogue on IP enforcement and building respect for IP, took place from August 31 to September 2, 2022. The ACE session brought together over 250 participants, representing Member States, Observers and private sector entities. In addition to its regular work program items, the results of two WIPO-commissioned studies – one on [Copyright Infringement in the Video Game Industry](#) and the other on the [Role of the Domain Name System and its Operators in Online Copyright Enforcement](#) – were presented during the session.



WIPO ALERT continued to grow in 2022/23, with three additional Member States joining as Authorized Contributors of lists of copyright-infringing websites for use by the advertising industry, bringing the total number of contributors to 14. The number of advertising industry participants, including leading international firms, who have joined the initiative as Authorized Users, also rose from 16 at the end of 2021 to 33 at the end of 2023. The database grew to 13,998 domains during the biennium, representing a 95 per cent increase over 2021.

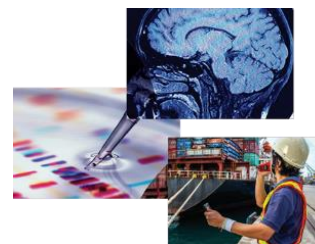
With a view to facilitating meaningful dialogue with and among the private sector and to better understand everyone’s role, as well as to identify synergies and areas of common interest for future collaboration, WIPO hosted the first Private Sector Associations (PSA) Meeting on IP Enforcement in 2022, bringing together representatives from 18 associations. In the same vein, the annual Coordination Meetings for Intergovernmental Organizations (IGOs) active in the area of IP enforcement and building respect for IP also served to strengthen the collaboration between WIPO and its partner IGOs, contributing to international policy cohesion and maximum impact through shared resources.

ER 2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute



To contribute to the implementation of the new [Doha Programme of Action \(PoA\) for LDCs for 2022-2031](#), WIPO launched two new major initiatives in 2022. The “WIPO Deliverables for LDCs for 2022-2031” was developed to provide focused, needs-based and impact-driven assistance and support for LDCs in using IP as a tool for growth and development. “WIPO’s Graduation Support Package for LDCs” was developed and launched in 2022. The package provides targeted IP-related technical assistance to graduating LDCs to assist their preparation for graduation and was developed in response to the requests of the LDC Member States, and to the call made in the Doha Programme of Action for enhanced international support measures to graduating LDCs. In 2023, country-specific graduation support programs were developed and launched in three graduating LDCs (Angola, Lao People’s Democratic Republic and Sao Tome and Principe). Moreover, graduation support related consultations were initiated with Bangladesh.

The Trilateral COVID-19 Technical Assistance Platform – part of the existing trilateral collaboration framework between WHO, WIPO and WTO – was launched in April 2022. The platform supports members and accession candidates seeking to address their needs for COVID-19 vaccines, medicines, and related technologies, and facilitates requests for the provision of timely and tailored technical assistance. In 2023, a second update of the special COVID-19 insert to the Trilateral Study was launched and the three organizations agreed to expand the online platform as a health access resource beyond the COVID-19 pandemic. Under the collaboration framework, a number of high-level activities were organized over the course of the biennium. Among these are the flagship annual Trilateral Symposia, which in 2022 focused on the *COVID-19 Pandemic: Response, Preparedness, Resilience* and in 2023 focused on *Facing the Future: Human Health and Climate Change*.



The *Global Initiative on AI for Health (GI-AI4H)* was announced in July 2023 and will be spearheaded by the International Telecommunication Union (ITU), WHO and WIPO to ensure that AI fulfils its potential to support diagnosis and treatment, along with more efficient and inclusive healthcare services. A WIPO round table on “AI challenges and opportunities” was held at the first Global AI for Health meeting in Riyadh in November 2023.



Significant work was undertaken with partners in support of rallying the global community around IP and Youth. WIPO’s partnerships with the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) on World IP Day as well as with the International Trade Centre (ITC) on International Youth Day served to sensitize youth across the world on the relevance of IP in their lives as (and aspiring) innovators, creators and entrepreneurs. WIPO also actively participated in high-level fora, such as the WTO Public Forum, the Industrial Property Lusophone Conference, the World Summit on the Information Society Forum and the United Nations Economic Commission for Europe (UNECE) Youth Dialogues – to raise

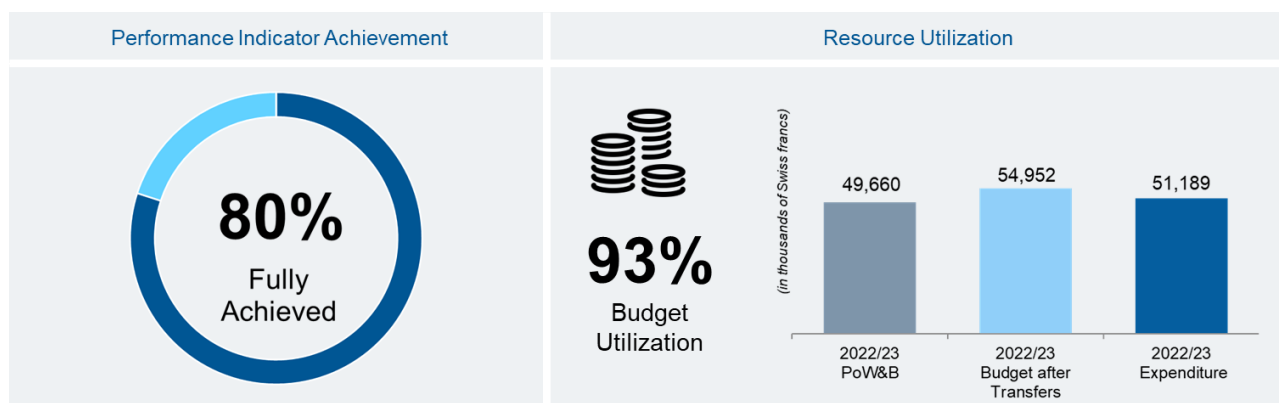
awareness about WIPO's youth agenda within the international community - civil society, international organizations, non-governmental organizations, private sector, and academia.

As part of its partnerships with other UN entities, WIPO continued cooperating with the United Nations Conference on Trade and Development¹⁶ (UNCTAD) on building IP skills and capacity among women digital entrepreneurs as part of UNCTAD's "e-trade for Women" program, delivered through IP Masterclasses, with the aim to make the voices of female digital entrepreneurs heard in high-level political decision-making processes and to empower the next generation of female entrepreneurs in developing countries. Work with UNCTAD was also sustained through an "e-Trade for all leadership" roundtable and a panel discussion on "Bridging the Gender Gap in Digital Entrepreneurship through Intellectual Property" in collaboration with UNCTAD eTrade4women, held at the UNCTAD e-Trade week in 2023.

A session on "The video games sector at the time of NFTs and the Metaverse" was also included in the 2022 Internet Governance Forum (IGF), providing an opportunity to build awareness about the work of WIPO and how the protection of creativity and innovation can be used as an asset for growth for creators, startups and SMEs.

In addition, WIPO's cooperation with NGOs and Industry partners, including communities underserved by the IP ecosystem, was strengthened through augmented outreach, cooperation, and co-organization of events, and through the WIPO-NGO Stakeholder Dialogue which was attended by some 50 NGOs (including underserved groups) in the context of the WIPO Assemblies.

Performance Dashboard



Contributing Sectors: PT, BD, CCI, RND, IP, GCP, AFM

Performance Data

		● Fully achieved	● Partially achieved	▲ Not achieved	● Not assessable	◆ Discontinued	
Performance Indicators	Baselines	Targets	Performance Data	PIE			
2.1. Development of balanced 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/33 of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCP agenda	The SCP fully implemented its work in accordance with the agreed agenda of SCP/34 ¹⁷ and SCP/35 ¹⁸	●			

¹⁶ In April 2024, the "United Nations Conference on Trade and Development (UNCTAD)" has been rebranded as "UN Trade and Development."

(<https://unctad.org/brand#:~:text=To%20mark%20its%2060th%20anniversary,%22UN%20Trade%20and%20Development%22.>)

¹⁷ Documents SCP/34/1 Prov.2 (Revised Draft Agenda) and SCP/34/8 (Summary by the Chair)

¹⁸ Documents SCP/35/1 Prov. (Draft Agenda) and SCP/35/10 (Summary by the Chair)

Performance Indicators	Baselines	Targets	Performance Data	PIE
	State of SCT work at the end of 2021 as per document SCT/44/7 and other relevant working documents	Implementation of agreed work in accordance with the SCT agenda	SCT work implemented in accordance with the agreed agendas of SCT/45 and SCT/46 ¹⁹ , and the WIPO GA decision directing the SCT to hold a special session to work on the basic proposal for a Design Law Treaty (DLT) ²⁰ . The SCT continued its work on: (i) protection of country names and geographical names of national significance; (ii) nation brand protection in Member States; (iii) GUI design protection; and (iv) application of Article 11 Paris Convention and completed the work on the basic proposal for the Design Law Treaty ²¹ .	●
	Summaries by the SCCR Chair from previous sessions of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCCR agenda	Chair's Summaries from SCCR/42, SCCR/43, and SCCR/44 demonstrate progress on agenda items as agreed by the Committee ²²	●
	The IGC mandate renewal for the 2022/23 biennium was agreed by the 2021 General Assembly	Implementation of agreed work in accordance with the IGC agenda	In accordance with its 2022/23 mandate, the IGC met 6 times. 3 ad hoc expert groups were organized respectively on GRs (1) and on TK and TCEs (2). In accordance with the decision of the 2022 General Assembly in the context of the preparation of the 2024 Diplomatic Conference on IP, GRs and TK associated with GRs, a Special Session of the IGC, preceding the Preparatory Committee of the Diplomatic Conference, took place in 2023.	●
No. of new/revised WIPO Standards	1 new Standard adopted and 4 Standards revised (2021)	3 revised or new Standards (per year)	2022: 1 new Standard and 5 revised Standards 2023: 5 revised Standards	●
No. of revisions/modifications to the International Classifications	Nice Classification: 746 modifications (2020/21)	Maintain baseline level	669 modifications (2022/23)	●
	IPC amendments: 8,634 amendments (2020/21)	Maintain baseline level	5,576 amendments (2022/23)	●
Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	n/a	≥ 85% satisfied or very satisfied	95% (based on two events)	●
% of treaty notifications that are promptly processed by OLC	92% of treaty notifications processed within 3 days	95% of such notifications processed within 3 days	95% of treaty notifications processed within 3 days	●
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	95% satisfied or very satisfied	≥ 85% satisfied or very satisfied	93% satisfied or very satisfied	●

¹⁹ Summaries by the Chair SCT/45/8 and SCT/46/8

²⁰ WO/GA/55/12, paragraph 309

²¹ Summary by the Chair SCT/S3/9 and Summary Report DLT/2/PM/6

²² Summaries by the Chair: https://www.wipo.int/edocs/mdocs/copyright/en/sccr_42/sccr_42_summary_by_the_chair.pdf; https://www.wipo.int/edocs/mdocs/copyright/en/sccr_43/sccr_43_summary_by_the_chair.pdf; https://www.wipo.int/edocs/mdocs/copyright/en/sccr_44/sccr_44_summary_by_the_chair.pdf

Performance Indicators	Baselines	Targets	Performance Data	PIE
Engagement in the WIPO Conversations on IP and Frontier Technology	n/a	Engagement from government representatives, enterprises, IP professionals and other stakeholders from at least 90 Member States	Attendance by Stakeholders in 2022/23 (developing countries and LDCs) - Conversation 5: 93 Member States (62) - Conversation 6: 107 Member States (72) - Conversation 7: 125 Member States (87) - Conversation 8: 134 Member States (95)	●
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	The fifteenth and sixteenth sessions of the ACE did not take place in the 2020/21 biennium due to COVID-19. Member States continued to agree on the substantive work of the ACE through consultative process with the Group Coordinators.	Implementation of agreed work in accordance with the ACE agenda	Agreement by Member States to continue discussing the 4 substantive work program items was reached during the fifteenth session of the ACE (para. 41 of WIPO/ACE/15/12).	●
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	n/a	Progress on all WIPO deliverables	Progress made on the implementation of projects and activities under all 8 focus areas of the WIPO Deliverables for LDCs in 41 LDCs	●
No. of WIPO initiatives in partnership with the UN and other IGOs	17 initiatives	18 initiatives that have regional or global impact	23 initiatives	●
No. of permanent observer NGOs engaging in WIPO's work and vice versa	Data not available (2020/21)	Representatives of 319 permanently accredited NGOs attended 20 WIPO events (end 2023)	Representatives of 305 permanently accredited NGOs attended 20 WIPO events. (end 2023)	●

Risk

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
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				
Decreased engagement of external partners, including private sector and civil society, results in reduced relevance, credibility and resilience of the sector's platforms and initiatives.	The risk did not materialize; the risk exposure remained stable throughout the biennium.	Outreach, engagement, communications with core constituencies, and continued saliency of IP issues in international discussions and processes, effectively precluded the materialization of this risk.	GCP	→

Strategic Pillar 3

Provide high quality intellectual property services, knowledge and data that deliver value to users around the world

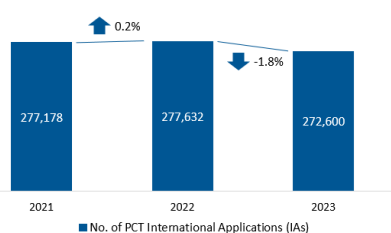
Key Accomplishments

ER 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

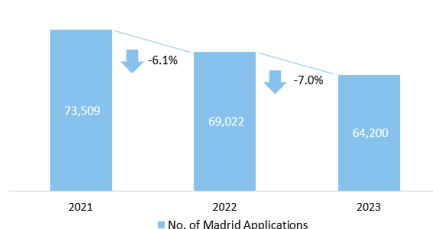


Demand for services under WIPO's Global IP systems were affected by challenging conditions and sluggish economic growth observed in many parts of the world. International patent filings under the PCT remained stable in 2022 as compared to 2021, followed by an estimated 272,600 international applications in 2023, representing a 1.8 per cent decrease as compared to the previous year. The number of trademark applications under the Madrid System decreased by 6.1 and 7.0 per cent respectively year-over-year in 2022 and 2023, returning to pre-pandemic levels of demand in 2023 at 64,200 applications filed. On the other hand, largely propelled by China's accession to WIPO's international design registration system in 2022, the demand for design protection under the Hague System saw a sharp increase over the course of the biennium, with applications up respectively 18.8 per cent and 7.4 per cent year-on-year.

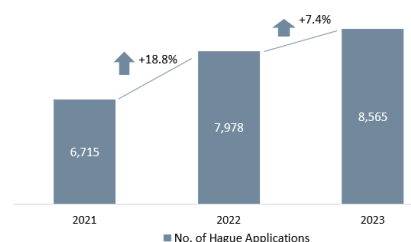
No. of PCT International Applications



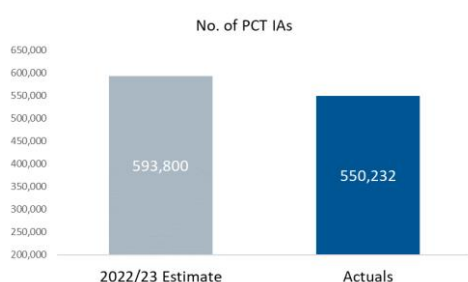
No. of Madrid Applications



No. of Hague Applications



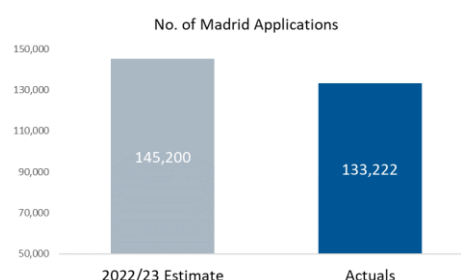
As compared to the targets set for services under the PCT, Madrid and the Hague Systems in the Program of Work and Budget 2022/23, by the end of 2023:



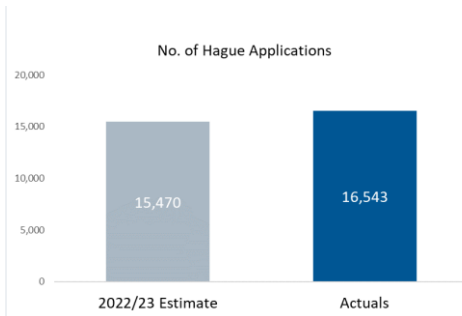
The number of PCT international applications (IAs) reached 93 per cent of the estimate, as a result of lower than estimated filing numbers from some countries, including China, Germany, Japan, and the United Kingdom. The top five origin countries of PCT applications were China, followed by the United States of America, Japan, the Republic of Korea, and Germany.

Three countries (Cabo Verde, Iraq, Mauritius) deposited their instruments of accession to the PCT during the biennium, bringing the total number of PCT Contracting Parties to 157 at the end of 2023.

The number of applications under the Madrid System reached 92 per cent of the estimated figure for the 2022/23 biennium, with filings from China, Australia, Japan, and Germany lower than the estimate. The top five origin countries of Madrid applications were the United States of America, followed by Germany, China, France, and the United Kingdom.



Over the course of the biennium, Belize, Cabo Verde, Chile, and Mauritius deposited their instruments of accession to the Madrid Protocol, bringing the total membership of the Madrid System to 114 Contracting Parties covering 130 countries by the end of 2023.



Based on the strong year-over-year growth, the number of applications under the Hague System reached 107 per cent of the estimate for 2022/23. In addition to the strong growth in applications from China, increases in filings were observed from various European countries including Germany, France, Italy, the Netherlands, and Switzerland.

Over the course of the biennium, six additional countries - Brazil, China, Greece, Italy, Mauritius, and Morocco - deposited their instruments of accession to the Geneva Act of the Hague System, bringing the total number of Contracting Parties to 73 covering 96 countries at the end of 2023.

An additional ten instruments of accession to the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications were deposited during the biennium (African Intellectual Property Organization (OAPI), Cabo Verde, Côte d'Ivoire, Czech Republic, Peru, Portugal, Russian Federation, Sao Tome and Principe, Senegal, and Tunisia), bringing the total membership of the Geneva Act of the Lisbon Agreement to 21 Contracting Parties covering 57 countries. A total number of 942 transactions were processed during the biennium.

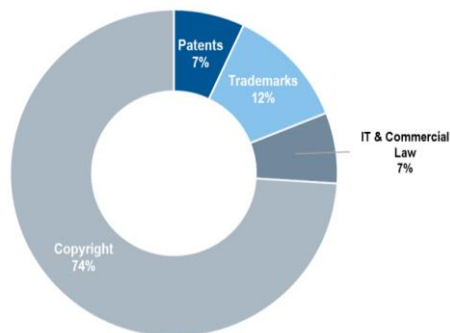


74%
Increase in ADR caseload

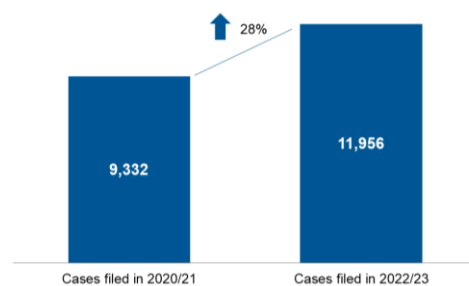
The 2022/23 biennium concluded a further two record years for the WIPO Arbitration and Mediation Center (The WIPO Center). The WIPO Center was involved in the resolution of 1,228 IP, innovation, and technology disputes, representing a 74 per cent increase over the previous biennium. These disputes were referred to WIPO Mediation, Arbitration, Expedited Arbitration, Expert Determination, and Good Offices, as well as co-administration schemes with national IP and Copyright Offices and Courts. Notable increases occurred in mediation requests for copyright disputes, especially in collaboration with the national Copyright Offices of Colombia and Mexico, and IP disputes referred by courts in China, France, and the United Republic of Tanzania. The WIPO Center also concluded agreements with a further 28 Member State IP authorities and courts for the promotion and integration of ADR options, for a cumulative total of 110 such collaborations, and provided policy support to 44 such authorities.

In the area of domain name disputes, resolution services continued to help to reduce threats to legitimate online commerce for trademark owners and consumers. Parties from 79 countries filed a record 11,956 cases, a 28 per cent increase over the previous biennium, reaching a cumulative total of almost 68,000 cases, covering over 122,000 domain names cases. This accelerated growth in cybersquatting cases was coupled with an increased use of ADR services to tackle fraud and phishing attacks using domain names. After the addition of .GA (Gabon), .MG (Madagascar), and .SN (Senegal), the number of country code Top-Level Domains (ccTLDs) covered by WIPO dispute resolution reached 83. The WIPO Center also provided policy support to 31 ccTLD authorities.

WIPO Center ADR Disputes Subject Matter in 2022/23

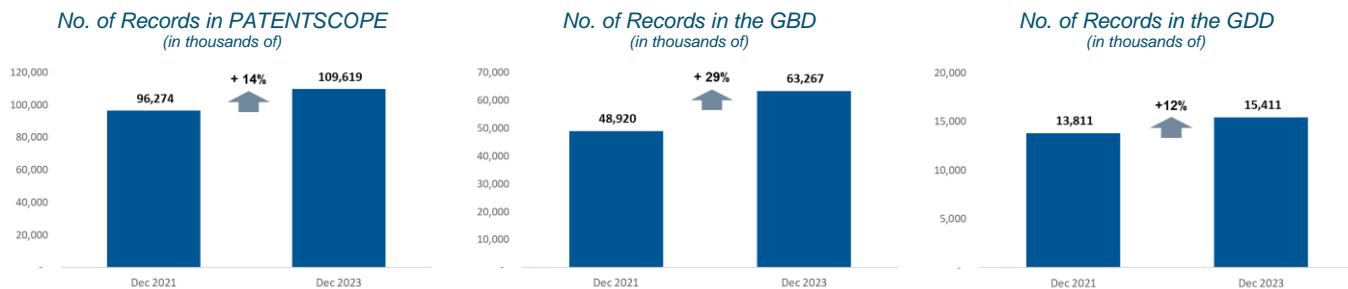


No. of WIPO Domain Case Filings



As key providers of knowledge and data that deliver value to users around the world, the global IP databases continued to show strong growth in the number of records and geographical coverage. Improvements to PATENTSCOPE focused on the expansion of national patent collections, but also made accessible a vast collection of close to 5 million Non-Patent Literature (NPL) documents thanks to an exclusive collaboration between WIPO and the publisher IEEE²³. Incorporating NPL into patent searches provides a bridge in information gaps and offers insights into innovations that may not have undergone patenting or are currently outside the scope of patent coverage yet remain relevant to the technology at hand. Furthermore, with the objective of enhancing the user experience (UX), the Global Brand Database also introduced an advanced search interface and a mobile-friendly version.

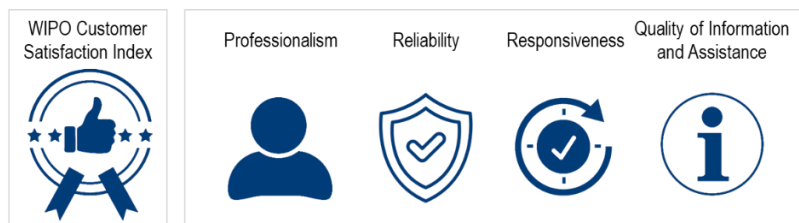
²³ Institute of Electrical and Electronics Engineers



WIPO Lex saw broad gains in database user experience and offerings in 2022/23. Careful attention was given to curating and streamlining the presentation of IP legal data in individual country profiles, and IT developments made the website content more intuitive and searchable on the web. A centralized [“WIPO Treaties: Preparatory Documents webpage”](#) was launched in May 2023, providing easy access to important and frequently-requested materials generated during the drafting and negotiation of WIPO-administered treaties. The Judgments Collection was further expanded during the biennium; as at end 2023, the collection covered some 35 jurisdictions and provided free access to over 1,200 IP court decisions.

ER 3.2 Improved productivity and service quality of WIPO’s global IP systems, services, knowledge and data

In the area of customer experience, the WIPO Customer Service Transformation Program was launched in 2022, with the objective to harmonize and elevate WIPO’s customer service standards to the next level. The first phase of the program was concluded in 2023, and focused on defining the organizational customer service vision, yielding a customer-centric service model, and deriving an implementation roadmap. These strategic components will pave the way for WIPO to adeptly meet the evolving and specific needs of the different customer segments, comprised of businesses, industries, and specialized IP agencies. In addition, a new customer feedback analytics dashboard was launched to glean better insights into the quality of WIPO services and to improve the quality of handling unresolved customer concerns.



Starting in 2022, the PCT embarked on the transformation of the operations workforce from an application-driven to an applicant/client-driven service provider, with the objective to establish a best-in-class, future organizational model under which staff evolve beyond their current role acting as formalities checkers of PCT applications towards being knowledge providers for WIPO PCT users. The successful pilots have resulted in improved productivity and efficiency, enhanced user satisfaction, and increased staff motivation. In parallel to piloting the transformation, the PCT successfully implemented WIPO Standard ST.26, deployed and further developed CIOS²⁴ automation, and made notable improvements to ePCT, for example, push notification authentication. PCT Translation underwent a significant transition during the biennium by further embedding technological advances into its processes. This led to approximately 50 per cent of words being translated through post-editing of machine-translated output in 2023 (100 million out of 209 million words), as compared to some 7.5 per cent in 2021.

A new milestone for ePCT was reached at the end of 2023, with 107 IP Offices accessing/using the ePCT system. Three receiving Offices, including one regional Office, adopted the ePCT-Filing WIPO-Hosted solution for electronic filing of international applications, bringing the total number of such Offices to 87. The total number of PCT applications filed with these Offices represents around 96 per cent of all PCT filings worldwide.

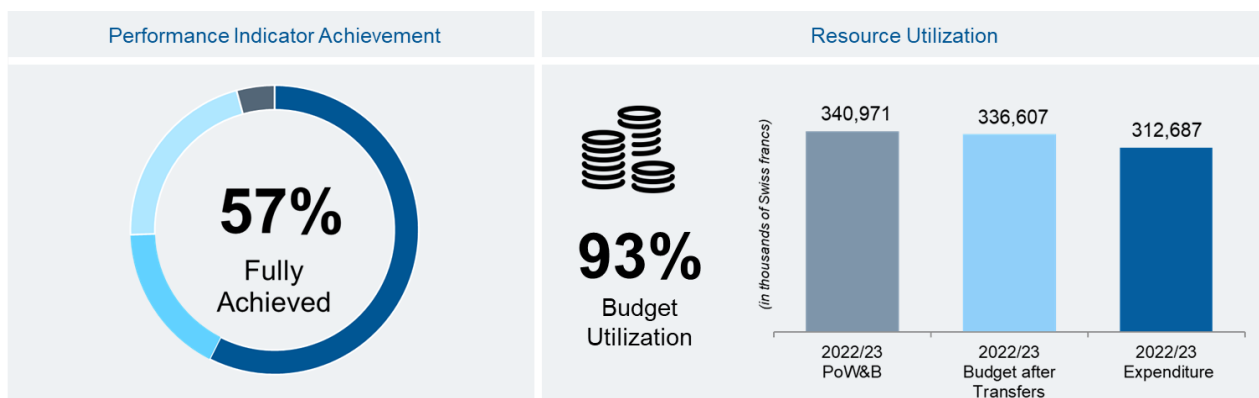
With a view to increasing data processing efficiency and provide users with enhanced functions and a better navigation experience, a new electronic version of the PCT Applicant’s Guide ([eGuide](#)) was launched in 2022, becoming the exclusive version of the publication in 2023.

Despite the drop in international applications, the Madrid System set new records during the biennium with over 1 million service requests processed annually, an increase of 6.7 per cent and 2.3 per cent respectively in 2022 and 2023. In the case of the Hague, the International Bureau (IB) was able to maintain near real-time


107 Offices
accessing
and/or using
ePCT

²⁴ Computer Infrastructure Orchestration Service

Performance Dashboard



Contributing Sectors: PT, BD, CCI, IP, GCP, IE, RND, AFM.

Performance Data

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

Performance Indicators	Baselines	Targets	Performance Data	PIE
3.1. Wider and more effective use of WIPO's global IP systems, services, knowledge and data				
Total Membership	PCT System: 154 Contracting Parties (CPs) Madrid System: 110 Contracting Parties The Hague System: 67 Contracting Parties to the Geneva (1999) Act; 34 Contracting Parties to the Hague (1960) Act Lisbon System: 11 Contracting Parties to the Geneva (2015) Act; 30 Contracting Parties to the Lisbon Agreement (1958 & 1967) Acts (end 2021)	155 members 6 additional members (3 per year) 6 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act 8 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts	157 Contracting Parties (Cabo Verde, Iraq, Mauritius) Madrid System: 4 additional CPs (Belize, Cabo Verde, Chile, Mauritius) (114 CPs covering 130 countries in total) The Hague System: 6 additional CPs to the Geneva (1999) Act (Brazil, China, Greece, Italy, Mauritius, Morocco) (73 CPs covering 96 countries in total); No additional CPs to the Hague (1960) Act (34 CPs in total) Lisbon System : 10 new CPs to the Geneva Act (African Intellectual Property Organization, Cabo Verde, Côte d'Ivoire, Czech Republic, Peru, Portugal, Russian Federation, Sao Tome and Principe, Senegal, Tunisia) (21 CPs covering up to 57 countries in total); No additional CPs to the Lisbon Agreement (1958 & 1967) Acts (30 CPs in total) (end 2023)	● ● ● ●
Filing Rate	Madrid System applications: 73,500 (final) The Hague System applications: 6,714 (final) Lisbon System international applications: 135	2022: 71,200 2023: 74,000 2022: 7,480 2023: 7,990 75 per year (150 applications for 2022/23)	2022: 69,022 (final) 2023: 64,200 (preliminary) 2022: 7,978 (final) 2023: 8,565 (preliminary) 2022: 31 2023: 96	● ● ▲ ●
Renewals	Madrid System: 34,218 The Hague System: 5,461	2022: 32,400 2023: 34,000 2022: 4,440 2023: 4,630	2022: 38,364 (final) 2023: 39,546 (preliminary) 2022: 5,284 2023: 5,592	● ●
Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 96% (2020/21 survey)	≥ 90% satisfied or very satisfied	Cooperative activities: 98% (2022/23 survey) - Professionalism: 99% - Reliability: 98% - Responsiveness: 96% - Quality and Information Assistance: 100%	●

Performance Indicators	Baselines	Targets	Performance Data	PIE
	Patent examination-related activities: 98% (2020/21 survey)	≥ 95% satisfied or very satisfied	Patent examination-related activities: 98% (2022/23 survey) - Professionalism: 100% - Reliability: 98% - Responsiveness: 94% - Quality and Information Assistance: 100%	●
No. of unique visitors to the Global Database Systems	PATENTSCOPE: 1,399,081 (Q4 2021)	20% increase (biennium)	2,573,345 (Q4 2023) (+84%)	●
- PATENTSCOPE	GBD: 951,781 (Q4 2021)		671,791 (Q4 2023) (-29%)	▲
- Global Brand Database (GBD)	GDD: 80,204 (Q4 2021)		76,293 (Q4 2023) (-5%)	▲
- Global Design Database (GDD)				
Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 61%	≥ 85% satisfied or very satisfied	PATENTSCOPE: 81%	●
	GBD: 75%		GBD: 71%	▲
	GDD: 74%		GDD: 71%	▲
Level of use of WIPO IP ADR and domain name dispute resolution services	901 disputes and 756 bon offices	250 additional disputes and bon offices	1,228 additional disputes and bon offices ²⁶	●
	48,974 gTLD cases	5,000 additional gTLD cases	10,462 additional gTLD cases (59,436 cumulative end 2023)	●
	6,695 ccTLD-only cases (cumulative end 2021)	575 additional ccTLD-only cases (end 2023)	1,494 additional ccTLD-only cases (8,189 cumulative end 2023)	●
No. of unique visitors to the IP Statistics Data Center	214,943	20% increase (biennium)	195,111 (-9%)	▲
No. of unique visitors to WIPO Lex	976,714	20% increase (biennium)	1,897,444 (+94%)	●
3.2. Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Customer Satisfaction Index (CSI)	84% (2020/21 survey)	≥ 85% satisfied or very satisfied	CSI: 85% ²⁷ (2022/23 survey) - Professionalism: 85% - Reliability: 86% - Responsiveness: 87% - Quality & Information Assistance: 81%	●
Level of satisfaction of WIPO global IP system users with International Bureau Services	PCT: 87%	≥ 90% satisfied or very satisfied	87% ²⁸ - Professionalism: 87% - Reliability: 88% - Responsiveness: 90% - Quality & Information Assistance: 82%	●
	Madrid System: 78%	≥ 85% satisfied or very satisfied	80% ²⁹ - Professionalism: 79% - Reliability: 80% - Responsiveness: 79% - Quality & Information Assistance: 80%	●
	The Hague System: 82% (2020/21 survey)	≥ 85% satisfied or very satisfied	82% ³⁰ - Professionalism: 82% - Reliability: 80% - Responsiveness: 84% - Quality & Information Assistance: 80%	●
Unit Cost	PCT Application: 577 CHF	PCT Application: 575 CHF	2022: 546 CHF 2023: 565 CHF	●
	Madrid System new/renewed registration: 598 CHF	New/renewed registration: 584 CHF	2022: 562 CHF 2023: 635 CHF	●
	The Hague System new/renewed design: 540 CHF	New/renewed design: 395 CHF	2022: 455 CHF 2023: 448 CHF	▲

²⁶ Including cases referred to WIPO Mediation, Arbitration, Expedited Arbitration, Expert Determination, and Good Offices, as well as co-administration schemes in collaboration with the national Copyright Offices of Colombia and Mexico, and IP disputes referred by courts in the United Republic of Tanzania.

²⁷ Confidence Interval: +/- 2.4

²⁸ Confidence Interval: +/- 2

²⁹ Confidence Interval: +/- 3

³⁰ Confidence Interval: +/- 5.1

Performance Indicators	Baselines	Targets	Performance Data	PIE
3.3. Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges				
No. of WIPO Re:Search R&D collaborations advancing through clinical R&D phases	8	15 (cumulative)	Discontinued ³¹	◆
No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	8 (cumulative end 2021)	8 additional in the biennium	26 additional in the biennium (34 cumulative end 2023)	●
No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	491,015	20% increase (biennium)	787,128 (+60%)	●

Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
3.1. Wider and more effective use of WIPO's global IP systems, services, knowledge and data				
Regression in quality of international work products.	The risk did not materialize; the risk exposure decreased during the biennium	The mitigation plans to enhance quality control procedures, strengthen process improvements, and ensure quality assurance of national Offices, especially those acting as International Authorities, were successful. This is demonstrated by the fact that PCT has fully achieved its performance targets related to quality.	PT	→
The Madrid, Hague and Lisbon Systems do not develop to their full potential during the biennium in terms of geographical coverage, usage by prospective applicants and services provided by the IB.	The risk did not materialize; the risk exposure increased during the biennium for the Madrid System	The mitigation plan to pro-actively pursue any country's interest in accessions, reconfigure promotion and marketing activities, including more partner-based approaches to scale and promote these Systems, increased focus on obtaining customer feedback, and further digitalizing and streamlining IB processes and services generally proved efficient; however, due to the deteriorating state of the global economy, this was insufficient to avoid a decline in Madrid filings. Going forward, the unstable international economic outlook increases the risk.	BD	↘
3.2. Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Decrease in PCT filings, in absolute terms or relative to Paris route filings.	The risk materialized	The mitigation plan to consistently enhance and advertise PCT services to both current and potential users through regular contact with clients and various marketing/outreach actions continued in 2022/23. Patent filing numbers, however, slightly decreased in line with a global decreasing trend in patent applications.	PT	→
Being an early adopter of frontier technologies carries inherent opportunities and risks in terms of identifying the most valuable use cases, integrating with existing governance mechanisms as well as accurately capturing the human readiness to adopt the technological change.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response strategy to prioritize use cases with high returns on investment, and to engage limited resources when adopting a new frontier technology and evaluate quickly to be able to fail fast, proved effective.	IP	→

³¹ WIPO Re:Search was sunsetted on December 31, 2022.

Strategic Pillar 4

Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development

Key Accomplishments

ER 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



New & renewed approaches to service delivery to drive impact

In the first biennium of implementation of the new Medium-Term Strategic Plan (MTSP) 2022-2026, WIPO focused on strengthening and renewing the ways it delivers its program of work to ensure the most effective use of IP as a tool for economic growth and sustainable development. This included a targeted shift to a project-based approach, aimed at delivering impact on the ground for specific groups of stakeholders over time-limited periods. To support the approach, the RNDS Project Team was formed to incubate new ways of implementing urgent, strategic cooperation initiatives in WIPO Member States in numerous areas relating to IP. The approach was expanded to include all Regional Divisions and five of the External Offices in 2023. At the end of 2023, some 83 national, regional, sub-regional projects achieved their expected benefits or completed important milestones. Success stories like that of Rui Bento da Graca and Ayesha Tjieuza's demonstrate the tangible impact of this new approach.

From Gaming Apps to Nation Branding in Cabo Verde

Twenty-eight-year-old Rui Bento da Graca is among the prize-winning innovators at a 2023 "IP Hack" hosted by WIPO in Cabo Verde for students and others who used the online event to explore how IP can help stimulate their country's social and economic development. The three-day marathon welcomed more than 320 young Cabo Verdeans aged 18 to 35 from different islands. The



participants formed small groups to look into how IP can be used to address their country's developmental priorities, including IP awareness raising, energy efficiency, and tourism.

Unveiling Nature's Artistry

Ayesha Tjieuza's brand Kanuma Beauty uses Namibia's indigenous plants to create skin and hair products that protect against harsh desert climates.

With WIPO's support, Ayesha is working to trademark her line of cosmetics, haircare, and teas. WIPO is mentoring some 50 Namibian women entrepreneurs in the use of IP, opening doors to international markets and ensuring fair licensing agreements. By safeguarding their products and services, these women entrepreneurs are nurturing their own enterprises but also fostering economic growth in their communities.



With a view to reinforcing the inclusivity of IP and benefitting women and traditionally underserved stakeholder groups, projects were developed across all regions. This included supporting women in STEM in Latin America to register IP rights based on their research and the extension of the Latin American Network of Intellectual Property and Gender to six additional IP Offices, bringing the total to 10 since its launch in 2021. Mentoring of women entrepreneurs took place in Latin America and the Caribbean, Africa, ASEAN, the Arab region and in Central Europe and the Baltic States to assist them build businesses and commercialize their IP assets.

Youth was another beneficiary group that attracted particular attention. The youth entrepreneurship coaching and mentoring project in Africa built awareness among the 15 young beneficiaries across nine African countries and led to registration of IP assets among startups. In addition, the 'IP skills acquisition, learning and youth entrepreneurship' (SALAYE) project, which aims to leverage the national youth service corps of the country, and its tens of thousands of members, to build awareness of the power and importance of IP, was launched in Nigeria.

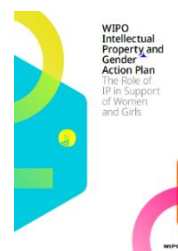
Following a pilot phase in 2022, WIPO implemented a renewed approach in 2023 for the formulation of National IP Strategies, guided by the principles of adding value and learning-by-doing. By the end of the biennium, 10³² strategies had been initiated and 18³³ had been finalized for adoption.

³² Africa (2); Arab countries (5); Latin America and the Caribbean (1); Transition countries (2)

³³ Africa (7); Arab countries (2); Asia and the Pacific (1); Latin America and the Caribbean (1); Transition countries (7)



Envisaging a world where innovation and creativity by women anywhere are supported by IP for the good of everyone, the IP and Gender Action Plan (IPGAP) was launched during the biennium. Dovetailing with WIPO's 2022-2026 MTSP, the implementation of the IPGAP commenced in the second half of 2022 and focuses on three pillars: (i) providing support to governments and policymakers with integrating a gender perspective into IP legislation, policies, programs, and projects; (ii) driving research to identify the scope and nature of the gender gap in IP and ways to close the gap; and (iii) continuing existing and piloting new gender-oriented projects and initiatives in the IP environment designed to enhance the IP skills of women and the institutions that support them.



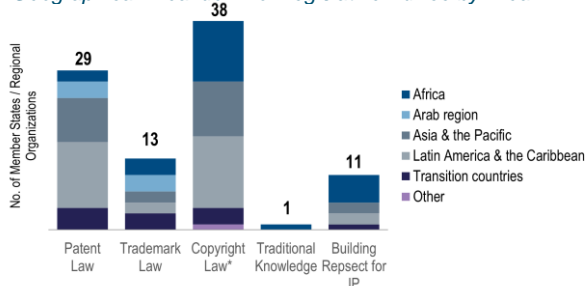
With the full launch of the IPGAP on World IP Day in April 2023, WIPO started fostering new collaborations both internally and with external stakeholders in the IP and innovation ecosystem. Internally, a working group was established to promote strategic collaboration on IP and gender-related initiatives and partnerships. Externally, WIPO developed new collaborations with other international organizations, particularly with economic and/or science-oriented organizations that share a similar focus on the economic empowerment of women and other underrepresented groups, and introduced new communication tools, including a LinkedIn network for IP Office representatives.

ER 4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States

Use of regional and sub-regional fora as effective means to coordinate policy and scale up technical assistance, capacity development and project delivery was expanded in 2022/23. Meetings of Heads of IP Offices were jointly organized with ASEAN Member States and for Latin American countries and, for the first time, the forum was extended to the 22 Member States of the African Regional Intellectual Property Organization (ARIPO). The VII Ministerial-Level Meeting of Central America and the Dominican Republic, held in March 2022, provided a platform for policy development and coordination for the seven participating Member States.

Legislative and policy assistance in the areas of Patent Law, Trademark Law, Copyright Law, Traditional Knowledge, and Building Respect for IP continued to be highly appreciated by Member States who indicated that the advice had been exhaustive, of good quality, and helpful in understanding the implications of issues at stake. With a view to providing an easy and flexible way to request consultations from WIPO experts, as a first step, the Patent Law Helpdesk was launched in 2023.

Geographical Breakdown of Legislative Advice by Area



*36 countries and 2 regional organizations benefitting 30 countries



The 2022 and 2023 editions of the Global Innovation Index (GII) *What is the future of innovation-driven growth?* and *Innovation in the face of uncertainty* provided insights into the innovation performance of 132 economies. The ranking of economy-wide innovation performance continued to be the most prominent element of the GII. At the same time, policymakers – including municipal and regional governments – also started to track the GII's Top 100 Science & Technology Clusters. To support better access to the rich information contained in the GII, WIPO revamped its GII webpages and developed detailed economy and cluster briefs summarizing the most important innovation performance indicators.

In addition to the GII, two new reports – the 2023 [World IP Report on the Direction of Innovation](#) highlighting how policymakers can drive innovation in a direction that best responds to societies' needs to address the grand challenges of climate change and health and a new [Development Study on The Global](#)

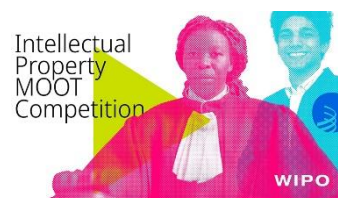
[Gender Gap in Innovation and Creativity](#), analyzing the evolution of the gender gap in global patenting over the past two decades, provided in-depth analytical insights into the ecosystems generating innovative and creative activities.

The Organization's global network of judges continued to expand in 2022/23, having successfully navigated the transition from fully virtual work during the pandemic to hybrid activities during the biennium. Capitalizing on the ability to both take advantage of the benefits of in-person participation while maintaining the expanded reach of virtual connection, more than 400 judges from 124 countries and five regional jurisdictions participated in the 2022 and 2023 *WIPO Intellectual Property Judges Fora*.



400+
judges from
129
jurisdictions

The launch of WIPO's first ever IP Moot Court Competition in 2023 marked a significant milestone, offering an exciting platform to attract and engage youth in the field of IP law. With 16 universities preparing to compete for the spot of the top team and to gain practical experience on a court proceeding with a moot problem based on NFT-fashion, WIPO is taking a dynamic approach to educate and nurture expertise in IP law amongst aspiring legal professionals.



ER 4.3 Increased IP knowledge and skills in all Member States

Dedicated programs focused on increasing the participation of Indigenous Peoples and local communities, in particular women, to ensure their inclusiveness in the IP ecosystem remained a priority throughout 2022/23:



47
Women
from IPLCs
benefitting
from the
WEP

After a second global cycle of the WIPO Training, Mentoring and Matchmaking Program on IP for Women Entrepreneurs from Indigenous Peoples and local communities (the WEP) comprising WEP clinics and booster trainings, a third global cycle of the WEP was launched in September 2023. In the biennium, two regional cycles of the WEP were also offered: the first one, for Indigenous Peoples and local communities in Bolivia, Colombia, Ecuador and Peru with the support of the *Servicio Nacional de Derechos Intelectuales of Ecuador* (SENADI). The second one for women entrepreneurs from local communities in the Central European and Baltic States Region. In 2023 a WEP-Colombia was also launched involving 21 beneficiaries with the support of the Swiss Federal Institute of Intellectual Property (IPI) and in collaboration with the Ministry of Culture of Colombia, *Artesanías de Colombia* and the Superintendence of Industry and Commerce (SIC) of Colombia. By the end of the biennium, the three editions of the WEP had benefited 130 women in 63 countries and resulted in applications and/or registrations of trademarks, collective marks, certification marks and designs as well as copyright licensing. Stories like that of Laima Abeid Sinari from the United Republic of Tanzania³⁴ demonstrate the tangible impact of the initiative and how the strategic and effective use of IP tools support entrepreneurial activities.

Laima is the owner of AYMA, a registered trademark specialized in the design and creation of beaded women's accessories. The accessories are based on Tanzania's culture and traditions, including her own Chagga people. Working with other Indigenous women, it is Laima's goal to maintain, protect and promote her cultural heritage.

During her time in the program, Laima has grown her business and learned how to benefit from, and manage, her trademark.



The WIPO Academy spearheaded several key initiatives aimed at empowering women, youth, and entrepreneurs through IP education, training and skills-building:

- Among the notable first-time achievements in 2022/23 were: (i) the WIPO Academy's Masterclass on "Intellectual Property for Digital SMEs for Scaling-Up Women-Led Digital Businesses" as part of the UNCTAD Masterclass Series and in collaboration with UNCTAD's eTrade for Women initiative, delivered to 164 participants across Africa, Asia and the Pacific, and Latin America and the Caribbean; (ii) Innovation Youth Camps, which were held in Jordan in collaboration with the Jordanian Ministry of Youth; and (iii) the creation of the first eLearning Platform offering accessibility to IP knowledge to the visually impaired or otherwise print-disabled in Arabic, English, French, Portuguese, Russian, and Spanish.
- In cooperation with United Nations Educational, Scientific and Cultural Organization (UNESCO) and Korean Intellectual Property Office (KIPO), the inaugural Leadership Course on IP, Science and Innovation for Women Scientists and Innovators was organized at WIPO, Geneva in April 2023 for selected Laureates and Rising Stars from the L'Oréal Women in Science program.

As part of the [IP4Youth&Teachers](#) service, the WIPO [IP Youth Ambassadors](#) Program awarded Ambassadorships to young inventors and creators in Oman and Romania in 2022 and in Peru and the Philippines in 2023. The Program aims to support young promising creators and inventors to promote IP education among young people in their country and region.

³⁴ https://www.wipo.int/pressroom/en/stories/laima_sinare.html

The WIPO Academy maintained its position as a leading, global provider of skills and knowledge building in the area of IP, essential to foster both innovation and creativity in developing countries, LDCs and countries with economies in transition. Innovative and transformative delivery approaches, including blended learning formats developed during the COVID-19 pandemic, continued to be implemented. Over the course of 2022/23:

- The new blended learning programs for Judges and IP4Youth&Teachers trained over 600 judges and 570 teachers respectively.
- A total of 514 participants graduated from Joint Master's Degree programs, and over 342 government officials benefited from Professional Development advanced courses, in cooperation with 20 partner institutions from developing countries.

Monalisha Maharana is an Indian mechanical engineer and inventor with four patents under her belt and 16 more in the pipeline. Seeking to protect and promote her work overseas, Monalisha looked at using WIPO's Patent Cooperation Treaty – and quickly found the prospects of using IP for enterprise growth and international expansion fascinating. So, Monalisha decided to enhance her legal aptitude by completing several WIPO Academy Distance Learning courses, before enrolling for the WIPO Joint Master's Program in Intellectual Property and New Technologies offered with Jagiellonian University and the Patent Office of the Republic of Poland in Krakow, Poland.

Since graduating from the WIPO Joint Master's Program in 2022, Monalisha has passed the patent examiners exam in India and is a registered patent agent – spreading her passion for and knowledge of IP further across her country.

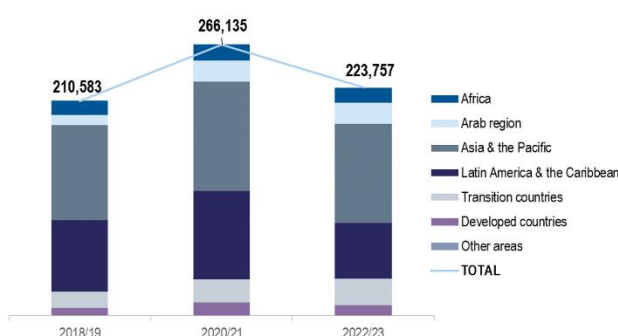


- Six new agreements for Joint Master's Programs specializing in IP and business, technology transfer, entrepreneurship, innovation, and IP management were signed in 2023 with Umm Al-Qura University in Saudi Arabia, Université Mohamed VI Polytechnique Ben Guerir in Morocco, National Law University of Delhi in India, and Tsinghua University in China. These agreements demonstrate the WIPO Academy's expansion into new regions and highlight its transformation and diversification to support IP business and skills development. The impact of Joint Master's programs on IP ecosystems is shown through alumni success stories, such as that of Monalisha Maharana.

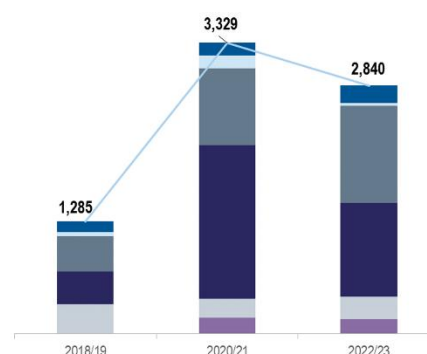
- The inaugural edition of the Master of IP and Innovation Management (IP Business) program offered by WIPO in partnership with the Singapore University of Social Sciences (SUSS) was launched in August 2023.

- A total of 879 Distance Learning (DL) courses were offered in all six UN languages and Portuguese to approximately 223,000 participants, 71 per cent of whom were youth. These included two new skill-certification programs for patent drafters and TISC/TTO staff respectively, and four new specialized courses on: (i) the Hague System for Registration of Industrial Designs (DL-304); (ii) IP for Women Scientists; (iii) WIPO Connect Training (DL-550); and (iv) Developing Successful Development Agenda Projects (DL-620).
- Some 2,800 participants attended WIPO Summer School (WSS) Programs. As compared to 2018/19, WSS Programs saw a 121 per cent increase in participation.

Geographical Distribution of Participants in DL Courses



Geographical Distribution of Participants in WSS Courses



Seven new IPTIs were established in the ASEAN region, as well as in the Dominican Republic, Ethiopia, Saudi Arabia, Türkiye (2), and Ukraine, all of which were self-sustaining and already delivering training by the end of the biennium. Overall, a total of 11 additional IPTIs became sustainable, resulting in a cumulative total of 18 sustainable IPTIs out of 19 established. Partner IPTIs organized over 2,500 IP training activities, reaching over 200,000 participants, of whom 53 per cent were women. This represents a 7 per cent increase in participation in 2022 as compared to 2021 and a 33 per cent increase in 2023 as compared to 2022. With a view to further strengthening existing IPTIs, some 36 follow-up cooperation projects were jointly implemented in 2022/23. Tangible results emanating from the work of the IPTIs are demonstrated through success stories like that of Giorgi Merabishvili, a Georgian honey producer.



+11
IPTIs
considered
sustainable
in 2022/23

As a honey producer in his home region of Samtskhe-Javakheti, Giorgi developed a close relationship with the Ministry of Agriculture, and his contacts at the Ministry introduced him to the National Intellectual Property Center of Georgia (SAKPATENTI) in 2017, which was organizing a training on GIs at the time. He started to participate in more trainings on the subject offered by SAKPATENTI, including ones organized by the Georgian National Intellectual Property Training Center (NIPTC), one of the WIPO Academy's established IP training institutions (IPTIs). Upon building sufficient practical knowledge on GIs through trainings he completed, he first suggested to eleven of his fellow beekeeper friends in the region to team up and develop a cooperative called KODY, through which they filed the trademark "ALPIDA" in 2019 for their honey. Following the success of their trademark registration, he suggested that they register their honey as a Georgian GI in 2020. In 2022, Giorgi began to export the farm-to-table Ninotsminda Honey regionally and internationally online through the ALPIDA website.



ER 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully

Celebrating innovative commercial solutions, based on IP rights, to promote economic, social, and cultural progress, the first WIPO Global Awards were awarded in 2022 to five winners from China, Japan, the Netherlands, and Singapore, who were chosen from among 272 submissions spanning 62 countries. In 2023, the second annual competition under the WIPO Global Awards took place, doubling its applicant pool to 548 submissions from 58 countries. The Awards global communication outreach resulted in an increase in the geographical diversity and variety of industries represented in the competition. Seven winners from China, France, Kenya, Mexico, Singapore, and Slovenia were selected out of 25 finalists.



Beneficiaries selected under the Inventor Assistance Program (IAP) increased by 43 per cent per cent in 2022/23. The IAP also welcomed three additional countries during the biennium – Chile, Kenya, and Singapore, bringing the total number of participating countries to nine. The network's pro bono patent attorneys assisted 58 additional inventors and SMEs in 2022/23, for a cumulative total of 197 beneficiaries. By the end of 2023, a total of 52 patents had been granted to innovators that had been supported by the IAP since its inception.

At the Inaugural High-level Conversation on *Unlocking Intangible Asset Finance – an international dialogue* with participants from financial institutions, the private sector, government and academia, WIPO unveiled the new [WIPO Action Plan on Intangible Asset Finance](#). The Plan takes an action-oriented approach, addressing the multi-faceted political, commercial and technical dimensions of intangible asset finance. It comprises three elements: raise the profile of intangible asset finance, reveal what is happening on the ground, and equip participants in the finance and valuation ecosystems.

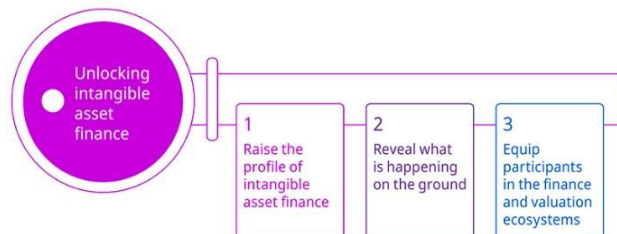
Coupon Fraud Prevention with RedTag

Moroccan entrepreneur Kenza Ababou designed a fraud-proof discount system for retailers but struggled to prepare a patent application to protect her invention. Her e-commerce relies on a unique coupon code that can be placed within the packaging of a single product (targeting end customers) or the box of products (targeting wholesalers, grocery stores, and mobile retailers). Customers can use their messaging app to send this code to a

promotion account, which communicates with a clearing house to transfer money into the customer's digital wallet. Thanks to WIPO's Inventor Assistance Program (IAP), she was able to navigate the IP system to patent her unique discount system and is now focusing on transforming sales promotion in Morocco and throughout Africa.



30
additional patents granted with the support of the IAP in 2022/23



WIPO's support for SMEs, startups and businesses continued to grow in 2022/23, with 80 countries benefitting from various programs. In addition to working with national IP Offices and support institutions, WIPO's IP Management Clinics (IPMC) for SMEs - four-month programs that support innovative companies in formulating their IP strategies based on their business plan and intangible assets portfolio - saw substantial growth, from one IPMC in 2020/21 to 14 IPMCs in 2022/23, directly engaging with SMEs/startups from 30 countries.

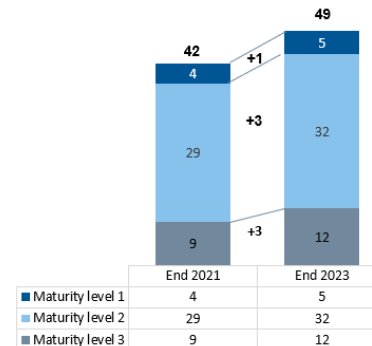


>5k
diagnostic reports generated

In its first full biennium of use, the [WIPO IP Diagnostics](#), a tool that enables SMEs to make a preliminary determination of their IP assets and provides keys on how to extract maximum value and competitive advantage from such assets, saw over 29,500 unique visitors with over 5,500 diagnostic reports generated. An additional seven language versions and three adaptations of the tool were introduced to the public, leading to a total of 17 translations and adaptations of WIPO IP Diagnostics by the end of 2023.

The breadth and depth of national and regional technology and innovation support and technology transfer networks continued to grow in 2022/23. The number of national Technology and Innovation Support Center (TISC) networks reached 93, of which 49 were sustainable by the end of the year, an increase of 17 per cent as compared to the end of 2021. By the end of 2023, the number of individual TISCs listed in the TISC Directory³⁵ had risen to 1,536, an increase of 19 per cent over the previous biennium. TISC services were also expanded to include freedom-to-operate search and new product development services. To assist national TISC focal points, managers, and staff to coordinate and manage their projects in an effective manner, a new “TISC Project and Performance Management” ([TPPM](#)) platform was released in 2022.

No. of Sustainable TISC Networks



A major accomplishment in the biennium, [CLIP – Creators Learn Intellectual Property](#) – a new user-friendly online platform aimed at raising creators’ awareness of IP rights and related management practices, ensuring they receive recognition and fair reward for their work – was launched in November 2023. The initial release of CLIP focused on the music industry. This innovative online platform, accessible via smartphones, aims to provide users from around the world and remote locations with in-depth insights into the music

industry’s ecosystem, the various individuals involved in bringing a song to market, and the complexities of music creator rights and their management. The platform was developed through [WIPO for Creators](#), an open public-private partnership launched by WIPO and the Music Rights Awareness Foundation to raise awareness and increase knowledge of creators’ rights and related management practices.



An additional 16 CMOs in developing countries, including nine CMOs in LDCs, adopted WIPO Connect in 2022/23 as their IT solution to manage copyright and related rights, bringing the cumulative total to 41, a 64 per cent increase over 2021.



The Accessible Books Consortium (ABC) continued to benefit people around the globe who are blind, visually impaired, or otherwise print disabled. In 2022/23, the number of accessible titles available to persons with print disabilities grew from 526,955 at the end of 2021 to 830,623 titles by the end of 2023, a 58 per cent increase.

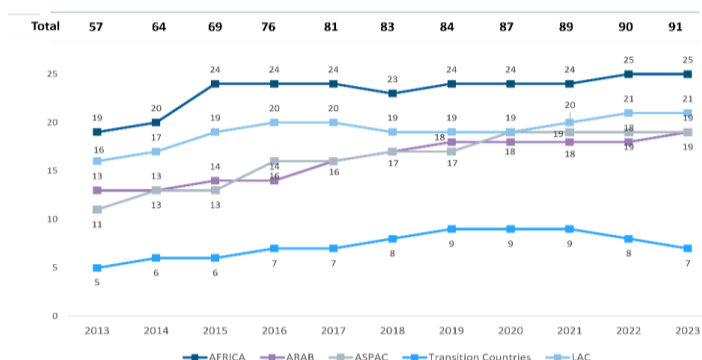
ER 4.5 Enhanced IP infrastructure for IP Offices



91
Offices using WIPO’s IP Office Suite of business software solutions

The use of WIPO’s IP Office Systems remained steady throughout 2022/23. By the end of the biennium, a total of 91 IP Offices were using WIPO’s IP Office Suite of business software solutions. The Average Service Level (ASL) of IP Offices, a composite index for assessing an Office’s maturity level (from basic to most advanced) in delivering services, continued to increase, with an average ASL at the end of 2023 of 3.6, as compared to 3.5 at the end of 2021.

WIPO IPAS Suite of Applications - Usage by Region



³⁵ TISC Directory: <http://www.wipo.int/tisc/en/search/>

UNSDG

Since WIPO joined the United Nations Sustainable Development Group (UNSDG) in early 2022, it engaged in various discussions to promote greater awareness of the Organization's contribution to the SDGs, in particular around the benefits of the IP system and the work of IP Offices. WIPO also signed Cooperation Framework Agreements and joined two Country Teams in Algeria and Cabo Verde.

In response to requests from the UNSDG Secretariat (Development Coordination Office), WIPO provided information, survey results and data and, where relevant, inputs into UNSDG common approaches, guidelines, policies and other conceptual strategy documents. These inputs were coordinated by WIPO's Special Representative on the UN SDGs.

In addition, during the 2023 SDG Summit at the UN Headquarters in New York, WIPO showcased WIPO GREEN as a game-changing digital platform driving positive global change to advance SDG13 on climate action.

Thinking about Industrial Property, Sustainability and the Future of the Planet



As a testament to its commitment to the achievement of the SDGs, in May 2023, WIPO in collaboration with the Portuguese Institute of Industrial Property (INPI), the European Patent Office (EPO), and the European Union Intellectual Property Institute (EUIPO) organized an International Conference “*Thinking about Industrial Property, Sustainability and the Future of the Planet*” in Lisbon. The main goal of this Conference was to provide space for a dialogue on the importance of the Industrial Property System as a vehicle for achieving the SDGs. The event brought together key actors from National Industrial Property Offices from the Community of Portuguese Language Countries (CPLP), the Iberoamerican Program on Industrial Property and Development Promotion (IBEPI), and the European Union, in addition to participants from other regions.

Over 410 participants from 88 countries registered for the conference and more than 240 delegates participated in person, including 43 heads of National Industrial Property Offices, 52 diplomats from ministries of Foreign Affairs, and representatives from relevant national agencies and regional organizations such as the EPO, EUIPO, KIPO, the Japan Patent Office, the China National Intellectual Property Administration (CNIPA), and the United States Patent and Trademarks Office (USPTO).

With a view to identifying measures being taken by national and regional IP Offices to promote the creation, protection and exploitation of IP that contributes to the achievement of SDGs, the WIPO Japan Office, in collaboration with WIPO's Special Representative on the UN SDGs, commissioned a research study - [Intellectual property offices and sustainable innovation: Implementing the SDGs in national intellectual property systems](#) that was published in 2023. The study focuses particularly on patents and trademarks, but also considers how the offices themselves are responding to the need to be more sustainable in the way in which they operate, mainly in the administration of their IP systems.



UNSDG:Learn, an initiative by UN and non-UN organizations to enable learners to find SDG learning solutions that best suit their needs, hosted the WIPO Flagship General Course on IP (DL101) within the scope of SDGs 9 and 4.

WIPO continued strengthening its cooperation with NGOs and industry participating in events organized by IP associations and universities on the links between IP and SDGs as follows:

- Event on IP and SDGs for Youth in Japan;
- Three online events on IP and SDGs for the Brazilian Association of Intellectual Property;
- Online event on IP and SDGs for the Portuguese IP Office.

In addition, two reports³⁶ on WIPO's SDG-related activities were presented to the 28th and 30th sessions of the CDIP.

³⁶ Documents: [CDIP/28/9](#) and [CDIP/30/14](#)

Performance Dashboard



Contributing Sectors: PT, BD, CCI, RND, IP, GCP, IE

Performance Data

	● On Track	▲ Not on track	◆ N/A 2022	● Not assessable	◆ Discontinued
Performance Indicators	Baselines	Targets	Performance Data	PIE	
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	n/a	Implementation of agreed work in accordance with the CDIP agenda	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/28, CDIP/29, CDIP/30 and CDIP/31 ³⁷ .	●	
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	PCT: 4	4 projects in 2022/23: - Arab countries: 1 - Asia and the Pacific: 3	●	
		CCIS: 4	4 projects completed important milestones, including 2 at the national level (Chile, Egypt) and 2 at the regional and sub-regional level (Africa, ASEAN)	●	
		RNDS: 16	75 projects in 2022/23: - Africa: 12 - Arab countries: 18 - Asia and the Pacific: 15 - Latin America and the Caribbean: 16 - Transition countries: 11 - Developed countries: 3	●	
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	Patents and Technology Law: 86%	≥ 90% satisfied or very satisfied	Advice provided to 29 Member States: Africa (2); Arab (3); Asia and the Pacific (8); Latin America and the Caribbean (12); Transition countries (4) Satisfaction rate: 95% based on 26 responses	●	
	Trademarks, Industrial Designs and Geographical Indications: 94%		Advice covering 26 specific cases provided to 13 Member States: Africa (3); Arab (3); Asia and the Pacific (2); Latin America and the Caribbean (2); Transition countries (3) Satisfaction rate: 100% based on 13 responses	●	
	Copyright: 100% based on 40 responses		Advice provided to 36 Member States and 2 regional organizations: Africa (11); Asia and the Pacific (10); Latin America and the Caribbean (13); Transition countries (3); Other (1) Of the above Member States, advice on collective management provided to 18 Member States: Africa (5); Asia and the Pacific (7); Latin America and the Caribbean (3); Transition countries (3) Satisfaction rate: 97% based on 19 responses	●	

³⁷ Summaries by the Chair: [CDIP/28/SUMMARY BY THE CHAIR](#); [CDIP/29/SUMMARY BY THE CHAIR](#); [CDIP/30/SUMMARY BY THE CHAIR](#); [CDIP/31/SUMMARY BY THE CHAIR](#)

Performance Indicators	Baselines	Targets	Performance Data	PIE
	Traditional Knowledge: n/a		Legislative advice provided to 1 Member State: Africa (1) Satisfaction rate: 100 % based on 1 response	●
	Building Respect for IP: n/a		Legislative advice provided to 11 Member States: Africa (5), Arab region (1), Asia and the Pacific (2), Latin America and the Caribbean (2), Transition countries (1) Satisfaction rate: 100% based on 4 responses	●
No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Eco-systems	n/a	40	79 Member States in 2022/23: - Africa: 5 - Arab countries: 11 - Asia and the Pacific: 23 - Latin America and the Caribbean: 17 - Transition countries: 19 - Developed countries: 4	●
Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	82 IP ADR schemes adopted	6 additional IP ADR schemes adopted	28 additional IP ADR schemes adopted	●
	35 IP ADR schemes supported	8 additional IP ADR schemes supported	22 additional IP ADR schemes supported (44 schemes supported in total in 2022/23)	●
	4 gTLD policies adopted and supported	2 gTLD policies supported	2 gTLD policies supported	●
	80 ccTLD policies adopted	2 additional ccTLD policies adopted	3 additional ccTLD policies adopted	●
	35 ccTLD policies supported (cumulative end 2021)	6 additional ccTLD policies supported (end 2023)	14 additional ccTLD policies supported (31 policies supported in total in 2022/23)	●
No. of unique visitors to the Global Innovation Index websites	1,757,767	20% increase (biennium)	2,170,629 (+23%)	●
No. of countries using the GII for the development of their innovation strategies and ecosystem	77 countries (out of 110 responding countries)	20% increase (biennium)	91 countries (out of 118 responding countries) (+18%)	●
Level of sustained engagement by Member State judiciaries	88 countries and 6 regional jurisdictions represented in the 2021 Judges Forum (virtual)	70 countries and 4 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)	2022: 99 countries and 3 regional jurisdictions represented 2023: 101 countries and 4 regional jurisdictions represented (face-to-face with hybrid option)	●
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	95%	≥ 95% satisfied or very satisfied	96% based on 258 responses	●
Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	93%	≥ 90% satisfied or very satisfied	96% based on 721 responses	●
% of participants who have successfully completed skills-based training programs	n/a	≥ 80%	82%	●
Success rate of participants taking knowledge and skills-based exams of advanced DL courses	64%	≥ 70%	83% ³⁸	●
No. of sustainable IP training institutions (IPTIs)	7 ³⁹	12 (cumulative)	11 additional (ASEAN, Costa Rica, Dominican Republic ⁴⁰ , Ethiopia, Iran (Islamic Republic of), Saudi Arabia, Trinidad and Tobago, Tunisia, Türkiye (2) ⁴¹ , Ukraine) (18 cumulative end 2023)	●
No. of people trained by the IPTIs	81,948	5% annual increase	2022: 87,967 (+7%) 2023: 116,619 (+33%)	●

³⁸ Due to a change in methodology for calculating the success rate, the 2022/23 performance data and the baseline are not comparable.

³⁹ Corrigendum: At the end of 2021, there were seven sustainable IPTIs, not eight as reported in the WPR 2020/21.

⁴⁰ National Copyright Office of the Dominican Republic (ONDA).

⁴¹ The IP Academy of Türkiye is comprised of two independent training centers: the Copyright Training Center under the Directorate General for Copyright and the Industrial Property Training Center under TURKPATENT.

Performance Indicators	Baselines	Targets	Performance Data	PIE
Level of satisfaction of participants in WIPO training and skills development programs	CCI: n/a	≥ 85% satisfied or very satisfied	CCI: 94%	●
	GCP: 92%		GCP: 93%	●
	Africa: 85%		Africa: 89% ⁴² 2022; No data available for 2023	●
	Arab region: 88%		Arab region: 93%	●
	Asia and the Pacific: 96%		Asia and the Pacific: 96%	●
	Latin America and the Caribbean: 89%		Latin America and the Caribbean: 96%	●
	LDCs: 90%		LDCs: 94%	●
	TDCs: n/a		TDCs: 93%	●
EOs (all): n/a		WAO: 86% WBO: 95% WOC: 97% WJO: 98% WNO: 95% WRO: 96% WSO: 90%	●	
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	25 CMOs for 25 Creation Classes	38 CMOs for 56 Creation Classes	41 CMOs for 56 creation classes in 39 countries - Africa: 25 CMOs, of which 18 in LDCs - Arab countries: 3 CMOs - Asia and the Pacific: 4 CMOs, of which 1 in an LDC - Latin America and the Caribbean: 5 CMOs - Transition countries: 4 CMOs (cumulative end 2023)	●
ABC: No. of accessible titles delivered to persons with print disabilities	526,955	25% increase (biennium)	830,623 (+58%) (cumulative end 2023)	●
No. of sustainable national TISC networks	42 sustainable national networks (cumulative end 2021)	49 sustainable national networks (cumulative end 2023)	49 sustainable national networks (cumulative as at end 2023)	●
	Maturity Level 1: 4 in Total	Maturity Level 1: 5 Total	Maturity Level 1: 5 Total	
	Maturity Level 2: 29 in Total	Maturity Level 2: 32 Total	Maturity Level 2: 32 Total	
	Maturity Level 3, including the provision of value-added services: 9 in Total	Maturity Level 3, including the provision of value-added services: 12 Total	Maturity Level 3, including the provision of value-added services: 12 Total	
Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	n/a	≥ 90% satisfied or very satisfied	98%	●
LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development need	0	4 ATs identified (of which 1 deployed) (end 2023)	2 ATs identified (none deployed)	▲
Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	65%	≥ 85% satisfied or very satisfied	97%	●
No. of SME support institutions who are using WIPO materials and tools	n/a	10	21	●
No. of SMEs reached by WIPO assisted SME support institutions that use WIPO materials and tools	n/a	2,000 SMEs	3,670 SMEs ⁴³	●
No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	366,023	20% increase (biennium)	624,159 (+71%)	●
4.5. Enhanced IP infrastructure for IP Offices				
Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.5	≥ 3.5	3.6	●

⁴² Corrigendum: The level of satisfaction of participants in WIPO training and skills development programs in Africa was 89 per cent in 2022, not 95 per cent as reported in the WPR 2022.

⁴³ Represents only partial data, due to lack of information regarding SMEs that access WIPO's tools and materials directly via the WIPO Website instead of through SME support institution websites.

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of documents exchanged through WIPO CASE and DAS	502,207	550,000 (annual)	2022: 527,589 ⁴⁴ 2023: 641,328 ⁴⁵	

Risk

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
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	Adjustments in IP policy or priorities at the regional or national level may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	The risk materialized	RND	
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives.	The risk did not materialize; the risk exposure remained stable throughout the biennium	CCI	
4.3 Increased IP knowledge and skills in all Member States	Restrictions on mobility and travel, which affect the delivery of technical assistance programs, the attendance at WIPO events or face-to-face WIPO Academy training courses.	The risk materialized	RND	
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	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.	The risk did not materialize; the risk exposure remained stable throughout the biennium.	IE	
	User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, results in diminished market position, organizational reputation, or policy impact.	The risk did not materialize; the risk exposure increased during the biennium.	IE	
	Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	The risk did not materialize; the risk exposure remained stable throughout the biennium.	IE	
4.5 Enhanced IP infrastructure for IP Offices	After WIPO software systems are implemented for IP Offices' core business, there is a risk that they are insufficiently integrated into existing operations or lack self-supporting mechanisms, threatening their sustainability in the medium term.	The risk did not materialize; the risk exposure decreased during the biennium	IP	

⁴⁴ Excludes documents exchanged through WIPO Case for Australia due to technical constraints

⁴⁵ Excludes documents exchanged through WIPO Case for Australia and partial data for USPTO due to technical constraints

Foundation

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

Key Accomplishments

ER 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

Over the course of the biennium, three key HR related strategies and action plans were published, in line with the multi-year HR Strategy:

- The WIPO Disability Inclusion Strategy was launched in 2022, which aims to: (i) facilitate a cultural shift towards a rights-based approach to disability; (ii) embed the rights of persons with disabilities into both the internal and external aspects of the Organization's work; (iii) listen to, learn from and strengthen our engagement with diverse persons with disabilities and their representative organizations; (iv) support greater diversity in the workforce; and (v) mainstream disability across relevant initiatives and programmes, improving access to IP services for persons with disabilities.
- In July 2023, the Geographical Diversity Action Plan was presented to the Coordination Committee, underscoring WIPO's commitment to enhancing geographical diversity within its workforce. In the last quarter of 2023, the initial phase of the implementation plan was launched, with focus on three key pillars: (i) forging partnerships with Member States through regional and country-specific consultations; (ii) integrating geographical diversity into all facets of WIPO's operations; and (iii) expediting capacity-building efforts.



- The WIPO Policy on Gender Equality was revised in 2023. The Policy frames WIPO's work on gender equality at large, focusing on: (i) strengthening institutional gender mainstreaming and enabling WIPO to incorporate gender aspects in all areas of its work; and (ii) fostering an inclusive and diverse organizational culture and advancing equal representation at all grades and levels. By leveraging both targeted and mainstreamed actions, the Policy will guide WIPO towards building inclusive structures, processes, and initiatives, while addressing gender gaps in access to rights and opportunities.

The implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0 continued throughout the biennium, with WIPO meeting or exceeding the requirements for 56 per cent of the applicable UN-SWAP indicators, representing an improvement of 30 percentage points since the launch of the UN-SWAP 2.0 in 2018. The UN-SWAP indicators for evaluation, audit, leadership, knowledge and communication, and coherence were assessed as "exceeds requirements".

The transformation of HR was kicked off in 2022, shifting to a people-centered and business approach where policies, processes and operational structures are adapted to the needs of internal clients. Over the course of the biennium, close to a dozen HR policies were simplified, 50 HR-related Office Instructions were abolished and migrated to the new HR Manual launched in March 2023, and many manual processes were automated or re-engineered for improved user experience, efficiency, and effectiveness. Additionally, a data and technology team was created in order to place greater focus on using data insights to identify business solutions and to support decision-making.

An organizational-wide Engagement Survey was conducted in 2022 and in 2023, providing real-time employee feedback. The overall eSat score to the question "how happy are you working at WIPO" was 73 in the May 2023 survey, against a benchmark of 75⁴⁶. The survey seeks to strengthen everyone's engagement at WIPO, both within the departments and more broadly at the Organization level. The survey data provided teams and team leaders the chance to engage in discussions and subsequently establish action plans focused on key areas for improvement.



56% of UN-SWAP indicators met or exceeded targets



73
eSAT score

⁴⁶ Score from employee engagement survey data for 1,000 organizations

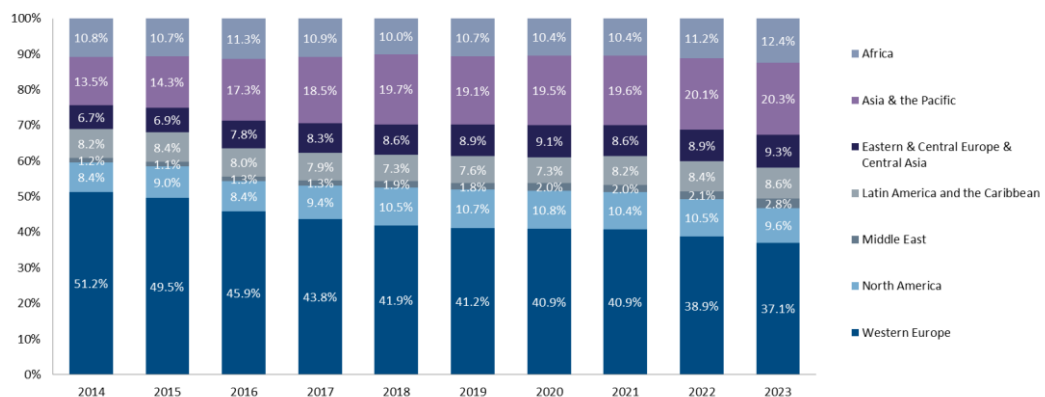
With a view to embedding a comprehensive organization-wide learning culture and to strategically positioning learning as an integral part of skills development in alignment with WIPO's overarching objective of building an agile and adaptive workforce, the Director General established a Learning and Development Task Force in early 2022. Based on the TF recommendations, a dedicated Internal Training Section was established in the WIPO Academy to harness its expertise and expert networks and partnerships with academic institutions. Working jointly with HR, the new Section collaborated horizontally across all Sectors to address critical learning areas pivotal to WIPO's success. Specialized training, including in areas such as customer service and leadership and management, alongside the piloting of 20 new courses in collaboration with five esteemed institutions were prioritized. In 2022/23, there was a total of 1,843 WIPO participants in 789 training sessions, with a 95 per cent completion rate.



The Young Experts Program (YEP) - aimed at forging the next generation of IP leaders – saw the graduation of the first group of young professionals and the completion of the selection process for the third cohort, expected to arrive in Q1 2024. The two-year program is designed to expose young people with high potential, particularly from developing and least developed countries as well as countries in transition, to the technical and policy aspects of IP. The program also aims to gear them up for leadership positions within the innovation and creative ecosystems of their home countries and regions.

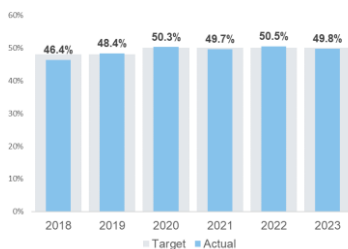
WIPO's geographical diversity continued to evolve throughout the biennium. The proportion of staff members from Africa, the Asia and the Pacific region, Latin America and the Caribbean, Eastern and Central Europe, and Central Asia as well as the Middle East increased as compared to 2021, while the percentage of staff members from Western Europe continued to decrease.

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

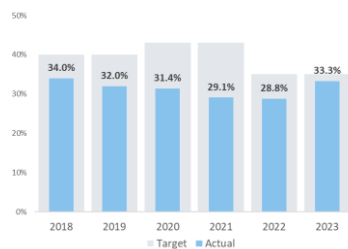


In its commitment to achieving gender balance at all staff levels, WIPO met the target set for the P4 level in 2022 and fell slightly behind the 50 per cent target in 2023. Progress was seen across both years of the biennium at the P5 level, falling less than 2 per cent short of the target in 2023. Similarly, a strong increase in women representation was seen at the D2 level, with a 20 percentage point increase as compared to 2021, and almost achieving the target in 2023.

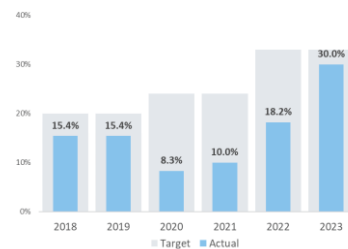
Women Representation at P4 Staff Level



Women Representation at P5 Staff Level



Women Representation at D2 Staff Level



In accordance with the Revised Language Policy adopted by Member States in 2021, the Secretariat implemented a range of initiatives aligned with technology developments in the field of language services. As defined in the implementation roadmap, pilots were carried out using machine translation for some carefully ring-fenced pages of the WIPO website, and post-edited machine translation output was produced for some types of documentation, depending on the required levels of translation quality. By ensuring a faster delivery of multilingual content with agreed quality criteria, while at the same time generating cost efficiencies, this helped increase the Organization's reach to a wider audience, thus offering greater opportunities for the further promotion of multilingualism. The demand for WIPO's interpretation services, an important enabler for fostering effective collaboration among Member States, increased over the biennium, reaching 3,200 interpreter days in 2023, a 4.3 per cent increase over 2022.

ER 5.2 Digitally enabled, secure and sustainable operating environment and services



Enhanced
information
security
measures

In line with its commitment to ensuring a digitally enabled, secure and sustainable operating environment and service, 11 of the 13 projects defined in the "Next Generation Information Security Strategy (2022-24)" were completed by the end of 2023. Building on existing security measures, additional information security capabilities were introduced to safeguard the secure and resilient delivery of WIPO's mandate. Key areas included the increased focus on application security upfront in the development process, which ensures that all applications are frequently tested during development and prior to release; an update to the architecture of WIPO's 24/7 cyber security incident monitoring and response center; and the completion of the implementation of a comprehensive Identity and Access Governance solution.

WIPO maintained its ISO 27001 certification year on year, continuing the process of scope expansion resulting in more than 80 per cent of business areas and processes being certified, with 100 per cent of critical internal processes and IP systems covered. To ensure the on-going and continuous alignment of Information Security controls with changing business needs and digital transformation, WIPO continued the practice of development and implementation of security architectural patterns with more than 40 new patterns developed during the biennium. The re-use of these patterns now exceeds 80 per cent across the period.



As the Organization progressed with its digital transformation efforts in 2022/23, including extended migration of environments to the cloud, monitoring and incident response capabilities in these environments were further enhanced with the implementation of additional cloud native solutions. Recent penetration testing and auditing showed that our cloud perimeter was well protected, with the testers not managing to access or compromise any environment hosted therein. In addition, a detailed review of the systems used for the transfer of data between our main cloud systems and on-premise data storage environments, confirmed that the multiple layers of end-to-end encryption currently implemented prevent anyone other than authorized users from accessing the data, due to the data itself being encrypted using WIPO's own encryption keys (Bring Your Own Key) which prevents even the hosting organization(s) from gaining access.

WIPO's Internal Oversight Division (IOD) conducted an Audit of Cloud Management in 2023⁴⁷. The audit found that a strategic direction for the management of cloud-based services exists, that a Cloud Hosting Policy has been established and that a structured Risk Management Process to manage Service Provider security risks has been implemented. In addition, appropriate measures to ensure Network Security, Data Protection, and Identity and Access Management controls among others were taken.

On the safety and physical security side, with the implementation of the CMP Dynamic Incident Management project in 2023, WIPO completed its comprehensive multi-year Strategic Security Program (SSP). The SSP resulted in significant improvements to the physical security of WIPO staff and premises in all locations and drastically improved the travel safety of WIPO personnel whilst on mission, through the implementation of extended Threat and Risk Management capabilities. In addition, detailed assessments of the WIPO campus in respect to blast mitigation were carried out by experts from the UNDSS services to ensure up to date risk profiles of all WIPO Geneva-based buildings. Significant cost savings were also identified during the biennium through restructuring the guard force capabilities and renegotiation of relevant contracts.

⁴⁷ Please refer to the Annual Report by the Director of IOD (document WO/PBC/37/4) for further details.

Steady and robust improvements in financial services to fee paying customers and IP Offices were delivered during the 2022/23 biennium. The expansion of the Fee Transfer Service continued with the participation of an additional 3 ISAs and 11 ROs, representing increases of 16 per cent and 15 per cent compared to 2021. In line with the target for the service, coverage reached 98 per cent of PCT search fee volume. The expansion led to further process efficiencies in the administration of cash transfers and the improved management of currency exchange rates related to the transfer of search fees.



87 Receiving Offices and **24** ISAs
98% of PCT search fees processed



Expansion of payment methods for a better UX

The range of payment methods offered was expanded to include Apple Pay, Google Pay and Samsung Pay. WIPO Pay, our standard payment platform was fully integrated with the AMC's Internet Dispute Resolution and Lisbon Registry operations. Analysis and development continued towards expanding the use of WIPO Pay to Madrid. The work for PCT to adopt WIPO Pay progressed with the go-live for the PCT Receiving Office and IB back-end migration to WIPO Pay planned for 2024. In addition, the Finance Infoline service implemented an instant feedback survey mechanism and progress was made on the development of an AI Digital Assistant.

The 2022/23 biennium saw the completion of key steps in the transformation of the digital workplace at WIPO. The implementation of the new MS Teams system and the upgrade from Office 2016 to Office 365 provided more efficient ways of collaborating. A new mobile device management system enabled staff to take advantage of the collaboration systems anywhere from their corporate smartphones. The networking infrastructure for the whole of WIPO campus was refreshed leading to improved service and security as well as decreased energy consumption. The availability of new services such as Zoom conferences with live interpretation made it possible to better support hybrid or virtual events and meetings. The audio-video and interpretation infrastructure were also upgraded in the WIPO Conference Hall. In total, 348 events, 508 hybrid meetings with interpretation, more than 4,000 hybrid meetings, and 140 webinars were supported. The use of the Multimedia Studio facilities intensified with 292 video recordings over the course of the biennium.

Over 40 business and/or technical ICT initiatives were successfully completed, including: (i) significant enhancements to core IT systems; (ii) delivery of new applications like Financial Disclosure and Declaration of Interests Policy (FDDI), Patent International Judicial Guide, Green Technology Books, IP Facts and Figures, DA Catalogue Backoffice, and WHO-WIPO-WTO Trilateral Gateway; (iii) solution architecture for the CLIP platform, GII Ranking, ECOWAS design awareness mobile app, and IP Diagnostics; and (iv) platform support for contests such as the WIPO Global Awards and World IP Day video competitions. In addition, the portfolio of applications and services used by internal customers was enhanced with the addition of staff onboarding; a simplified staff performance management system; new interfaces with banking systems (Coupa) and the United Nations Federal Credit Union (UNFCU); the new planning system WePerform; and additional employee self-services such as work certificates or designation of beneficiaries.

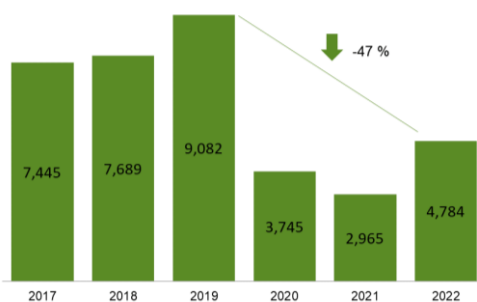


Agile and future proof ICTD

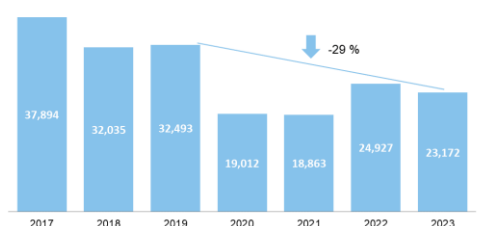
The consolidation of WIPO's IT functions under the Information and Communication Technology Department (ICTD) was also launched in the biennium and implemented in a phased approach. With a view to secure customer-centric, sustainable, agile and future-proof IT services in the near and medium-term, the transition of WIPO's ICTD will deliver, *inter alia*: (i) an optimized IT operating model driven by a product-oriented approach; (ii) embedded demand management and streamlined governance; (iii) reduced IT costs and overheads through synergies; and (iv) opportunities to grow and empower staff. The completion of the initiative is expected in 2024.

Digitization and consolidation initiatives also impacted work in procurement and travel areas. A new milestone was reached with the implementation of the Contract Lifecycle Management tool in 2023, removing significant administrative burden and automating elements of purchase order processing. The pilot for the centralization of travel bookings was successfully deployed over the course of the biennium and will be fully implemented in 2024 – providing a center of expertise to navigate the complex post-pandemic travel landscape. Coupled with system and process simplification initiatives, the efficiency gains were appreciated across all Sectors.

Total GHG emissions, in tCO₂eq.⁴⁸



Water use, in m³



Ensuring that the WIPO campus remains fit for purpose, several renovation projects were completed during the 2022/23 biennium: (i) creation of accessible restrooms in the AB Building; (ii) replacement of basement windows in the GB I and II Buildings; (iii) thermic insulation in the basement of the GB I Building; (iv) replacement of the AB Building drinking water pipes; (v) modernization of the GB II building with LED lights; and (vi) improved power back-up systems in meeting rooms. In addition, the last lease of archives storage space for PCT files was terminated in 2022, representing an annual saving of 75,000 Swiss francs. Despite an increase in building occupancy post-pandemic, the electricity and gas consumptions were reduced respectively by 9.1 per cent and 23.3 per cent in 2023, as compared to 2021.

Aligned to the United Nation's 2020-2030 Strategy for Sustainability Management and the requirements of the international standard ISO14001, WIPO issued a [High-Level Policy on Environmental Responsibility](#) in December 2022, setting out the Organization's environmental objectives, and committing to expand its environmental sustainability management beyond carbon neutrality to other environmental impact areas such as waste, water, air pollution and biodiversity.



Although indicators for the 2022 reporting year⁴⁸ showed an upward trend as compared to 2020 and 2021, the total Greenhouse gas (GHG) emissions was almost halved due primarily to the decrease in air travel as compared to pre-pandemic conditions in 2019. Water consumption was reduced by some 30 per cent between 2019 and 2023.

ER 5.3 Sound and prudent financial management and effective corporate governance and oversight

WIPO successfully transformed its planning and budgeting processes and underlying IT systems with the deployment of the new user-centric Software as a Service (SaaS)-based planning and budgeting system. The new cloud based "EPM 2.0" tool, WePerform, first went live in November 2022 to support the planning of the Program of Work and Budget 2024/25. The expansion of the system to annual workplanning was subsequently completed, with the successful launch of the new system in November 2023. With UX at the core of its design, the agile planning system was well received by end users.



Define / Monitor your Annual Workplan



Manage your Personnel Resources



Manage your Non-Personnel Resources



Review

Sound financial operations and improved governance underpinned by the implementation of the newly adopted Financial Regulations and Rules (FRRs) led to an unqualified audit opinion in 2022 and a very positive assessment of WIPO's internal control system. At the time of publication, the results of the 2023 audit had yet to be received. WIPO significantly reinforced its risk management capabilities and culture through Sector-by-Sector conversations on key risks in the Risk Management Group (RMG). Progress was made in developing learning modules that will be rolled out in 2024 to enhance risk management capabilities.

Procurement activities continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in cost avoidance of more than 8 million Swiss francs in 2022/23, despite inflation and rising costs. The use of Long Term Agreements (LTAs) accounted for 71 per cent of the total procurement spend in 2023, contributing to further reducing the time to procure.

In 2022 and 2023, the Internal Oversight Division (IOD) issued 12 internal audit reports, six evaluation reports, and 22 investigation reports, leading to a total of 97 recommendations. Over the same period, 148 recommendations were closed.

Audits and evaluations conducted in support of WIPO's MTSP included, *inter alia*: (i) the audit of the Madrid Registry; (ii) the audit of the WIPO Data Privacy and Standards; (iii) the audit of cloud Management; and (iv) the audit of the WIPO Singapore Office. It also validated the After Service Health Insurance (ASHI) Claims



71% of procurement spend through LTAs

⁴⁸ The final, validated count of annual emissions from UNEP is provided in September of the following year – 2023 data will only be published in October 2024.

Performance Indicators	Baselines	Targets	Performance Data	PIE
5.2. Digitally enabled, secure and sustainable operating environment and services				
Expansion of the Fee Transfer Service	95.2% of search fees volume settled through the Fee Transfer Service from participating Receiving Offices (ROs) (2021)	> 97.5% of global PCT search fee volume to be settled through the Service	98% of global PCT search fee volume was settled through the Fee Transfer Service from participating Receiving Offices (ROs) (end 2023)	●
	96.6% of transactions related to the Fee Transfer Service are settled in accordance with the calendar in 2021	> 97.0% of settlements to be received in accordance with the Service calendar	2022: 97.9% (final) 2023: 98.4% of transactions related to the Fee Transfer Service were settled in accordance with the calendar	●
WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core and non-core activities	Maximum of 1 working day per year with a breakdown of a technical installation affecting WIPO core activities	Zero working days with a breakdown of a technical installation affecting WIPO core or non-core activities	●
Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	●
Availability of digital services both internally and externally facing (uptime)	Corporate IT Infrastructure: 100%	≥ 99.8%	Corporate IT Infrastructure: 99.97%	●
	Corporate IT Services: 99.98%		Corporate IT Services: 99.98%	●
Improved service delivery to external stakeholders (Apdex score)	Apdex score > 0.6 for 76% of applications moved to the cloud	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	81% of the measured cloud applications have an Apdex score ≥ 0.6	●
5.3. Sound and prudent financial management and effective corporate governance and oversight				
Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	An unqualified audit opinion	An unqualified audit opinion	2022: Unqualified audit opinion received and continued positive feedback from auditors on our financial statements. The long-form report stated "The financial statements remain of high quality, supported by sound systems of internal controls and reporting." 2023: At the time of publication, the results of the 2023 audit had yet to be received. Answers provided to all audit recommendations received during 2023.	●
Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice	RBM: Maturity level 4.4 (end 2021)	RBM: Maturity level 4.5 (end 2023)	RBM: Maturity level 4.4 (end 2023)	▲
	RM: Dimensions 1-4 'advanced', dimensions 5 and 6 'established'	RM: Dimensions 1-6 'advanced'	RM: Dimensions 1-4 'advanced', dimensions 5-6 'established'	▲
	% of incidents addressed within the time limits in SLAs: 94%	% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 95%	●
	% of resources spent on KTLO vs value-add work: 70%	% of resources spent on KTLO vs value-add work: 50%	% of resources spent on KTLO vs value-add work: 68%	▲
Cost savings for goods and services procured by WIPO	9,063,345 CHF (2020/21)	6,500,000 CHF (biennium)	8,060,447 CHF (2022/23)	●
Average air ticket fare	1,284 CHF (2020/21)	3% biennial decrease	1,528 CHF (2022/23)	▲

Performance Indicators	Baselines	Targets	Performance Data	PIE
No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/33/6	No interference	No interference in IOD's work, as reflected in the annual report: WO/PBC/36/5 and WO/PBC/37/4	●
No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted	100% of IOD recommendations accepted	●

Risk

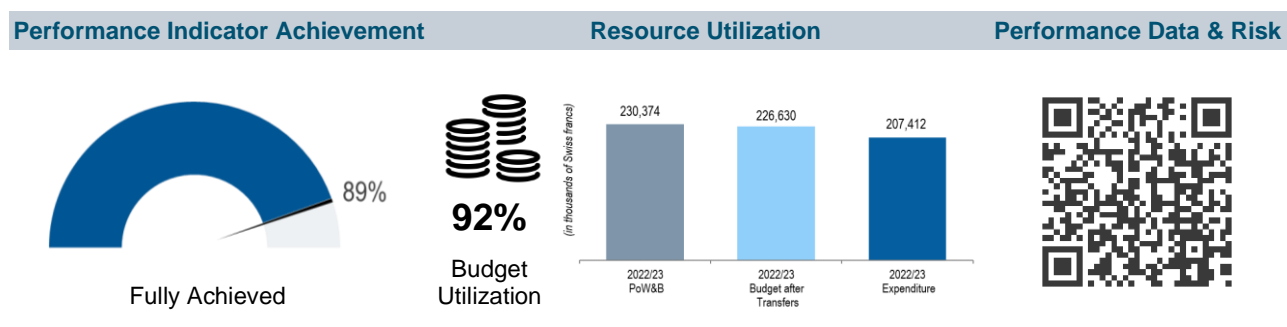
Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
5.1. A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
Corporate governance and oversight 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.	The risk did not materialize; the risk exposure remained stable throughout the biennium.	The mitigation plan to adhere to relevant standards and codes as well as the Internal Oversight Charter was effective.	AFM (ODG)	→
Organizational change programs are inherently risky and a more open and dynamic organizational culture may take longer to institutionalize than foreseen.	The risk did not materialize; the risk exposure decreased during the biennium.	The mitigation plan to fashion a new culture, leading by example and delivering change towards a trust-based environment, thus improving performance, was effective. Through various initiatives and a multi-pronged approach over the biennium, there was a visible increase and evolution of internal communications as well as ongoing dialogue with employees. The Engagement Surveys carried out in 2022 and 2023 and the subsequent management retreats served as a basis to identify high-level cross-organizational actions and to work more collaboratively within teams through the establishment of 'action' plans focused on key areas for development.	AFM (ODG)	→
5.2. Digitally enabled, secure and sustainable operating environment and service				
The value of investments made under the Member State-approved strategies for core and strategic cash pools could decrease, which would result in a reduction of net assets (reserves). Protracted negative interest rate conditions for Swiss francs may also result in increased costs from operating cash.	The risk materialized	The mitigation plan for the ACI and its investment advisors to closely monitor the performance if the investment strategies was effective in terms of targeted medium and long-term objectives. While the unrealized investment losses in 2022/23 had a negative impact on net assets, an overall increase in net assets were recorded, owing to actuarial gains related to WIPO's long-term employee benefits. Interest rates for Swiss francs returned to positive territory at the end of 2023. Money markets continue to be regularly monitored.	AFM	↘
Access to, or occupation of, WIPO premises is not viable for more than seven days, owing to physical inaccessibility, health and safety concerns, building infrastructure damage or other cause.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The enhancement of integrated procedures for reducing the likelihood of building infrastructure and related safety failures was effective as a pre-emptive mitigation plan. Although not invoked, the proven capacity of WIPO personnel to work remotely, along with business continuity plans to address a sudden lack of access to premises, remain effective contingency measures.	AFM	→
A serious security incident, resulting from terrorism, civil unrest, natural disaster or other cause, which presents a risk to WIPO personnel and assets at WIPO HQ or globally, through its network of External Offices and its international travel and outreach to Member States and other stakeholders.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to be prepared for such an incident proved effective. WIPO continuously monitors the increasing geopolitical security risks and provides concise and effective guidance to travellers and External Office staff in relation to their continuing safety.	AFM	→
5.3. Sound and prudent financial management and effective corporate governance and oversight				
Failure of key suppliers to deliver services triggers a disruption to our operations including to services provided to our external customers.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to conduct due diligence reviews throughout the lifecycle of key contracts has reduced the likelihood of the risk occurring and prepared the Organization to be ready to respond rapidly to mitigate impact to our operations and services provided to external customers, if necessary.	AFM	→

III. PERFORMANCE DASHBOARDS BY SECTOR

Patents and Technology



Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
2.1 Development of balanced and effective international normative frameworks for IP	2,101	2,165	1,760
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	3,487	3,773	3,543
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,067	3,607	3,647
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	213,418	208,909	190,939
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	3,824	3,502	3,242
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,824	2,287	2,112
4.3 Increased IP knowledge and skills in all Member States	2,653	2,387	2,170
Total	230,374	226,630	207,412

Budget and Expenditure (personnel and non-personnel)

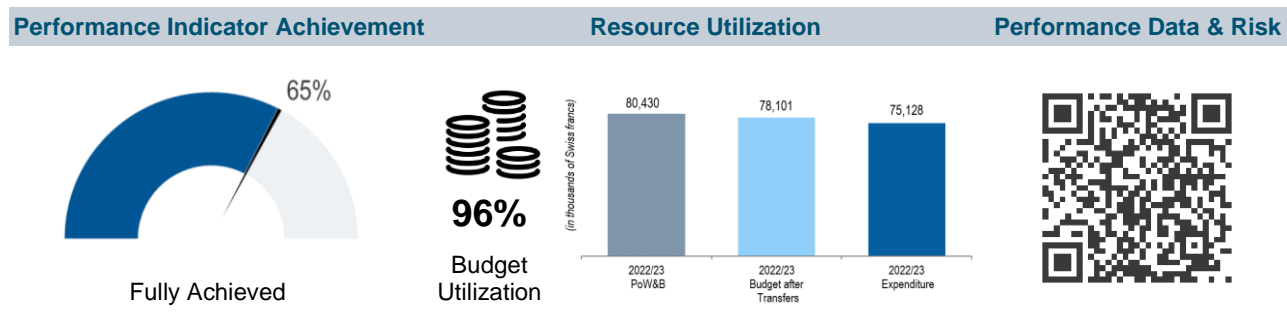
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	134,345	130,644	123,423	94%
Non-personnel Resources	96,030	95,986	83,989	88%
Total	230,374	226,630	207,412	92%

Brands and Designs



Performance Dashboard



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

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
2.1 Development of balanced and effective international normative frameworks for IP	2,440	2,888	2,485
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	-	48	12
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	13,324	13,068	12,591
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	61,877	59,032	57,128
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	-	297	260
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,069	1,166	1,118
4.3 Increased IP knowledge and skills in all Member States	1,521	1,558	1,495
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	200	42	38
Total	80,430	78,101	75,128

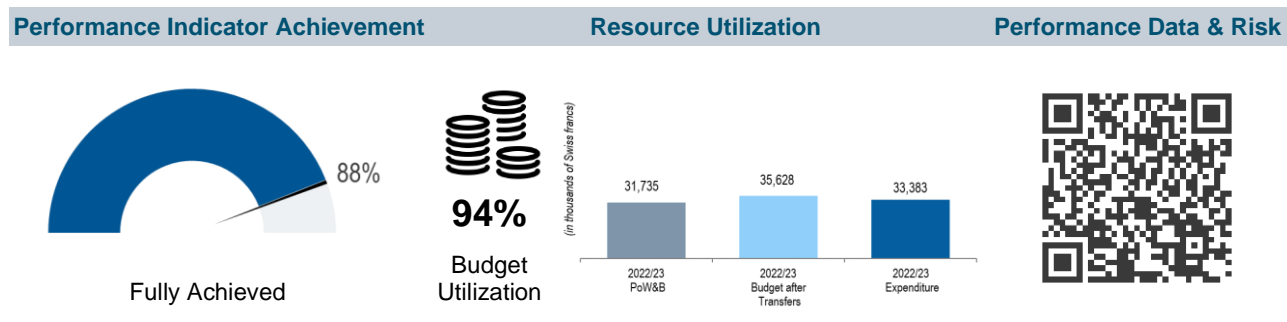
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	59,735	55,959	55,360	99%
Non-personnel Resources	20,695	22,142	19,769	89%
Total	80,430	78,101	75,128	96%

Copyright and Creative Industries



Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
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	8,269	9,832	9,447
2.1 Development of balanced and effective international normative frameworks for IP	3,537	3,561	3,338
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	1,577	4,273	4,067
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	285	225	179
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	286	301	301
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	1,191	1,586	1,439
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,754	4,512	3,800
4.3 Increased IP knowledge and skills in all Member States	1,741	1,630	1,619
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,095	9,708	9,193
Total	31,735	35,628	33,383

Budget and Expenditure (personnel and non-personnel)

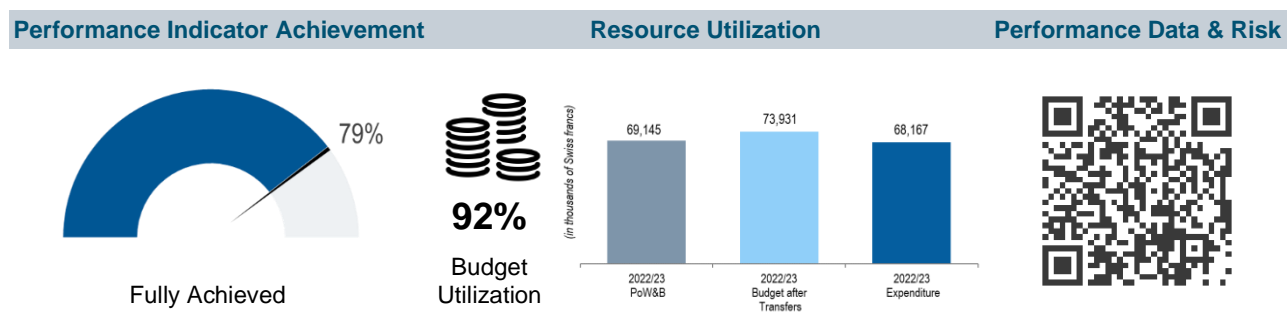
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	18,352	18,434	18,173	99%
Non-personnel Resources	13,383	17,194	15,210	88%
Total	31,735	35,628	33,383	94%

Regional and National Development



Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
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	3,149	3,718	3,146
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	918	887	824
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	7,880	7,546	6,581
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,095	956	834
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	11,744	14,147	12,711
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	11,288	9,893	9,609
4.3 Increased IP knowledge and skills in all Member States	25,297	28,885	26,966
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	7,396	7,589	7,199
4.5 Enhanced IP infrastructure for IP Offices	379	309	297
Total	69,145	73,931	68,167

Budget and Expenditure (personnel and non-personnel)

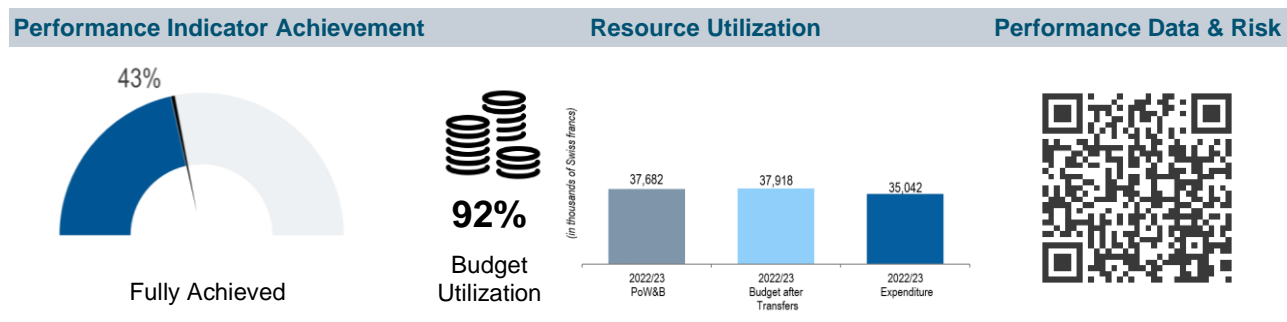
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	44,214	46,379	44,410	96%
Non-personnel Resources	24,932	27,552	23,757	86%
Total	69,145	73,931	68,167	92%

Infrastructure and Platforms



Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
2.1 Development of balanced and effective international normative frameworks for IP	7,411	7,479	7,144
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	1,467	1,467	1,422
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,148	9,554	8,428
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,089	6,968	6,516
4.5 Enhanced IP infrastructure for IP Offices	12,568	12,450	11,531
Total	37,682	37,918	35,042

Budget and Expenditure (personnel and non-personnel)

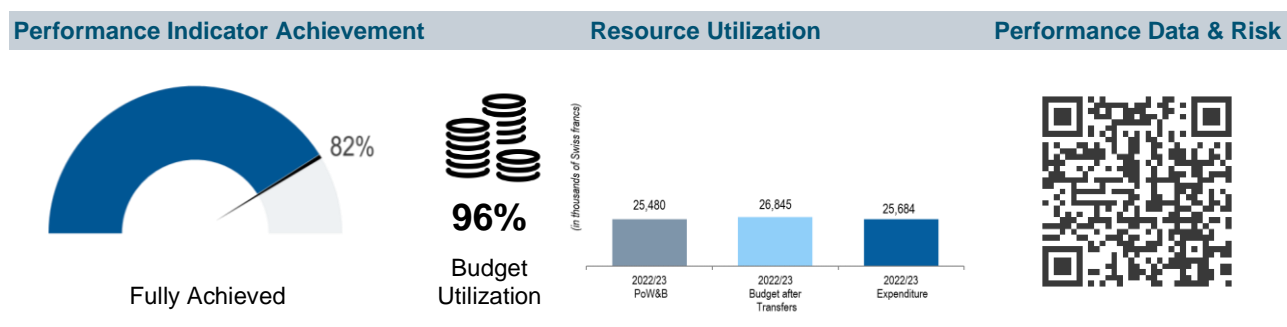
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	26,496	24,542	23,521	96%
Non-personnel Resources	11,186	13,376	11,521	86%
Total	37,682	37,918	35,042	92%

Global Challenges and Partnerships



Performance Dashboard



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

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
2.1 Development of balanced and effective international normative frameworks for IP	3,644	4,891	4,642
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	3,714	3,905	3,845
2.3 International dialogue and cooperation on Building Respect for IP	3,805	3,659	3,415
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	6,505	6,620	6,323
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	3,562	2,715	2,587
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	644	718	713
4.3 Increased IP knowledge and skills in all Member States	1,039	1,098	1,056
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,567	3,239	3,104
Total	25,480	26,845	25,684

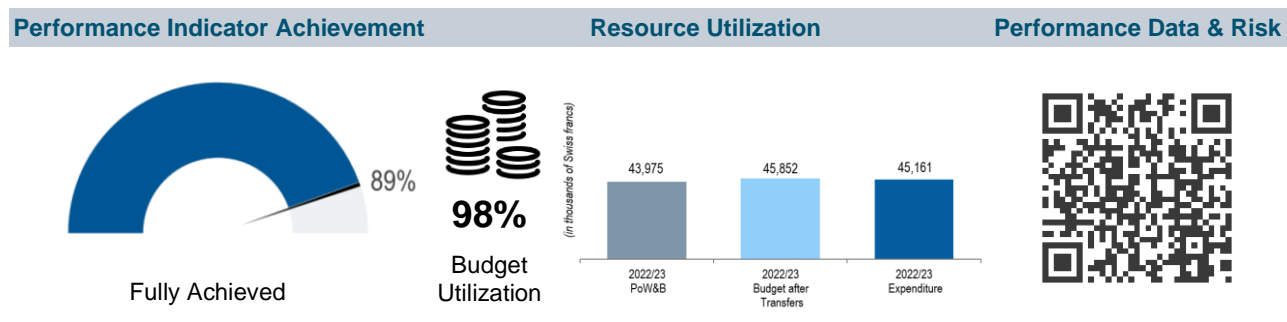
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	18,421	18,399	18,524	101%
Non-personnel Resources	7,060	8,447	7,161	85%
Total	25,480	26,845	25,684	96%

IP and Innovation Ecosystems



Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	17,305	17,892	17,432
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	191	287	172
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	2,444	2,490	2,544
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	1,767	1,690	1,712
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	10,630	11,192	11,144
4.3 Increased IP knowledge and skills in all Member States	723	768	557
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,914	11,533	11,601
Total	43,975	45,852	45,161

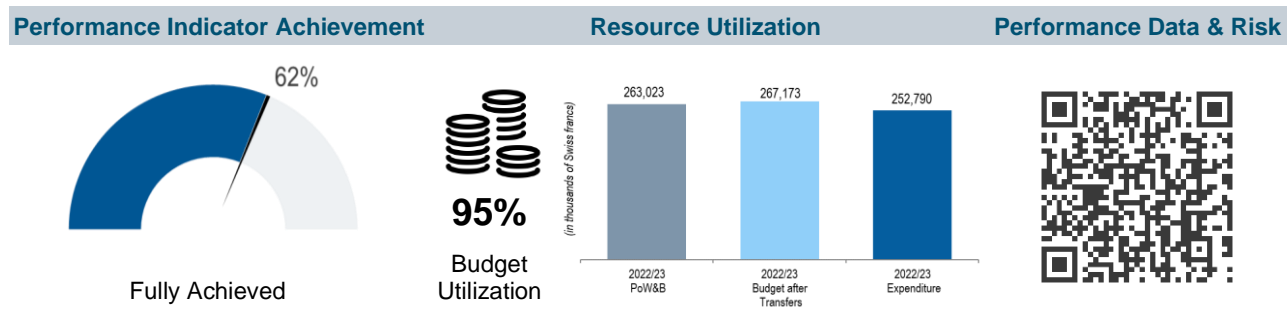
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	32,432	33,198	33,687	101%
Non-personnel Resources	11,542	12,654	11,474	91%
Total	43,975	45,852	45,161	98%

Administration, Finance and Management and Office of the Director General

Performance Dashboard



Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
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	5,549	5,788	5,911
2.1 Development of balanced and effective international normative frameworks for IP	1,315	1,815	1,524
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	7,580	7,345	6,682
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	160	177	163
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	-	3,055	2,808
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	53,528	47,646	43,358
5.2 Digitally enabled, secure and sustainable operating environment and services	149,571	157,664	148,182
5.3 Sound and prudent financial management and effective corporate governance and oversight	45,320	43,683	44,163
Total	263,023	267,173	252,790

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	135,144	134,183	132,329	99%
Non-personnel Resources	127,879	132,990	120,461	91%
Total	263,023	267,173	252,790	95%

IV. ANNEXES

ANNEX I 2022/23 Budget after Transfers by Sector

Sector <i>(in thousands of Swiss francs)</i>	2022/23 PoW&B	Transfers ¹			2022/23 Final Budget after Transfers	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Sector	Total PoW&B
Patents and Technology	230,374	340	(4,084)	(3,744)	226,630	-1.6%	-0.5%
Brands and Designs	80,430	1,838	(4,168)	(2,329)	78,101	-2.9%	-0.3%
Copyright and Creative Industries	31,735	4,284	(391)	3,893	35,628	12.3%	0.5%
Regional and National Development	69,145	5,743	(957)	4,786	73,931	6.9%	0.6%
Infrastructure and Platforms	37,682	597	(362)	236	37,918	0.6%	0.0%
Global Challenges and Partnerships	25,480	2,366	(1,000)	1,365	26,845	5.4%	0.2%
IP and Innovation Ecosystems	43,975	2,739	(861)	1,878	45,852	4.3%	0.2%
Administration, Finance and Management	263,023	11,858	(7,708)	4,149	267,173	1.6%	0.5%
Unallocated	11,946	6,643	(16,876)	(10,233)	1,713	n/a	n/a
TOTAL	793,792	36,409	(36,409)	-	793,792	-	-

¹ WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 3.4: "The Director General may make transfers of resources from one Sector (organizational entity) to another for any given budget period, up to the limit of five per cent of the amount corresponding to the biennial allocation of the receiving Sector (organizational entity), or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the Organization."

ANNEX II Estimated Income for 2022/23

Income <i>(in thousands of Swiss francs)</i>	2022/23 Income Estimates ¹			2022/23 Updated Estimates ²		
	2022	2023	2022/23	2022	2023	2022/23
Fees						
PCT	362,434	374,490	736,925	376,600	366,280	742,880
Madrid	78,451	81,510	159,961	87,140	83,550	170,690
Hague	5,833	6,393	12,226	6,680	7,610	14,290
Lisbon	75	75	150	75	75	150
<i>Sub-total</i>	<i>446,793</i>	<i>462,468</i>	<i>909,262</i>	<i>470,495</i>	<i>457,515</i>	<i>928,010</i>
Contributions (unitary)						
Arbitration	1,600	1,800	3,400	1,600	1,800	3,400
Publications	490	490	980	490	490	980
Miscellaneous Income ³	1,544	1,580	3,124	1,544	1,580	3,124
<i>Sub-total</i>	<i>21,132</i>	<i>21,368</i>	<i>42,500</i>	<i>21,132</i>	<i>21,368</i>	<i>42,500</i>
Total Income after IPSAS adjustments	467,925	483,836	951,762	491,627	478,883	970,510

¹ Income Estimates are based on the annual income table in Annex VIII of the Program of Work and Budget 2022/23.

² Updated estimates for the PCT, Madrid and the Hague Systems fees as per the October 2023 Forecast by the Chief Economist. All other income is estimated based on the annual budgets reflected in Annex VIII of the Program of Work and Budget 2022/23.

³ Miscellaneous Income includes estimated IPSAS adjustments of 59,275 Swiss francs per year.

Note: Investment Revenue is not included in the income estimates for 2022/23

ANNEX III 2022/23 Approved Budget and Budget after Transfers by Sector

Sector <i>(in thousands of Swiss francs)</i>	Approved Budget ¹			Final Budget after Transfers		
	2022	2023	2022/23	2022	2023	2022/23
Patents and Technology	114,955	115,419	230,374	105,515	121,115	226,630
Brands and Designs	40,063	40,367	80,430	37,740	40,361	78,101
Copyright and Creative Industries	15,813	15,922	31,735	14,950	20,678	35,628
Regional and National Development	34,475	34,670	69,146	32,309	41,622	73,931
Infrastructure and Platforms	18,747	18,935	37,682	17,051	20,867	37,918
Global Challenges and Partnerships	12,694	12,786	25,480	11,835	15,010	26,846
IP and Innovation Ecosystems	21,808	22,167	43,975	20,666	25,187	45,852
Administration, Finance and Management	131,132	131,892	263,023	121,474	145,698	267,173
Unallocated	5,973	5,973	11,947	-	1,713	1,713
TOTAL	395,660	398,131	793,792	361,541	432,251	793,792

¹ Total Approved Budgets for 2022 and 2023 reflect the total annual budgets in Annex VIII of the Program of Work and Budget 2022/23.

ANNEX IV 2022/23 Budget and Resource Utilization by Expected Result

Expected Result <i>(in thousands of Swiss francs)</i>	2022/23 Approved Budget	2022/23 Final Budget after Transfers	2022/23 Expenditure			Final Budget after Transfers vs. Expenditure	Budget Utilization
			Personnel	Non- Personnel	Total		
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	16,967	19,339	11,711	6,793	18,504	(835)	96%
2.1 Development of balanced and effective international normative frameworks for IP	20,447	22,799	12,975	7,918	20,893	(1,906)	92%
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	17,825	20,811	12,116	7,456	19,572	(1,238)	94%
2.3 International dialogue and cooperation on Building Respect for IP	3,805	3,659	2,982	433	3,415	(245)	93%
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	7,583	7,683	6,153	1,157	7,309	(374)	95%
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	52,008	51,893	37,813	11,044	48,857	(3,035)	94%
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	281,861	278,553	158,146	99,719	257,864	(20,689)	93%
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	7,102	6,161	4,631	1,335	5,965	(195)	97%
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	18,527	21,222	12,907	6,457	19,364	(1,858)	91%
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	30,208	29,769	23,116	5,379	28,496	(1,273)	96%
4.3 Increased IP knowledge and skills in all Member States	32,974	36,327	19,509	14,353	33,862	(2,465)	93%
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	31,172	32,111	20,587	10,548	31,135	(976)	97%
4.5 Enhanced IP infrastructure for IP Offices	12,946	12,759	7,110	4,718	11,828	(931)	93%
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	53,528	47,646	31,359	12,000	43,358	(4,287)	91%
5.2 Digitally enabled, secure and sustainable operating environment and services	149,571	157,664	52,600	95,582	148,182	(9,483)	94%
5.3 Sound and prudent financial management and effective corporate governance and oversight	45,320	43,683	35,715	8,448	44,163	480	101%
Unallocated	11,946	1,713	-	-	-	(1,713)	-
TOTAL	793,792	793,792	449,428	293,340	742,767	(51,024)	94%

Note: 2022/23 Expenditure refers to actual expenditure pre-IPSAS adjustments.

ANNEX V 2022/23 Posts by Sector

Sector	2022/23 Approved Budget					2022/23 Final Budget after Transfers					Difference				
	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total
Patents and Technology	1	9	166	201	377	1	9	167	199	376	-	-	1	(2)	(1)
Brands and Designs	1	9	71	75	156	1	8	62	84	155	-	(1)	(9)	9	(1)
Copyright and Creative Industries	1	5	24	11	41	1	5	25	10	41	-	-	1	(1)	-
Regional and National Development	1	16	63	27	107	1	16	68	26	111	-	-	5	(1)	4
Infrastructure and Platforms	1	5	41	13	60	1	4	44	11	60	-	(1)	3	(2)	-
Global Challenges and Partnerships	1	7	23	12	43	1	6	25	12	44	-	(1)	2	-	1
IP and Innovation Ecosystems	1	8	54	15	78	1	8	55	15	79	-	-	1	-	1
Administration, Finance and Management	2	20	168	161	351	2	21	192	151	366	-	1	24	(10)	15
Unallocated	-	-	6	-	6	-	-	-	-	-	-	-	(6)	-	(6)
TOTAL	9	79	616	515	1,219	9	77	638	508	1,232	-	(2)	22	(7)	13

ANNEX VI Key Financials by Union in 2022/23

Key Financials <i>(in thousands of Swiss francs)</i>	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
Income after IPSAS adjustments	36,233	36,537	738,987	744,487	162,270	173,875	13,497	16,527	775	756	951,762	972,182
Expenditure												
Direct Union	30,111	31,924	245,078	220,191	75,900	73,163	21,381	19,200	1,708	2,139	374,178	346,618
Direct Admin	13,061	12,610	117,657	102,651	53,623	51,017	12,648	14,596	825	1,113	197,814	181,986
<i>Sub-total, Direct</i>	43,172	44,534	362,735	322,842	129,523	124,180	34,029	33,796	2,533	3,252	571,992	528,605
Indirect Union	-	-	136,268	129,867	11,860	16,694	-	-	-	-	148,129	146,561
Indirect Admin	-	-	67,772	59,873	5,899	7,729	-	-	-	-	73,671	67,602
<i>Sub-total, Indirect</i>	-	-	204,041	189,740	17,759	24,423	-	-	-	-	221,799	214,163
Total Expenditure	43,172	44,534	566,776	512,582	147,281	148,603	34,029	33,796	2,533	3,252	793,792	742,767
IPSAS adjustment to expenditure	3,170	3,373	41,623	39,290	10,816	11,391	2,499	2,587	186	250	58,294	56,891
Total Expenditure after IPSAS adjustments	46,342	47,907	608,399	551,872	158,097	159,994	36,528	36,383	2,719	3,502	852,086	799,658
Operating Result	(10,109)	(11,370)	130,588	192,615	4,172	13,881	(23,030)	(19,856)	(1,945)	(2,746)	99,676	172,524
Reserve-Funded Projects		46		15,493		4,346		1,468		-		21,353
IPSAS adjustments to projects financed from reserves		(25)		(3,255)		(1,774)		(1,231)		-		(6,286)
Reserve-Funded Projects after IPSAS adjustments	-	21	-	12,238	-	2,571	-	237	-	-	-	15,067
Special accounts contributions												16,673
IPSAS adjustment to Special accounts contributions												(1,046)
Special accounts expenditures												17,450
IPSAS adjustment to Special accounts expenditures												(1,731)
Investment gains on Special accounts												130
Special accounts after IPSAS adjustments	-	-	-	-	-	-	-	-	-	-	-	38
Investment gains/(losses)	-	(1,019)	-	(33,624)	-	(1,310)	-	-	-	-	-	(35,954)
IPSAS adjustments to Investment gains/(losses)	-	(1)	-	(42)	-	(5)	-	-	-	-	-	(48)
Surplus / (Deficit)	(10,109)	(12,411)	130,588	146,711	4,172	9,995	(23,030)	(20,093)	(1,945)	(2,746)	99,676	121,494
Net assets												
Net Assets as at December 31, 2021 - Actuarial Gains/(Losses) excluded		26,090		678,310		98,359		(67,236)		(6,200)		729,323
Surplus / (Deficit)		(12,411)		146,711		9,995		(20,093)		(2,746)		121,455
Revaluation Reserve Surplus		(773)		(8,529)		(2,413)		(546)		(51)		(12,312)
Net Assets as at December 31, 2023 - Actuarial Gains/(Losses) excluded		12,906		816,492		105,941		(87,876)		(8,998)		838,466
Actuarial Gains/(Losses) through Net Assets as at December 31, 2023		(10,794)		(166,224)		(45,648)		(9,812)		(932)		(233,410)
Net Assets as at December 31, 2023 - Special accounts excluded		2,112		650,268		60,294		(97,688)		(9,930)		605,056
<i>Special accounts - Net Assets as at December 31, 2021</i>												75
<i>Special accounts - Surplus/(Deficit)</i>												38
Net Assets as at December 31, 2023												605,169

Note 1: The Madrid Union has assumed the financing of the Hague Union's contribution of 3 million Swiss francs to the IT Modernization Program of the Madrid and Hague international registration systems. The amount will be reimbursed by the Hague Union to the Madrid Union as soon as the level of reserves of the Hague Union Reserve Fund so allows.

Note 2: In accordance with the decision of the Assemblies of the Member States of WIPO at their 55th Series of Meetings in 2015, the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2016/17 amounting to 56,157 Swiss francs. The amount will be reimbursed by the Lisbon Union to the Contribution-financed Unions as soon as the level of reserves of the Lisbon Union so allows.

Note 3: In accordance with the decision of the Assemblies of the Member States of WIPO at their 57th Series of Meetings in 2017: a) the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2018/19 amounting to 1,662,315 Swiss francs; and b) the PCT Union has assumed the financing of the deficit of the Hague Union amounting to 18,135,044 Swiss francs. The amounts will be reimbursed by the Lisbon Union and the Hague Union, respectively, as soon as the level of reserves of the Unions so allow.

Note 4: In accordance with the decision of the Assemblies of the Member States of WIPO at their 59th Series of Meetings in 2019: a) as the Contribution-financed Unions do not have sufficient reserves above the target to cover the deficit of the Lisbon Union amounting to 3,509,153 Swiss francs in 2020/21 and 2,746,197 Swiss francs in 2022/23, the PCT Union has assumed the financing of the deficit of the Lisbon Union in 2020/21 and in 2022/23; b) the PCT Union has assumed the financing of the deficit of the Hague Union amounting to 23,667,978 Swiss francs in 2020/21 and 20,093,047 Swiss francs in 2022/23. The amounts will be reimbursed by the Lisbon Union and the Hague Union to the PCT Union, as soon as the level of reserves of the Unions so allow.

Note 5: Actuarial gains/(losses) as at December 31, 2023 have been allocated based on the relative share of headcounts for 2023.

ANNEX VII Indicators of the PCT System

General

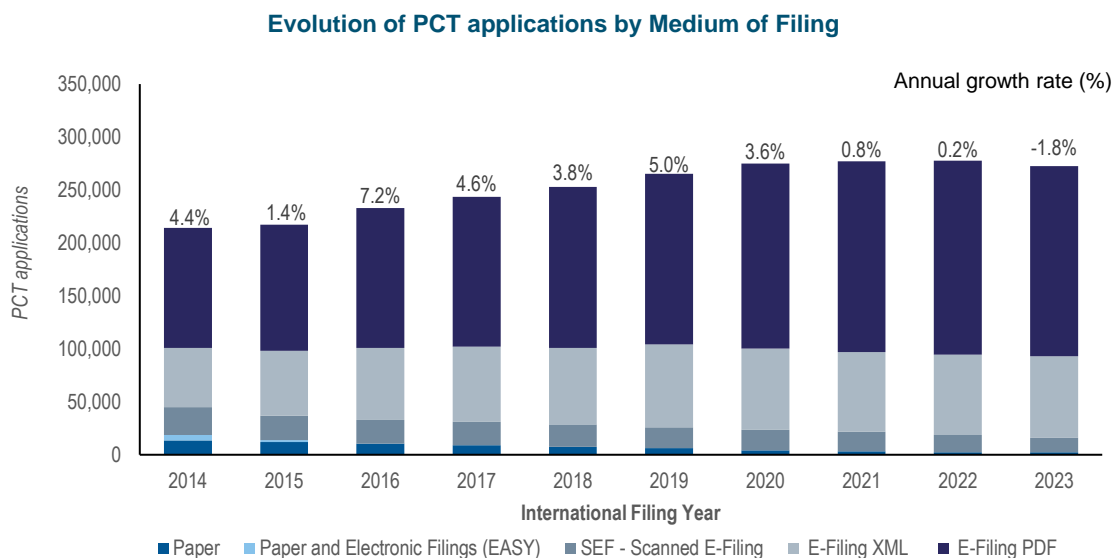
This Annex provides an overview of the following indicators for PCT Operations:

- Workloads;
- Language distribution of those workloads;
- Unit cost of processing an application;
- Productivity of formalities examination;
- Aggregate quality of formalities examination;
- Quality of translation;
- Quality of software development; and
- RO/IB filings.

Publication of PCT applications usually takes place every Thursday. The years 2014 and 2020 each had 53 Thursdays rather than 52 for the other years, slightly affecting statistical trends for published PCT applications.

Workloads

Workloads are tracked based on the yearly number of PCT applications filed.



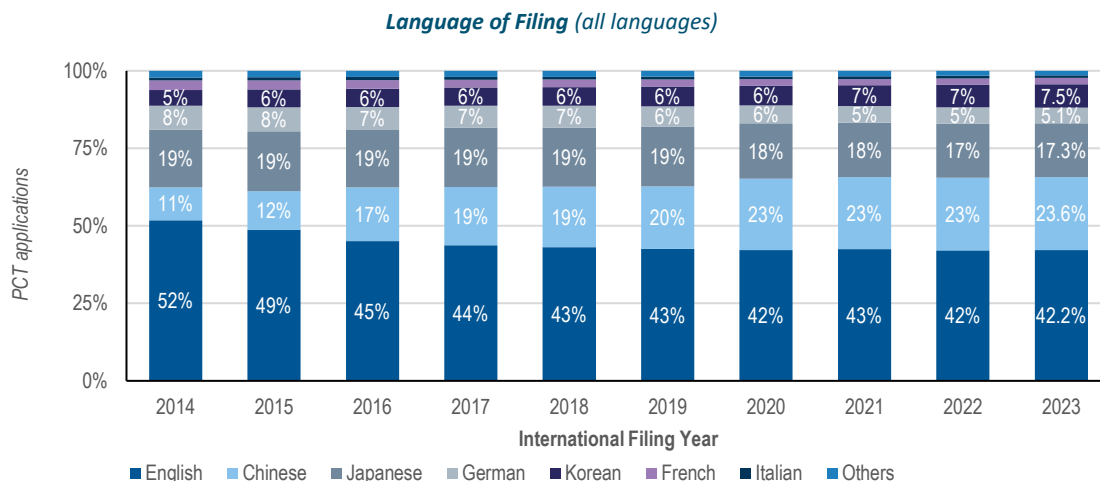
Note: Data for 2023 are WIPO estimates. PDF, XML and SEF-Web are the three electronic filing mediums.

Source: WIPO Statistics Database, March 2024.

- In 2023, 272,600 PCT applications were filed, representing a drop of 1.8 per cent compared to the previous year.
- In 2023, electronic filing methods, which represented 99.2 per cent of total filings, were composed of PDF (65.9 per cent), XML (28.3 per cent), and SEF-Web (5.1 per cent) filings.

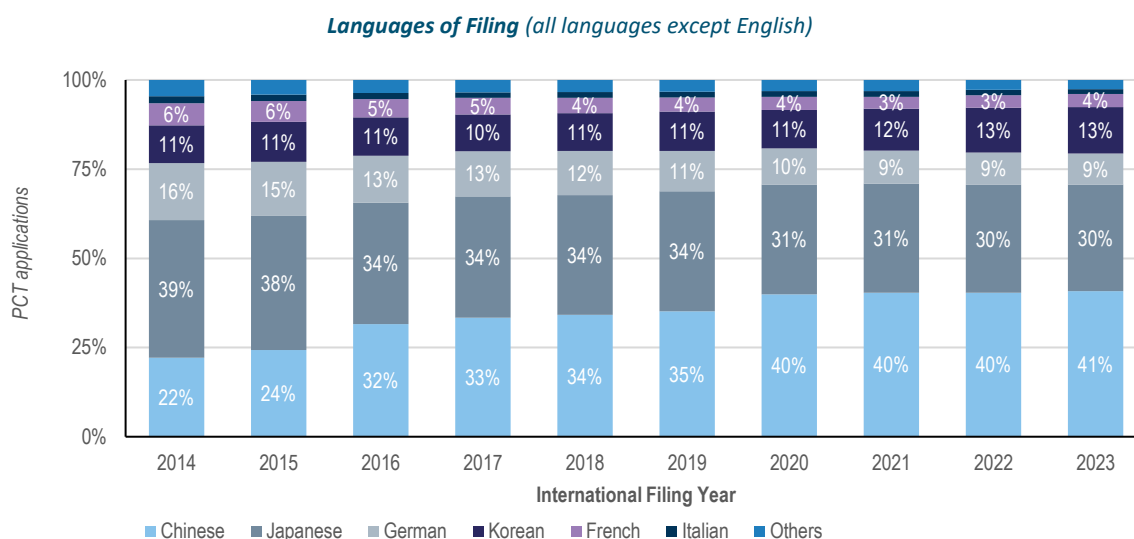
Language Distribution

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



Source: WIPO Statistics Database, March 2024.

English and Chinese accounted for nearly two-thirds of filings in 2023, with 42.2 per cent and 23.6 per cent of the total, respectively. The share of Asian languages has increased sharply over the past decade. The combined share of PCT applications filed in Chinese, Japanese, and Korean increased from 34.4 per cent in 2014 to 48.4 per cent in 2023. Zooming in on languages other than English provides the following picture:



Source: WIPO Statistics Database, March 2024.

The sharp increase in the number of applications filed in Asian languages over the past decade represents a considerable challenge for the IB to diversify resources able to work in these languages. Mitigation has consisted of automating certain tasks and recruiting additional staff able to work in Asian languages

Unit Cost of Processing an Application

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

The methodology for calculating direct and indirect costs is harmonized across all Global IP Services. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure relating to activities supporting the PCT System.

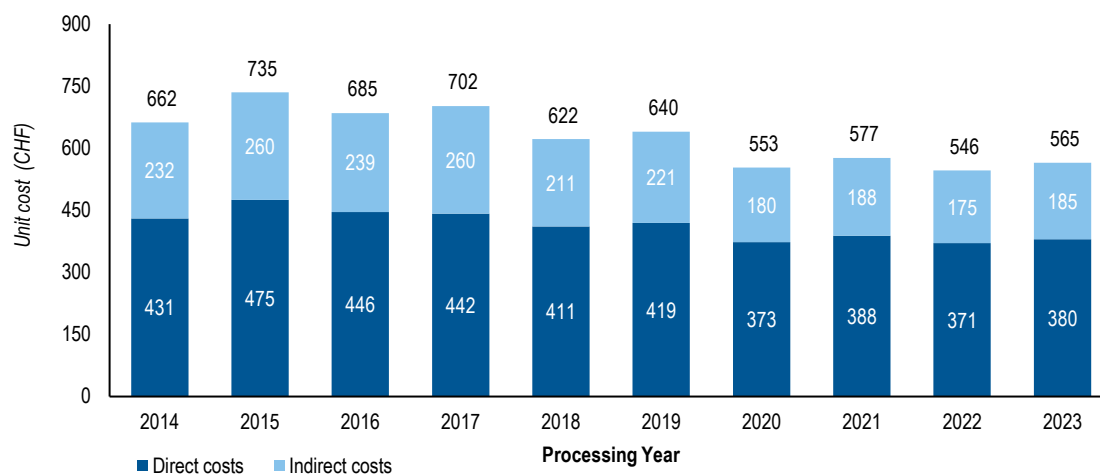
The expenditure of activities supporting the PCT System comprises the following services: conference and language services, executive management, finance and budget, general support services, human resources management, internal oversight, IT, and safety and security. A small proportion of these expenses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

Formally, the unit cost is defined as:

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

Unit Cost of Processing a Published PCT Application

(in Swiss francs)



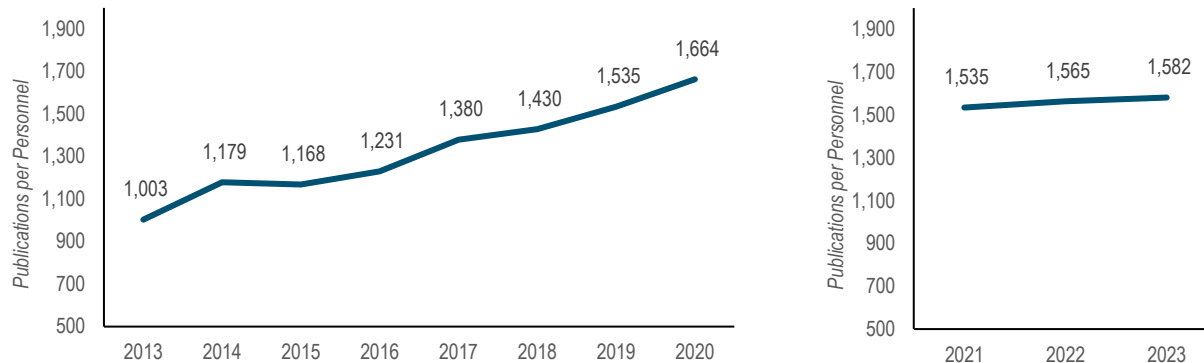
Source: WIPO Statistics Database, March 2024.

The average cost of processing a published PCT application was 565 Swiss francs in 2023, representing an increase of 3.5 per cent compared to 2022. The unit cost in 2023 increased as a result of a 2.1 per cent decrease in the number of published PCT applications combined with a 1.3 per cent increase in total costs as compared to 2022.

Productivity of Formalities Examination

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

Productivity of Formalities Examination



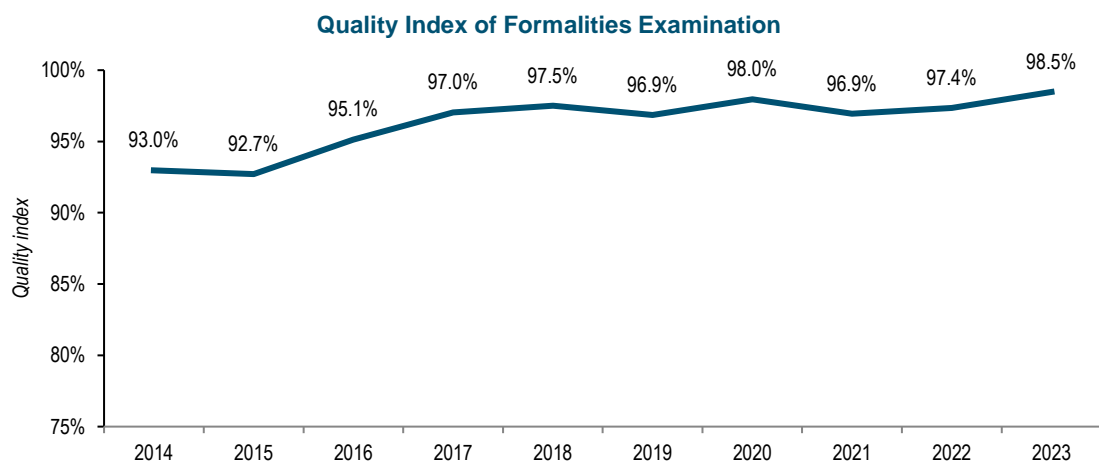
Note: From 2021 onwards, the methodology for calculating the number of personnel is aligned with the head count (rather than full time equivalent) based methodology applied for the PCT unit cost indicator.

Source: WIPO Statistics Database, March 2024.

- Productivity of formalities examination increased by 1.1 per cent, from 1,565 in 2022 to 1,582 in 2023.
- The overall increase in productivity was mainly due to automation, which permits the processing of a higher level of workload with a limited workforce.

Aggregate Quality of Formalities Examination

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

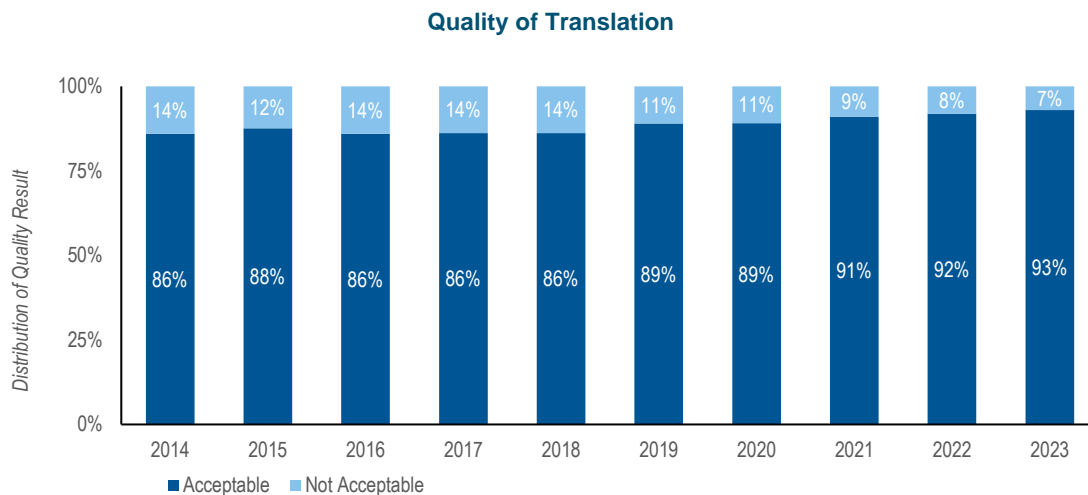


Source: WIPO Statistics Database, March 2024.

- The overall quality, as measured by the aggregate index, improved for a second consecutive year to 98.5 per cent in 2023.
- The quality of formalities examination increased by 5.5 percentage points since 2014.

Quality of Translation

Documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with external agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued. In 2023, 93 per cent of translations were determined to have been of acceptable quality.



Source: PCT Translation Division, March 2024.

Quality of Software Development

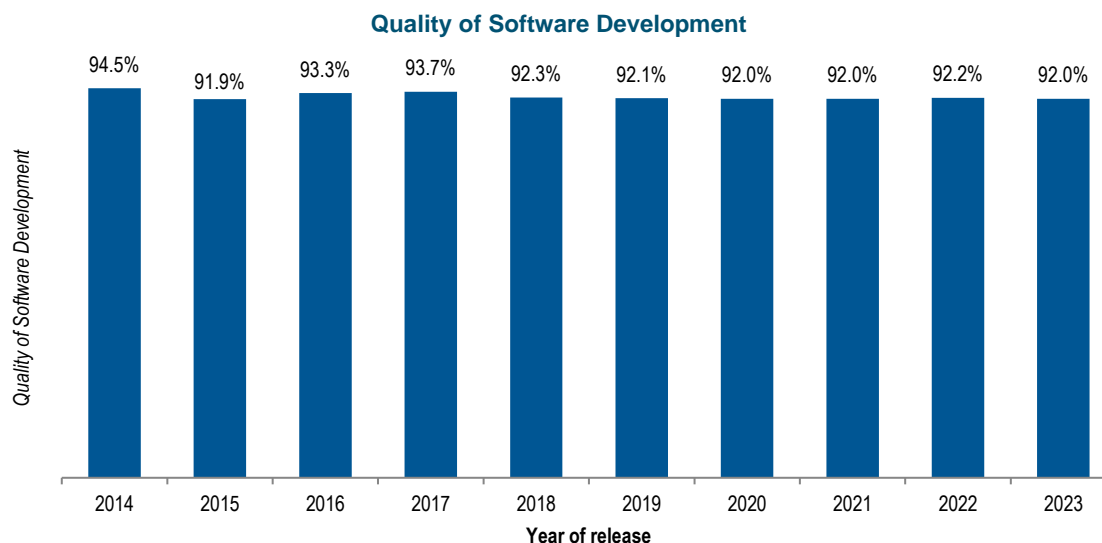
Until 2021, the quality of software development (QSD) indicator provided a measure of the quality of major software releases for eDossier and ePCT projects. From 2022 onwards, the indicator covers the development outputs for all software projects.

The QSD reflects the share of the time spent delivering new functionality (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment. Under this approach, development outputs that contain low levels of rework are deemed high quality as they reflect the extent of value added to the product through the delivery of new features.

The QSD is defined as:

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

In 2023, the quality of software development, as defined by the QSD, was 92 per cent.



Source: PCT Services Department, March 2024.

RO/IB Filings

This table presents PCT filings by the top 10 receiving Offices (by number of applications filed) over the past five years to 2023. PCT applications are typically filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT Contracting States. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving Offices, are shown in the table below.

PCT applications filed at the top 10 receiving Offices

Receiving Offices	International Filing Year					2023 Share (%)	Changed compared to 2022 (%)
	2019	2020	2021	2022	2023		
China	60,997	72,338	73,452	74,409	73,812	27.1	-0.8
United States of America	56,233	55,887	56,453	55,422	52,940	19.4	-4.5
Japan	51,652	49,313	49,040	48,719	47,373	17.4	-2.8
European Patent Office	37,998	38,872	38,322	38,761	38,636	14.2	-0.3
Republic of Korea	18,885	19,675	20,525	21,916	22,165	8.1	1.1
International Bureau	12,901	13,431	13,503	13,700	14,171	5.2	3.4
United Kingdom	3,827	3,446	3,530	3,363	3,349	1.2	-0.4
Türkiye	1,374	1,520	1,712	1,759	2,097	0.8	19.2
France	3,206	2,536	2,362	2,421	1,995	0.7	-17.6
Canada	2,067	1,927	1,995	1,955	1,782	0.7	-8.8
Others	16,244	15,944	16,285	15,207	14,280	5.2	-6.1
Total	265,384	274,889	277,179	277,632	272,600	100.0	-1.8

Note: Data for 2023 are WIPO estimates.

Source: WIPO Statistics Database, March 2024.

ANNEX VIII Indicators of Madrid Operations

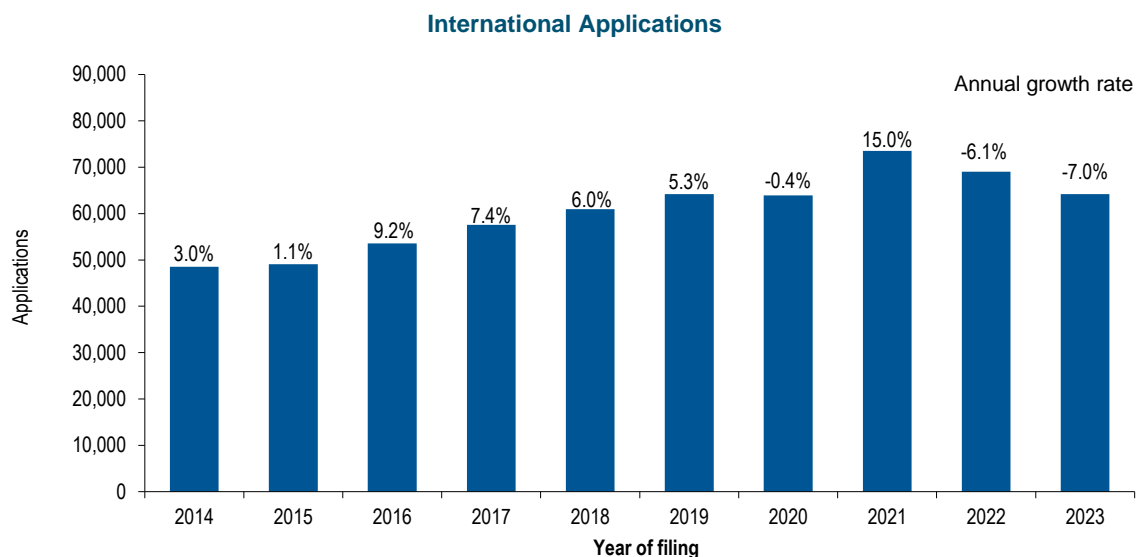
General

This annex provides an overview of the following indicators for Madrid Operations:

- Incoming workload;
- Total processed workload;
- Unit cost;
- Productivity;
- Pendency;
- Quality of examination; and
- Errors by the IB.

Incoming Workload

The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for international applications and renewals received by the IB is presented below. Information on other categories can be found in the *Madrid Yearly Review*.

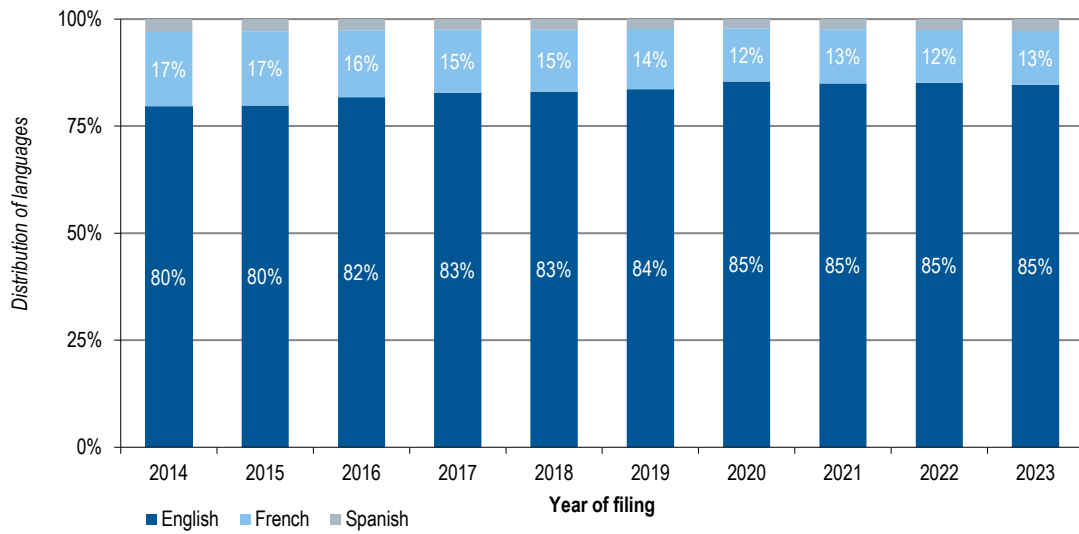


Note: Data for 2023 are WIPO estimates.

Source: WIPO IP Statistics Database, March 2024.

- In 2023, an estimated 64,200 applications were filed, representing a drop of 7 per cent compared to 2022.
- This second consecutive year of decline brings the number of applications filed in 2023 closer to that of 2019.

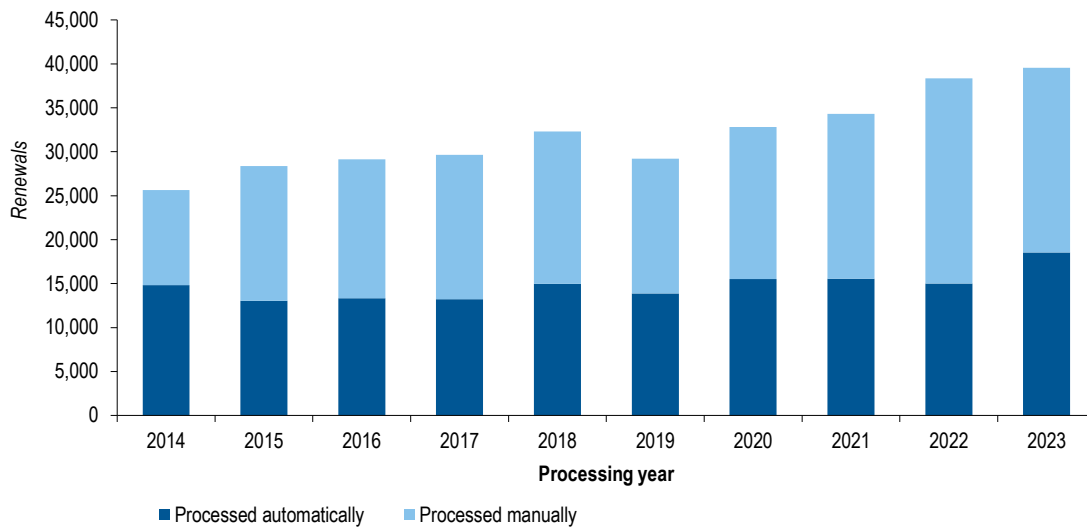
Distribution of Applications by Language of Filing



Source: WIPO IP Statistics Database, March 2024.

- In 2023, 85 per cent of all applications were filed in English. This share has remained stable since 2020.

Renewals of International Registrations



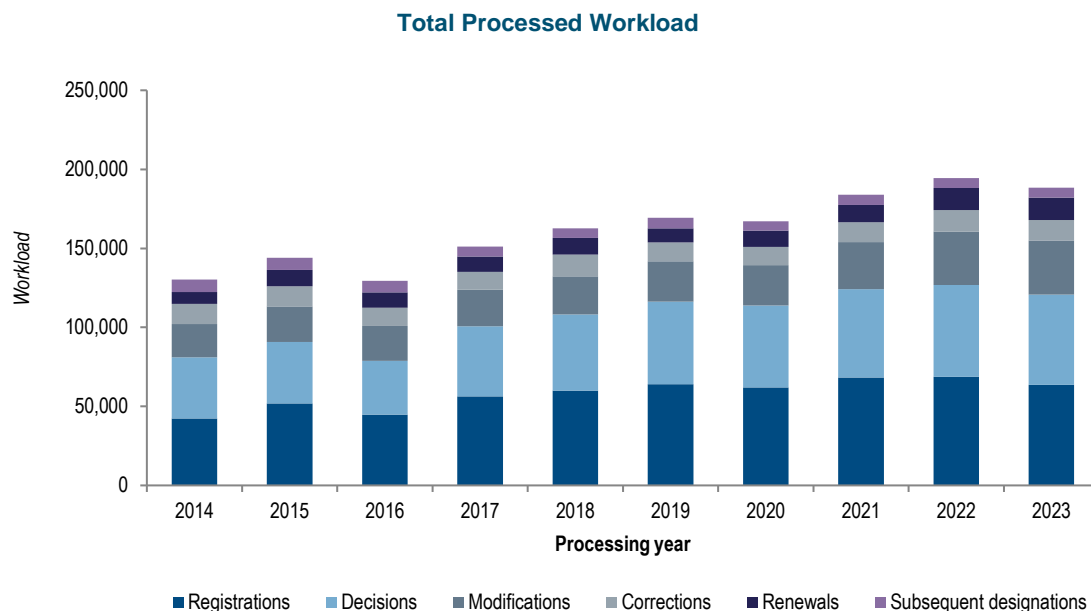
Source: WIPO IP Statistics Database, March 2024.

- In 2023, the IB inscribed 39,546 renewals, up 3.1 per cent from 2022.
- The decrease observed in 2019 was a consequence of the decline in applications in 2009, due to the financial crisis.

Total Processed Workload

The total processed workload represents the weighted total number of documents processed by the IB, including applications, renewals, subsequent designations, modifications, decisions and corrections.

As the processing of each type of document does not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions (a 1:1.6:1.8:1.8:10 workload ratio). Similarly, for documents processed automatically, one IT system support FTE is required to process 17 documents.

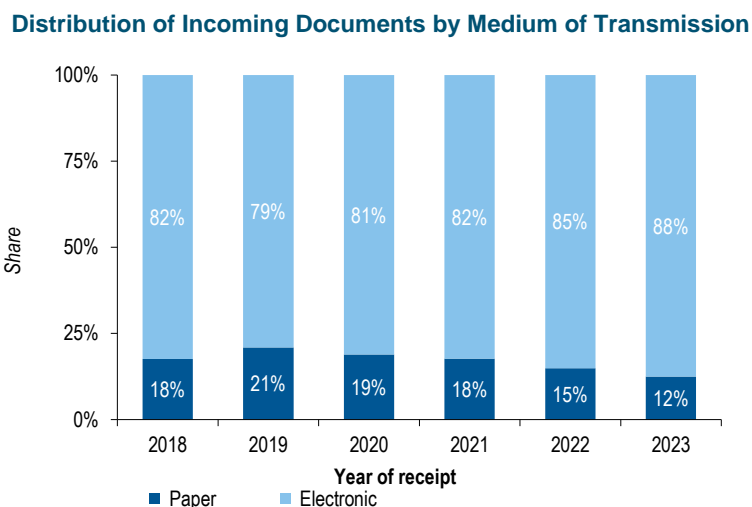


Source: Madrid Registry and WIPO IP Statistics Database, March 2024.

- In 2023, the total processed workload decreased by 3.1 per cent compared to 2022.
- The decrease in workload was due to a drop in registrations and corrections in 2023.

Medium of Transmission of Incoming Documents

Documents transmitted electronically refer to documents received in XML format. Documents received in PDF format are recorded as received on paper.



Source: Madrid Registry, March 2024.

- In 2023, 88 per cent of all incoming documents were transmitted electronically to the IB.

Unit Cost of Processing

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

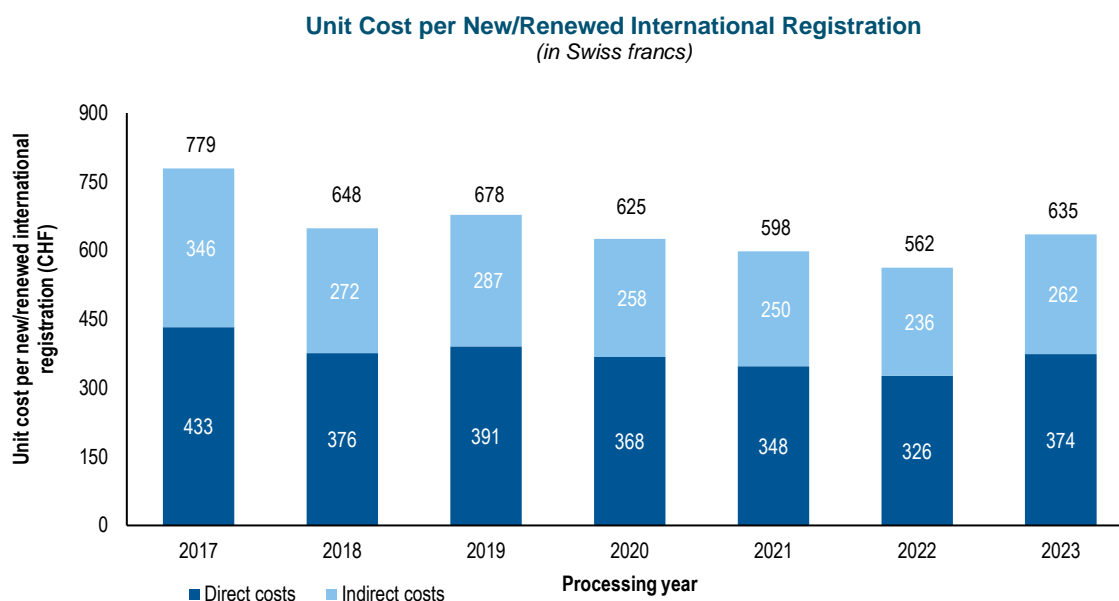
As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below for two different units of output, with a breakdown of direct and indirect cost.

The methodology for calculating direct and indirect Madrid costs are aligned with the methodologies for calculating PCT and the Hague unit costs. The headcount calculation used to estimate the indirect costs include personnel working as fixed term staff, temporary staff, fellows and agency workers supporting operations.

The weighted system, described above under processed workload⁵⁰, is used to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed International Registration

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



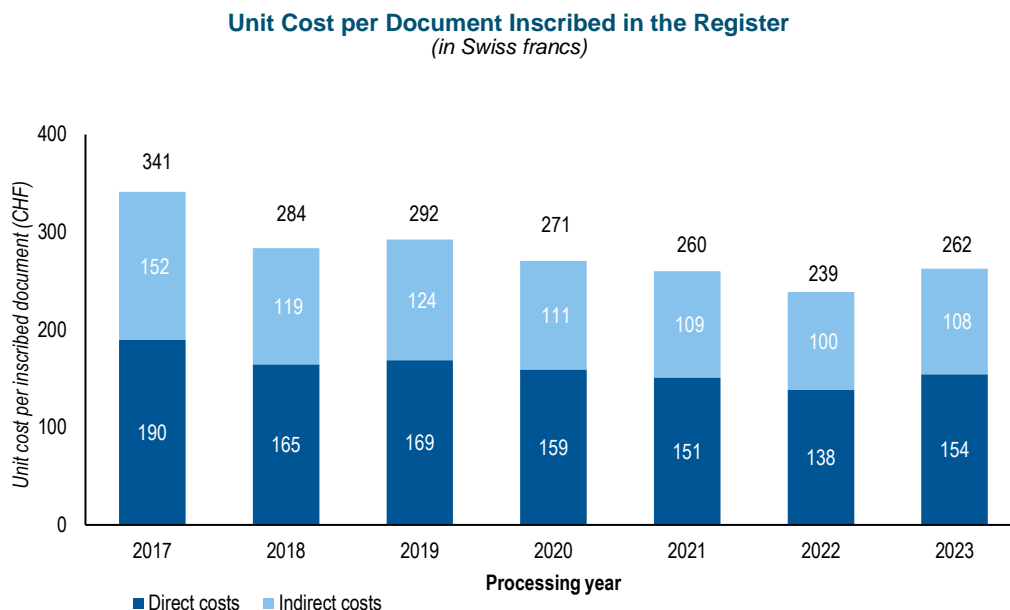
Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2024.

- The average cost of processing a new/renewed international registration increased by 13 per cent to 635 Swiss francs in 2023 as compared to 2022, as a result of a decrease in new and renewed registrations, combined with an increase in the resources required to process them.

⁵⁰ See "Total Processed Workload"

Unit Cost per Document Inscribed in the Register

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



Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2024.

- The average cost of inscribing a document grew by 10 per cent to 262 Swiss francs in 2023 as compared to 2022, as a result of a decrease in the number of documents inscribed in the registry, combined with an increase in the resources required to process them.

Productivity of Examination

The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. The number of personnel includes fixed term staff, temporary staff, fellows and agency workers supporting operations.



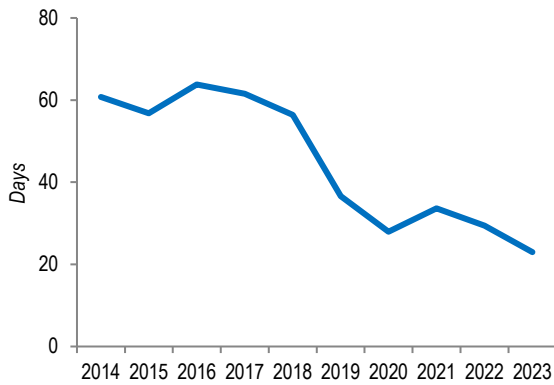
Source: ERP systems and WIPO IP Statistics Database, March 2024.

- In 2023, the productivity of examination dropped by 3.2 per cent as compared to 2022.

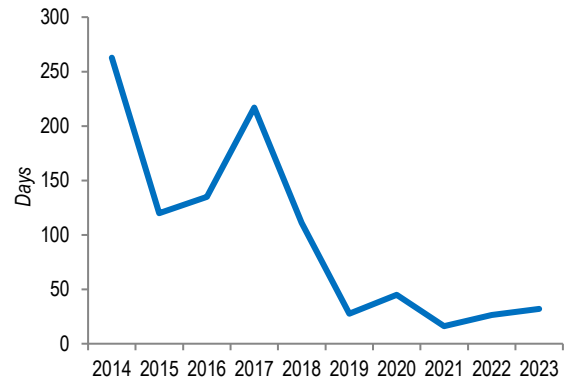
Pendency

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

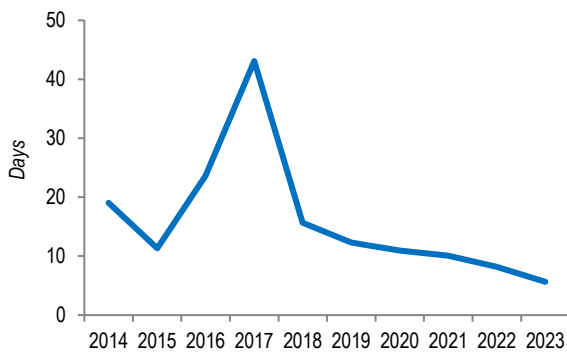
Average Pendency of Applications



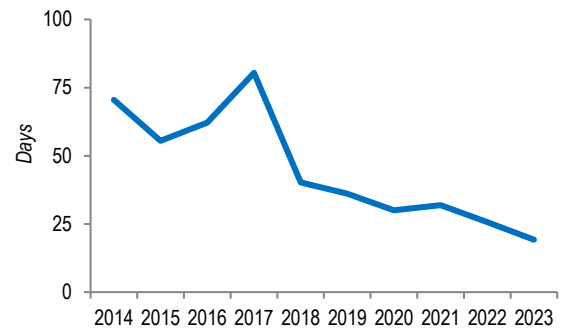
Average Pendency of Corrections



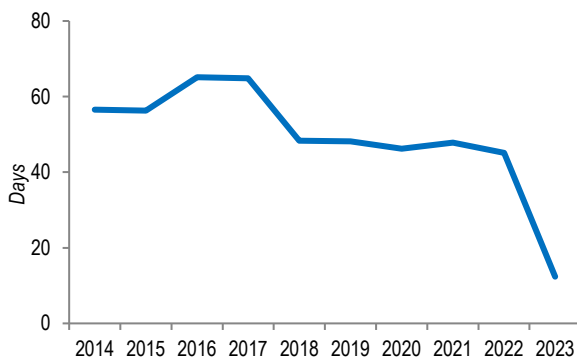
Average Pendency of Decisions



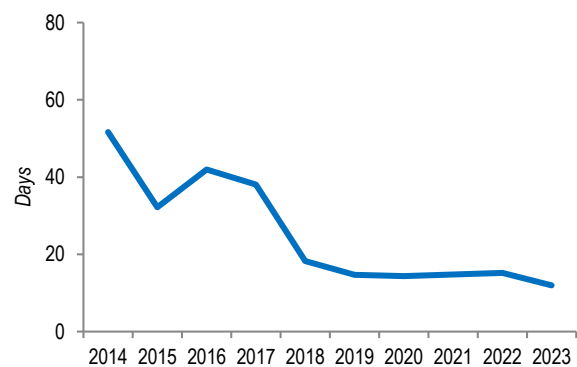
Average Pendency of Modifications



Average Pendency of Renewals



Average Pendency of Subsequent Designations



Source: Madrid Registry, March 2024.

- From 2022 to 2023, the average pendency time improved for five of the six transactions, with that for renewals decreasing the most from 45 days to 12 days.

Quality of Examination

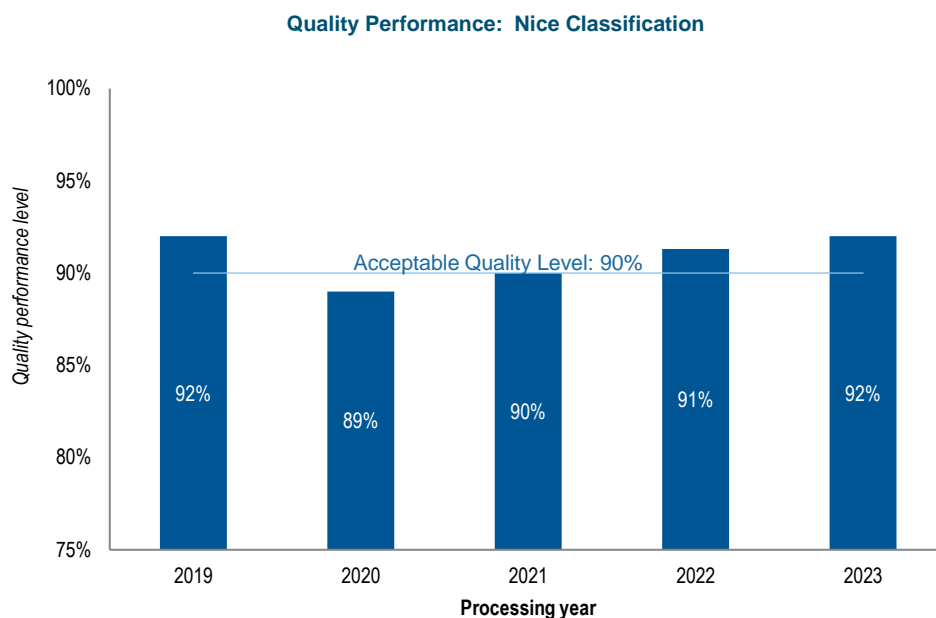
The overall quality of trademark examination is monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance⁵¹.

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

- (a) The results of the internal review of Nice classification work; and
- (b) Classification errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Quality control of Nice classifications was carried out based on a sample of applications. The qualitative performance results, therefore, do not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms).

An Acceptable Quality Level (AQL) is set and is the criterion against which the quality of trademark examination is measured.



Source: Madrid Registry, March 2024.

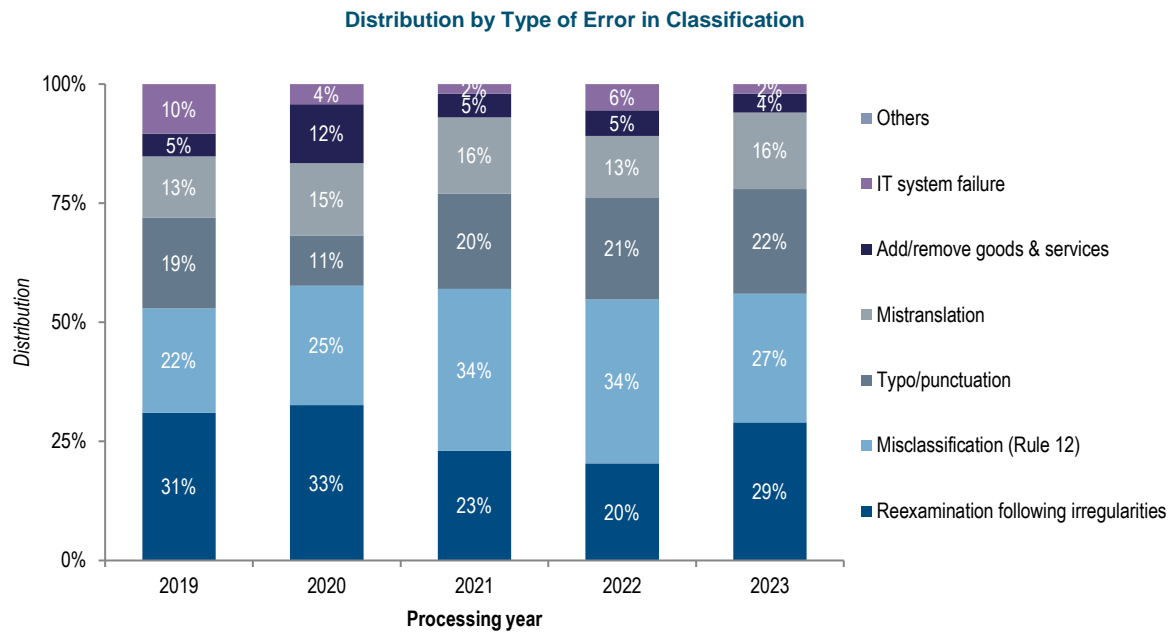
- The overall qualitative performance for Nice classification was at 92 per cent in 2023.

Errors Made by the IB

The distribution of errors presented in the chart below is based on a sample of classifications⁵². The sample includes transactions that were processed both manually and in an automated way.

⁵¹ The Madrid Registry QMF is available on request at madrid.qp@wipo.int.

⁵² Transactions that contain one or more errors.



Source: Madrid Registry, March 2024.

- Reexamination following irregularities, misclassification (Rule 12) and typo/punctuation accounted for 78 per cent of total errors in 2023.

ANNEX IX Indicators of the Hague Operations

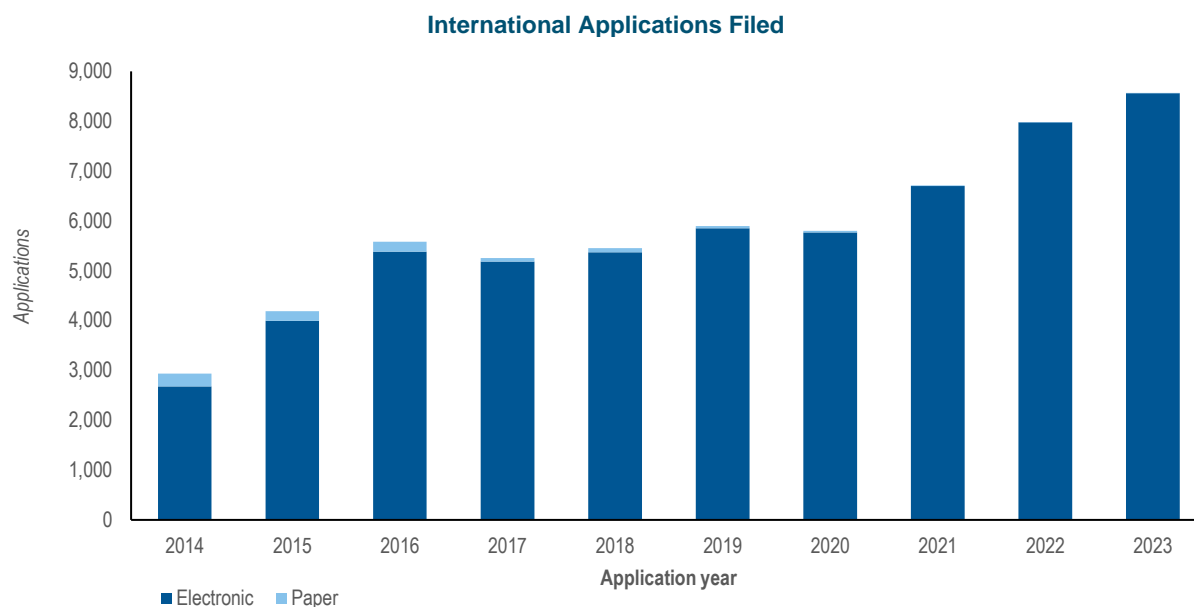
General

This annex provides an overview of the following indicators for Hague Operations:

- Incoming workload;
- Total processed workload;
- Unit cost; and
- Pendency.

Incoming Workload

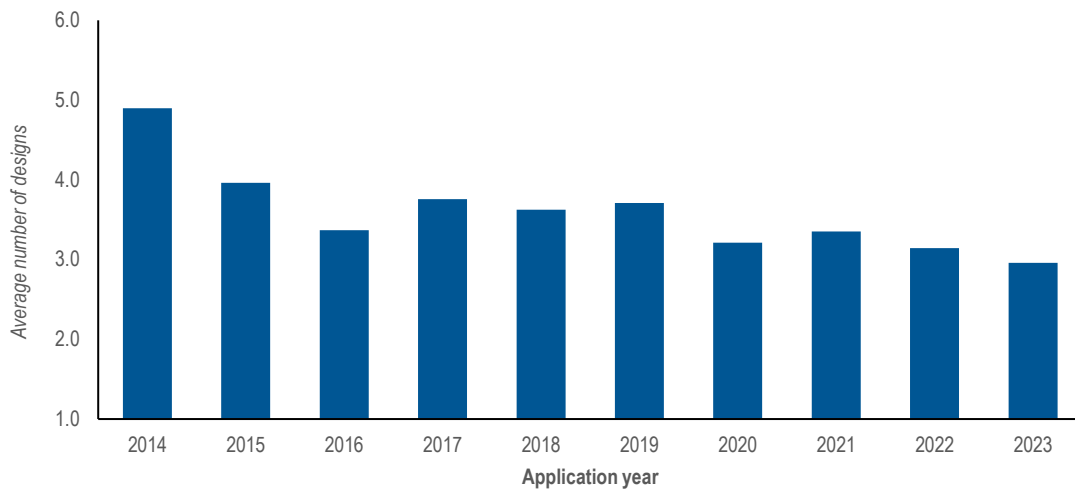
The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes, and decisions. The trend of the past ten years for international applications and renewals received by the IB is presented below. Information on other types of documents can be found in the *Hague Yearly Review*.



Source: WIPO IP Statistics Database, March 2024.

- In 2023, applicants filed 8,565 international applications, up 7.4 per cent from 2022.
- In 2023, 99.9 per cent of applications were filed electronically, representing an 8.5 percentage point increase over 2014.
- In 2023, 95.9 per cent of applications were filed directly with the IB, with the remaining 4.1 per cent filed directly with national offices, primarily those of the Republic of Korea and the United States of America.

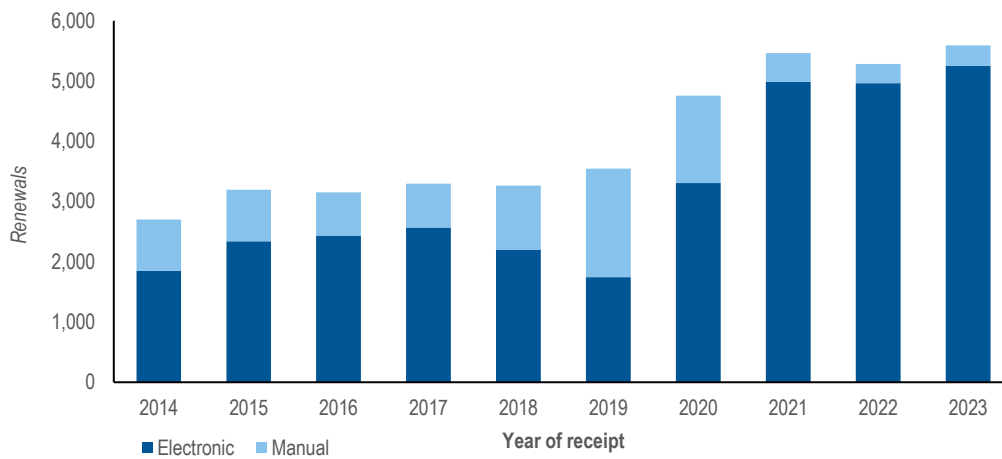
Average Number of Designs per Application



Source: WIPO IP Statistics Database, March 2024

- An application filed in 2023 contained, on average, precisely 3 designs.

Renewals of International Registrations



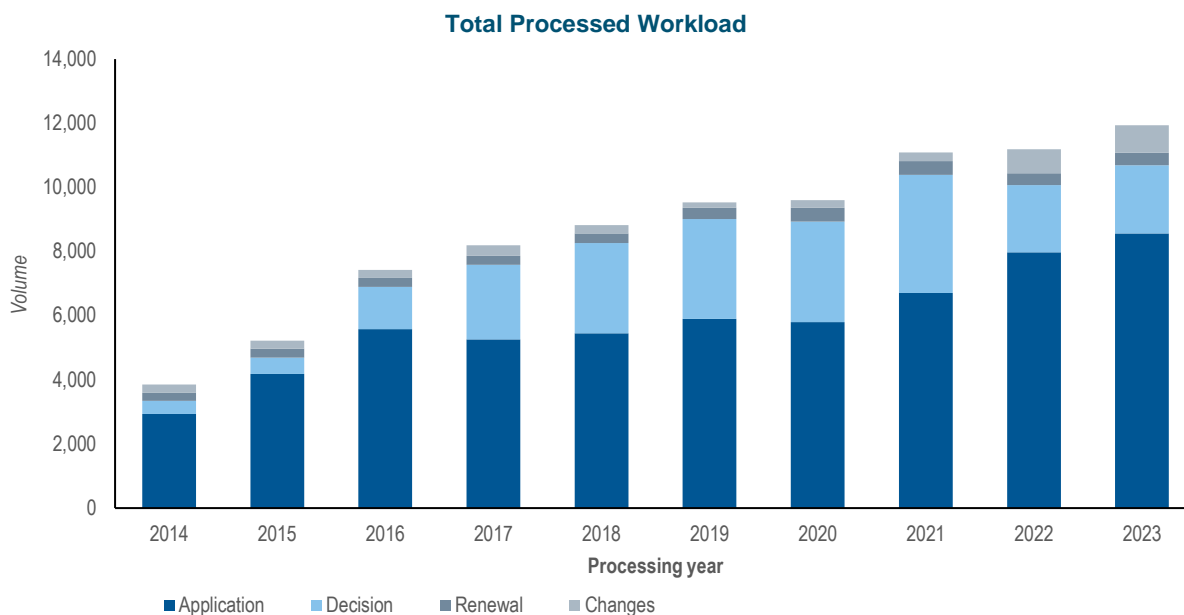
Source: Hague Registry, March 2024.

- In 2023, the number of renewals recorded increased by 5.8 per cent as compared to 2022, totaling 5,592 renewals.

Total Processed Workload

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

As the processing of these types of documents does not require an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, the IB can process manually 1.9 renewals, 1.7 changes, or 9.6 decisions (a 1:1.9:1.7:9.6 workload ratio) and process automatically 25 renewals and 13.4 decisions (a 1:25:13.4 workload ratio).



Source: Hague Registry and WIPO IP Statistics Database, March 2024.

- In 2023, the total processed workload increased by 6.7 per cent as compared to 2022.
- The workload has increased since 2020, mainly due to the accession of China, which resulted in a higher number of applications and changes received.

Unit Cost

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

As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below for two different units of output, with a breakdown of direct costs and indirect costs.

The methodology for calculating direct and indirect Hague costs is aligned with the methodologies for calculating PCT and Madrid unit costs. The headcount used to estimate the indirect cost includes personnel working as fixed term staff, temporary staff, fellows, and agency workers supporting operations.

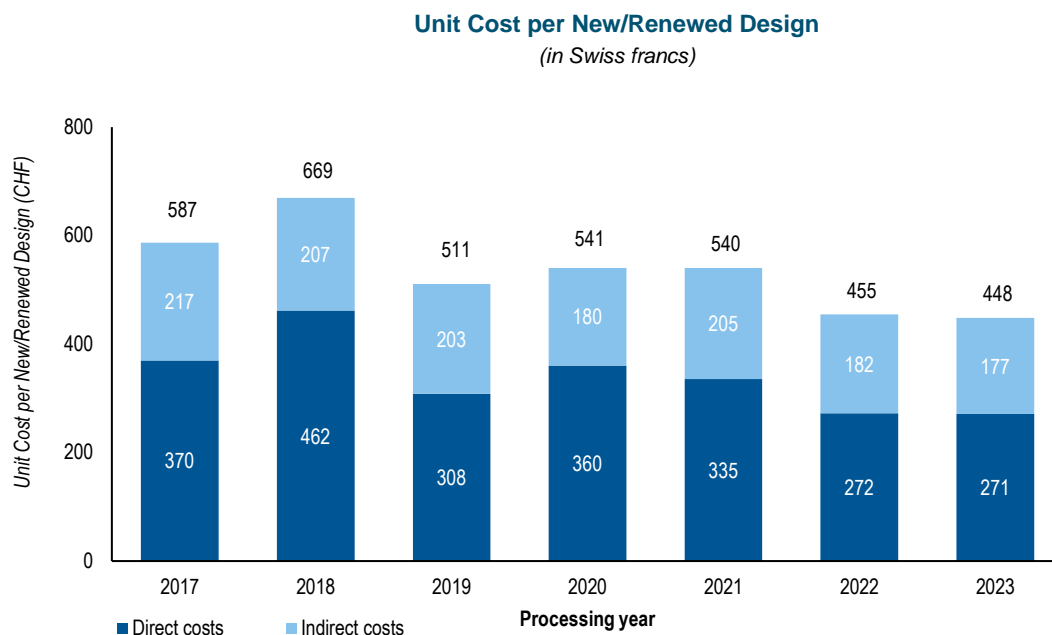
The weighted system, described above under processed workload⁵³, is used to better approximate the actual work required to process the four categories of documents, considering that some of these documents are more labor-intensive than others.

⁵³ See "Total Processed Workload"

Unit Cost per New/Renewed Design

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

The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

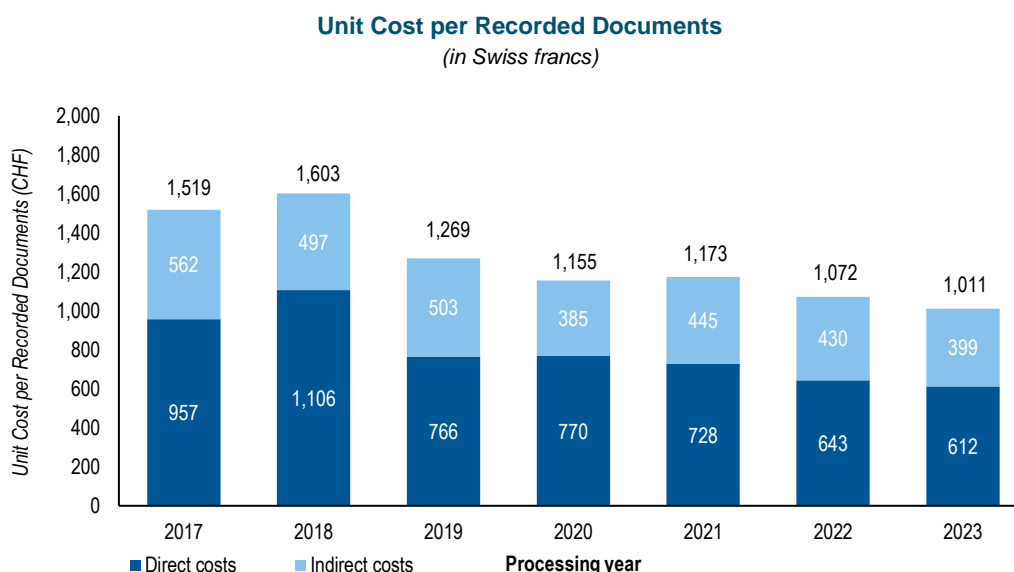


Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2024.

- The average cost of processing a new/renewed design was 448 Swiss francs in 2023, representing a decrease of 1.4 per cent as compared to 2022. This is due to a 2 per cent increase in the number of new or renewed designs while total costs increased only moderately (0.6 per cent) as compared to 2022.

Unit Cost per Document Recorded in the Register

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



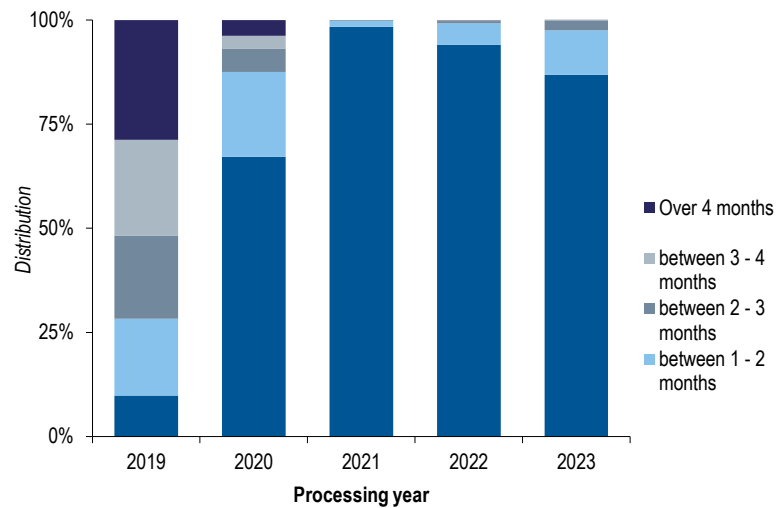
Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2024.

- The average cost of recording a document in the Register amounted to 1,011 Swiss francs in 2023, representing a decrease of 5.7 per cent compared to 2022. This is due to an increase of 6.7 per cent in total recorded documents while total costs increased only slightly by 0.6 per cent as compared to 2022.

Pendency

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

Timeliness to Process Regular International Applications



Source: Hague Registry, March 2024.

- The share of regular applications processed within one month dropped from 93.5 per cent in 2022 to 84.3 per cent in 2023. This was mainly due to a combination of increased filings and reduced examination capacity.
- In 2023, 47.7 per cent of total processed applications were regular, as compared to 43.3 per cent in 2022.

ANNEX X Funds-in-Trust Progress Report 2023

The FIT report is an integral part of the WIPO Performance Report. The Annex provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2023 as well as financial information. The Annex further reports on the FITs listed in the table below and excludes FITs exclusively financing personnel and FITs under which no activities were implemented in 2023.

FUND-IN-TRUST	SECTOR
Accredited Indigenous and Local Communities	Global Challenges and Partnerships Sector
China	Brands and Designs Sector
France (Industrial Property)	Regional and National Development Sector
France Lisbon	Brands and Designs Sector
Japan (Copyright)	Copyright and Creative Industries Sector
Japan (Global)	Infrastructure and Platforms Sector
Republic of Korea (Alternative Dispute Resolution)	IP and Innovation Ecosystems Sector
Republic of Korea (Building Respect for Copyright and Related Rights)	Global Challenges and Partnerships Sector
Republic of Korea (Copyright)	Copyright and Creative Industries Sector
Republic of Korea (Industrial Property)	Regional and National Development Sector
Republic of Korea (IP Education)	Regional and National Development Sector
Spain	IP and Innovation Ecosystems Sector
Uruguay	Regional and National Development Sector

Funds-in Trust as at December 31, 2023

(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2022	2023 Income					2023 Expenditure				Balance as of December 31, 2023
			Funds received	Interest gain	ULO/Other income	Exch. Rate diff.	Total	Staff	Other direct	Administrative support costs	Total	
Accredited indigenous and local communities	W_IGC	6,446.23	39,725.05	145.99	-	-	39,871.04	-	23,448.30	-	23,448.30	22,868.97
China	WCNSP	557,237.23	239,107.62	3,842.86	-	-	242,950.48	-	365,470.19	47,511.15	412,981.34	387,206.37
China (HR)	WCNPR	410,762.23	477,170.03	4,589.78	-	-	481,759.81	515,809.60	-	67,055.25	582,864.85	309,657.19
China MFA (HR)	WCNFA	-	297,933.00	-	-	-	297,933.00	-	-	-	-	297,933.00
France (Industrial Property)	WFRIP	1,045,396.38	-	5,996.36	-	-	5,996.36	-	404,776.03	52,620.90	457,396.93	593,995.81
France (Lisbon)	WFRLS	97,284.50	-	655.36	-	-	655.36	-	13,433.50	1,746.40	15,179.90	82,759.96
Italy	WITIP	43,799.12	-	329.59	-	-	329.59	-	-	-	-	44,128.71
Japan (Copyright)	WJPCR	1,049,688.58	468,646.00	8,183.96	-	-	476,829.96	113,614.25	193,774.11	39,960.50	347,348.86	1,179,169.68
Japan (Industrial Property) Global	WJPIG	8,806,160.04	5,129,160.00	72,548.92	1,203.88	(118.79)	5,202,794.01	1,016,159.13	3,818,850.54	628,410.20	5,463,419.87	8,545,534.18
Japan (Junior Professional Officers)	WJPOJ	168,522.75	-	1,268.15	-	-	1,268.15	-	-	-	-	169,790.90
Mexico	WMEXI	122,647.29	-	922.93	-	-	922.93	-	-	-	-	123,570.22
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	802,015.44	211,947.20	5,550.55	-	-	217,497.75	-	291,997.23	14,599.90	306,597.13	712,916.06
Republic of Korea (Copyright)	WKRRCR	1,247,507.95	298,050.75	8,525.83	-	-	306,576.58	-	461,278.64	23,063.95	484,342.59	1,069,741.94
Republic of Korea (Copyright/Professional Officers)	WKRPO	175,111.17	59,804.50	751.30	-	-	60,555.80	168,168.50	-	20,180.25	188,348.75	47,318.22
Republic of Korea (Industrial Property)	WKIPO	580,776.45	173,596.48	3,545.39	938.02	-	178,079.89	95,569.15	277,508.42	3,721.40	376,798.97	382,057.37
Republic of Korea (IP Education)	WKRED	814,600.61	420,000.00	5,576.48	-	-	425,576.48	-	542,829.30	27,141.50	569,970.80	670,206.29
Republic of Korea (Professional Officers)	WKRJP	701,939.29	-	2,350.74	-	-	2,350.74	529,908.96	-	63,589.10	593,498.06	110,791.97
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	231,906.77	124,518.98	1,370.36	-	-	125,889.34	-	189,599.16	17,063.95	206,663.11	151,133.00
Republic of Korea (Ministry of Justice)	WKRJH	137,833.71	86,721.00	741.18	-	-	87,462.18	168,058.20	-	20,167.00	188,225.20	37,070.69
Spain IP	WESPI	152,228.82	197,082.88	1,833.73	-	-	198,916.61	-	18,881.65	2,454.65	21,336.30	329,809.13
United Arab Emirates	WDUAE	45,857.39	-	345.08	-	-	345.08	-	-	-	-	46,202.47
Uruguay	WUYCH	44,856.39	-	297.97	-	-	297.97	-	12,474.00	1,621.65	14,095.65	31,058.71
WIPO for Creators	WWFCR	105,409.82	7,688.00	793.22	-	-	8,481.22	-	-	-	-	113,891.04
TOTAL		17,347,988.16	8,231,151.49	130,165.73	2,141.90	(118.79)	8,363,340.33	2,607,287.79	6,614,321.07	1,030,907.75	10,252,516.61	15,458,811.88

Accredited Indigenous and Local Communities

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
2.1	Development of balanced and effective international normative frameworks for IP		
	On average, 4 participants from indigenous or local communities financed by the WIPO Voluntary Fund per IGC session, subject to the rules of the Fund as agreed by the WIPO General Assembly, and, in particular, to adequate funds being available	<ul style="list-style-type: none"> – IGC 46: 1 participant financed. – IGC 47: 1 participant financed. – IGC Special Session: 4 participants financed. 	Brazil, Cameroon, Ecuador, India, Nigeria, United States of America

China

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
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		
	Enhanced understanding among IP officials from Belt and Road Countries on the importance of IP as a means to alleviate poverty	Increased awareness and enhanced cross-regional and intra-regional cooperation among Member States through the exchange of experiences and practices on substantive issues related to the protection of geographical indications and local sustainable development (rural revitalization) as a means to alleviate poverty.	Burkina Faso, Côte d'Ivoire, Ethiopia, Nigeria, Uganda, Zimbabwe, ARIPO, OAPI
2.1	Development of balanced and effective international normative frameworks for IP		
	Increased awareness and enhanced cooperation through the exchange of ideas on regional, national and local practices, experiences and substantive issues regarding IP protection of traditional knowledge (TK) and genetic resources (GRs)	<p>Increased awareness and enhanced cross-regional and intra-regional cooperation among Member States from all regional groups to discuss substantive issues related to the Chair's text and to exchange views on issues related to IP, genetic resources and associated traditional knowledge, including on key issues to be addressed by the upcoming Diplomatic Conference; and to assist Member States from all groups in preparing for the special session of the IGC in September 2023.</p> <p>Enhanced cross-regional cooperation among Heads of IP Offices in Central Asia through the exchange of ideas, experiences and practices on substantive issues regarding IP protection, including geographical indications.</p>	All WIPO Member States Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data		
	No. of registrations of GIs by local communities as a result of WIPO technical assistance	Progress on the protection, collective management and commercialization of new GIs was made under Phase I of the following GI projects:	
		– GI Project "Kampot-Keap Salt": registration of the GI in Cambodia, including the establishment of a GI producers association, submission of the book of specifications, delimitation of geographical area, and the adoption of a common logo.	Cambodia
		– GI Project "Madd de Casamance": finalization and submission of the GI application to OAPI for its registration at regional level, following its validation by the General Assembly of the GI association (APPIGMAC) and then by the national GI Committee, as a direct result of: (i) the establishment of a GI producers association for the collective management of the GI (APPIGMAC more than 1,500 producers); (ii) the finalization of the book of specifications, including the delimitation of the geographical area; and (iii) the adoption of a common logo.	Senegal
		– GI Project "Riz de Kovié": (i) finalization and submission of the GI application to OAPI for its registration at the regional level, following its validation by the General Assembly of the GI association (more than 300 producers) and then by the national GI Committee, as a direct result of: (i) the establishment of a GI producers association for the collective management of the GI (APIG-"Riz de Kovié");	Togo

	Performance Indicators	Key Results in 2023	Beneficiary Countries
		(ii) the agreement of producers and national Senegalese authorities on the book of specifications, including the delimitation of the geographical area; and (iii) the adoption of a common logo.	
	Enhance capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	Capacity of local communities was enhanced for the strategic use of GIs as part of the GI Project "Madd de Casamance": a growing number of groups of harvesters and women transformation cooperatives were trained and assisted to implement, in a pilot phase, the GI quality scheme and GI branding, marketing strategy for the commercialization of their products in Senegal, including through participation of the GI producers association (APPIGMAC) in the International Trade Fair FIDAK in 2022 and 2023.	Senegal
		Capacity of the members of the national GI Committee and the GI producer association (APIG-"Riz de Kovié") were enhanced on the examination of GI applications and on the development of a commercialization strategy for the GI "Riz de Kovié" respectively.	Togo
		Enhanced capacity and knowledge of IP/GI officials from Pakistan on the collective management of GIs (producers association, control/certification, GI branding) through the provision of one scholarship to the Advanced InterGI Training Course.	Pakistan
	Enhanced capacity of IP professionals, particularly in the area of trademarks and IP and designs	Enhanced knowledge of IP professionals from developing countries in the core areas of IP with a focus on industrial property through the provision of scholarships for 5 students.	Brazil, Jordan, Mexico, Mongolia, Tunisia
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data		
	Increased operational efficiency and quality of Madrid System operations	The project to establish and expand electronic communication with Madrid Members continued in 2023 and contributed to the digital transformation of the Madrid System as follows: - Automation was switched on for various transactions for 8 Member Offices, resulting in considerable savings of examination resources. In 2023, over 22,600 files in the 8 Member Offices were automated. - 3 Member Offices moved to Madrid e-Filing for new applications. - Targeted outreach efforts to Member Offices continued, with 5 additional Offices expressing interest in participating in the project.	Brazil, Singapore, Thailand, Türkiye, Other (4) Croatia, Israel, Other (1) Georgia, Hungary, Iran (Islamic Republic of), Tajikistan, Other (1)
	Enhanced understanding about the importance of electronic communication and electronic data exchange in the Madrid System	41 trademark and IT specialists from 14 Offices enhanced their understanding about the importance of electronic communication and electronic data exchange, through participation in the Electronic Data Exchange and Transitioning to Extensible Markup Language XML workshop and the Editable PDF Documents workshop, both organized in cooperation with CNIPA.	41 participants from the following 14 countries: Albania (1), Azerbaijan (1), Cambodia (4), China (5), Czech Republic (2), Kazakhstan (9), Kyrgyzstan (3), Latvia (3), Mongolia (2), Syrian Arab Republic (1), Tajikistan (2), Turkmenistan (2), Uzbekistan (2), Viet Nam (4)
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully		
	No. of countries having taken steps to enhance their TISC networks with a view to ensuring sustainability	Some 160 IP professionals from 12 countries took steps to strengthen their TISC networks, through the exchange of experiences and dissemination of best practices in integrating TISCs into national and institutional strategic frameworks and in identifying areas of opportunities for possible regional cooperation among TISC networks at a regional meeting in November 2023, in cooperation with the China National Intellectual Property Administration (CNIPA).	China, Georgia, Indonesia, Kazakhstan, Kyrgyzstan, Malaysia, Mongolia, Pakistan, the Philippines, Sri Lanka, Uzbekistan, Viet Nam

France

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	Participants with enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 487 participants from Offices, private sector, relevant Government and other public institutions, universities and R&D institutions in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; (ii) technology transfer, licensing, IP commercialization and IP valuation as well as related European and international IP Law.	See below ⁵⁴
	% of trainees who found WIPO Academy training programs useful or very useful	100% of the 30 participants found the WIPO-INPI-OMPIC Training Course on Trademarks and Geographical Indications (GIs) and the WIPO-CEIPI Advanced Training Course on IP and Technology Transfer and Licensing with CEIPI useful or very useful: - Very Useful: 88% - Useful: 12%	See below ⁵⁵
	No. of countries engaged in South-South Cooperation	31 developing countries benefited from the cooperation with OMPIC and OAPI in various capacity building programs.	See below ⁵⁶
	% of trainees satisfied with the enhanced knowledge and skills acquired	100% of the 13 participants who took part in the Summer School of the Center for International Intellectual Property (IP) Studies CEIPI.	Argentina, Chile, Egypt, Indonesia, Jordan, Lebanon, Malaysia, Mexico, Mongolia, the Philippines
		100% of the 10 participants who took part in the <i>Advanced InterGI Europe</i> , organized in partnership with the Agricultural Research Centre for International Development (CIRAD) and the <i>Réseau - Echanges - Développement Durable</i> (REDD).	Bangladesh, Brazil, Cambodia, Cameroon, Mexico, Peru, Republic of Korea, Thailand, Viet Nam
		90% of the 9 participants who took part in the Regional Seminar on Geographical Indication for Arab Countries: Promoting Agricultural and Craft GIs in Arab Countries.	Bahrain, Egypt, Jordan, Morocco, Oman, Saudi Arabia, United Arab Emirates
		92% of the participants who took part in the Sub-regional Workshop WIPO-OAPI-UEMOA-INPIMCIPPME ¹ on Intellectual Property Adjudication for Judges from OAPI Member States (including UEMOA countries) and other francophone African countries.	Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of Congo, Côte d'Ivoire, Guinea, Madagascar, Mali, Niger, Senegal, Togo
	Enhanced knowledge and skills of the Trainers of Judiciary Training Institutes of the African Organization of Intellectual Property (OAPI) Member States on IP	39 judges from 13 OAPI Member States and 3 French-speaking African countries enhanced their knowledge and skills during a Workshop on IP Adjudication for Judges under the training-of-trainers program, which targeted trainers in national judiciary training institutes. The workshop provided a platform for strengthening professional ties and encouraging fruitful exchanges among judges from the OAPI region and other French-speaking African countries.	Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of Congo, Guinea, Madagascar, Mali, Niger, Senegal, Togo

⁵⁴ Argentina (1), Bangladesh (1), Bahrain (2), Brazil (202), Belgium (1), Benin (3), Burkina Faso (25), Botswana (1), Cambodia (1), Cameroon (7), Central African Republic (3), Chad (1), Chile (1), Colombia (1), Congo (1), Côte d'Ivoire (165), Cuba (1), Greece (1), Egypt (3), France (3), Gabon (2), Guinea (2), India (2), Indonesia (1), Jordan (3), Kenya (1), Kyrgyzstan (1), Lebanon (1), Madagascar (1), Malawi (1), Mali (2), Malaysia (2), Mexico (4), Mongolia (2), Morocco (5), Niger (1), Oman (1), Peru (1), the Philippines (2), Republic of Korea (1), Republic of Moldova (2), Rwanda (1), Senegal (1), South Africa (1), Sri-Lanka (1), Saudia Arabia (30), Switzerland (1), Thailand (1), Togo (5), Tunisia (1), United Arab Emirates (1), Uganda (1), Viet Nam (1)

⁵⁵ 30 participants 22 countries: Belgium (1), Benin (1), Botswana (1), Brazil (1), Burkina Faso (3), Cameroon (2), Cuba (1), Greece (1), India (2), Kenya (1), Kyrgyzstan (1), Madagascar (1), Malawi (1), Malaysia (1), Republic of Moldova (2), Morocco (3), Rwanda (1), South Africa (1), Sri Lanka (1), Togo (2), Tunisia (1), Uganda (1)

⁵⁶ Argentina, Bangladesh, Brazil, Benin, Burkina Faso, Cambodia, Cameroon, Central African Republic, Chad, Colombia, Congo, Côte d'Ivoire, Egypt, Gabon, Guinea, Indonesia, Jordan, Lebanon, Mali, Malaysia, Mexico, Mongolia, Morocco, Niger, Peru, the Philippines, Senegal, Thailand, Togo, Tunisia, Viet Nam

France Lisbon

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data		
	Increased operational efficiency and quality of Lisbon System operations	Contributed to the efficient processing, registration, notification, and publication of 207 international registrations in a timely manner.	Lisbon Union Members

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	5 countries took steps to advance and strengthen the development of their copyright framework.	Bangladesh, Kiribati, Pakistan, the Philippines, Viet Nam

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
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		
	Global participation in World IP Day Campaign	The World IP Day 2023 Campaign materials, such as the World IP Day video clip and digital ads, were delivered in 8 languages (the 6 official UN languages, Japanese and Portuguese). Online content was viewed by users from 209 countries/territories.	All countries
2.3	International dialogue and cooperation on Building Respect for IP		
	Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement policy making.	A research study <i>Consumer Attitudes and Behavior in Relation to Counterfeit Goods - Survey Results from six ASEAN Countries</i> ⁵⁷ on the status of IP enforcement on ecommerce platforms was conducted in 2023 to examine the methods used by online marketplaces to tackle the trade in counterfeits through: (i) an examination of the published policies and practices of 50 marketplaces and 16 technology providers; (ii) a compliance test on the marketplaces and technology providers; and (iii) interviews with industry stakeholders. The results of the surveys were presented at the 16th session of the Advisory Committee on Enforcement.	All countries
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data		
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	100% of participants provided positive feedback on the relevance of WIPO capacity building and promotional events:	
		- Regional Workshop for Intellectual Property Office Officials Responsible for the Madrid System for Selected Asia and the Pacific Countries.	Bhutan, Brunei Darussalam, Cambodia, India, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Pakistan, the Philippines, Samoa, Thailand, Viet Nam
		- Expert Workshop on the Madrid System for the Intellectual Property Corporation of Malaysia (MyIPO).	Malaysia

⁵⁷ Document: [WIPO/ACE/16/8](#)

	Performance Indicators	Key Results in 2023	Beneficiary Countries
	Enhanced access to information for the use of IP to support innovation	Registration for the first session of the Distance Learning course on the Hague System was launched in December 2023, with the inaugural session to start in March 2024.	All countries
		The WIPOD – Design Talks was launched, and the first episode was published in December 2023.	All countries
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges		
	Participation of stakeholders in the WIPO Green platform	2 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan.	All countries
		105 additional technologies and 65 needs identified and uploaded to the WIPO GREEN database in the Latin American Acceleration Project. In addition, 15 connections and 19 matches were established.	Argentina, Brazil, Chile, Peru
		26 potential partners in the climate finance space were found through the WIPO GREEN Finance Initiative.	All countries
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		
	Level of satisfaction of participants in WIPO training and skills development programs	93% of participants were satisfied with the following WIPO training and skills development programs:	
		- WIPO Regional Forum on IP for Women in STEM and Entrepreneurs.	Argentina, Brazil, Chile, Colombia, Dominican Republic, El Salvador, Mexico, Panama, Paraguay, Peru
		- Third Session of the Asian-Arab IP Dialogue between Japan and selected Arab countries on Utilizing the IP System for Economic, Social and Cultural Development in the Digital Era.	Bahrain, Egypt, Jordan, Kuwait, Morocco, Oman, Saudi Arabia, Sudan, Tunisia, Member States of the League of Arab States (LAS), the Gulf Cooperation Council Patent Office (GCCPO), and the Gulf Cooperation Council Intellectual Property Training Center (GCC-IPTC)
		- WIPO-ASEAN Youth Digital Forum.	ASEAN Member States
		- Heads of Intellectual Property Offices from Pacific Islands meeting in Fiji.	Fiji, Cook Islands, Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
		- Innovation, IP and Value Addition for Business Competitiveness in Africa-Regional Conference on Intellectual Property for Women in Agribusiness (Policy Dialogue in Africa).	All African countries
		- Pilot Project to Support Young Designers in Leveraging IP.	Brazil, Chile
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States		
	Level of satisfaction of participants in WIPO training and skills development programs	84.5% of participants were satisfied with the following WIPO training and skills development programs:	
		- Reinforcing the TISC/Technology Transfer Offices (TTOs) in Southern Africa through on-the-job training at South African Technology Transfer Offices.	Botswana, Malawi, Namibia, South Africa, Zambia, Zimbabwe
		- WIPO Meeting of Heads of Intellectual Property Offices of Caribbean Countries.	Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago
4.3	Increased IP knowledge and skills in all Member States		
	Increased awareness among diverse economic actors and creators concerned broadly with Designs in the Western African region of the importance of Designs as a key IPR for growth and development	The ECOWAS mobile app for Designs ("AfricDeezayn") was completed for formal launch in Google Play in January 2024.	Côte d'Ivoire, Ghana

	Performance Indicators	Key Results in 2023	Beneficiary Countries
	Level of satisfaction of participants in WIPO capacity building, training and skills development programs	<p>98% of participants were satisfied with the following WIPO training and skills development programs:</p> <ul style="list-style-type: none"> - National Workshop on Examination in the PCT National Phase for Patent Examiners of DPDT Bangladesh. - Short-term Fellowship Training/Practicum/Internship - Sub-regional Seminar on the Enforcement of Intellectual Property Rights in Ciudad del Este, Paraguay. - Sub-Regional Seminar on the Enforcement of Intellectual Property for law enforcement officials from the Gulf Cooperation Council (GCC). - Event of MIP graduates (University of Yaoundé II). - Event of MIP graduates (Africa University.) 	<p>Bangladesh</p> <p>Bangladesh, Brazil, Cambodia, Libya, Morocco, Pakistan, Tajikistan, Uzbekistan</p> <p>Argentina, Brazil, Chile, Ecuador, Paraguay, Uruguay</p> <p>Bahrain, Kuwait, Qatar, Oman, Saudi Arabia, United Arab Emirates</p> <p>Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Congo, Côte d'Ivoire, Democratic Republic of Congo, Comoros, Gabon, Guinea, Mali, Mauritania, Niger, Senegal, Togo</p> <p>Botswana, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Sierra Leone, Sudan, Uganda, United Republic of Tanzania, Zambia, Zimbabwe</p>
	% of participants who have successfully completed skills-based training programs	<p>100 % of participants successfully completed the following WIPO training and skills-based training programs:</p> <ul style="list-style-type: none"> - Master's Degree in Intellectual Property (MIP) program offered jointly by WIPO, OAPI and the University of Yaoundé II, Yaoundé, Cameroon, and by WIPO, ARIPO and Africa University, Mutare, Zimbabwe, respectively. - WIPO-South Africa Advanced Summer School on Intellectual Property and Transfer of Technology, with the assistance from the Government of Japan. 	<p>Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Côte d'Ivoire, Egypt, Ethiopia, Gabon, Guinea, Kenya, Malawi, Niger, Nigeria, Senegal, Togo, Uganda, Zimbabwe</p> <p>Ethiopia, Ghana, Kenya, Nigeria, Uganda, Zimbabwe</p>
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully		
	Level of satisfaction of participants in WIPO capacity building, training and skills development programs	<p>93% of participants provided positive feedback on the relevance of the following WIPO programs:</p> <ul style="list-style-type: none"> - Scholarships for the International Patent Drafting Program (2023 course). - International IP Symposium on Energy - For the Sustainable Society. - Video Competition. - IP Weeks (IP Policy Guidelines and SMEs Related Activities). - Regional Patent Drafting Course in Africa. - WIPO Regional Workshop for Latin American and Caribbean Countries on Negotiation of Technological Development Collaboration Agreements for the agro-industrial sector. - WIPO Regional Meeting for Development of Technology and Innovation Support Center (TISC) Networks in the Arab Region and the Establishment of a Regional TISC Network. - WIPO Regional Meeting on Strengthening the ASEAN Regional Technology and Innovation Support Center (TISC) Network. - WIPO-ARIPO Regional Meeting on the Development of a Regional Technology and Innovation Support Center (TISC) Network. 	<p>Botswana, Ethiopia, Iran (Islamic Republic of), Kenya, Malaysia, Nigeria, the Philippines, Sri Lanka</p> <p>All countries</p> <p>All countries</p> <p>Botswana, Senegal, Uganda, Zimbabwe</p> <p>Angola, Botswana, Burundi, Cabo Verde, Eswatini, the Gambia, Ghana, Kenya, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Sao Tome and Principe, Sierra Leone, Somalia, Uganda, United Republic of Tanzania</p> <p>Brazil, Chile</p> <p>Algeria, Djibouti, Egypt, Jordan, Mauritania, Morocco, Oman, Syrian Arab Republic</p> <p>Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Thailand, Viet Nam</p> <p>Botswana, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi,</p>

	Performance Indicators	Key Results in 2023	Beneficiary Countries
			Mauritius, Namibia, Nigeria, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, Sudan, United Republic of Tanzania, Uganda, Zambia, Zimbabwe
		- WIPO-OAPI Sub-Regional Meeting on the Establishment of an OAPI Sub-Regional Technology and Innovation Support Center Network.	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Gabon, Guinea, Guinea-Bissau, Mali, Mauritania, Senegal, Togo
		- WIPO-ASEAN Regional Meeting for Presenting the Projects on Institutional IP Policies and on IP Valuation.	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Thailand, Viet Nam
		- Workshop on Access to Technology for Innovation and the Development of Technology and Innovation Support Center.	Mauritania
		- Branding Projects.	Kenya
	Enhanced content of IP Advantage Database	- 8 new case studies were added to the IP Advantage Database.	All countries
	Enhanced access to information for the use of IP to support innovation	Access to information was enhanced through:	
		- Translation of the WIPO Patent Drafting Manual (Second Edition) into French, Spanish and Arabic.	All French, Spanish and Arabic-speaking countries
		- Research on various IP topics, including Study on IP Diagnostic Tool, Japanese Companies' Contributions towards Youth's Innovation, Effective Methods to Promote Japan's Experiences.	All countries
		- Patent Landscape Reports on 1) Graphite and 2) Mineral Sands.	Sri Lanka
		- The Handbook of Patent Analytics.	All countries
4.5	Enhanced IP infrastructure for IP Offices		
	No. of IP documents digitized, captured, validated, or converted to full text	Digitization of IP documents such as patents, trademarks, industrial designs and utility models for IP Offices.	OAPI Member States, Ecuador, Cambodia, Lao People's Democratic Republic, Viet Nam
		Cloud Migration of WIPO CASE platform.	All countries using WIPO CASE
		Produce patent full text by OCR proofreading and loading in PATENTSCOPE.	Argentina
		XML Full text conversion of available Philippines patent back file collection.	the Philippines
	Level of satisfaction of participants in WIPO training and skills development programs	99% of participants were satisfied with the following WIPO training and skills development programs:	
		- The Workshop on Website Optimization and Development of Customer-Centric Content relating to the ASEAN Industrial Designs Formalities Study and the 4th meeting of the ASEAN Industrial Designs Task Force (IDTF).	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Thailand, Viet Nam
		- National Capacity Building Workshop on On-line Filing Services in Sihanouk Ville.	Cambodia
		- WIPO Regional Training Workshop on Cloud-Native IPAS 4.0.	ARIPO Member Countries
		- Sharing-Best-Practices (SBP) Workshop on Smarter IP Office Business Services.	Cambodia, the Philippines, Viet Nam
		- ASEAN IP Register Coordinator Meeting.	Brunei, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Thailand, Singapore, Viet Nam
		- WIPO Regional Training for ARIPO Heads of IP Offices.	ARIPO Member States

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Some 2,000 participants from 98 countries enhanced their awareness of WIPO's ADR services through webinars on ADR for copyright and content disputes.	See below ⁵⁸
	No. of downloads of the Report on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business-to-Business (B2B) Digital Copyright- and Content-related Disputes	In 2023, the Report on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business-to-Business (B2B) Digital Copyright- and Content-related Disputes was downloaded over 6,000 times (over 18,000 downloads in total since its publication in September 2021).	All countries
	Increased access to online tools to facilitate the filing and administration of ADR cases related to copyright and content disputes	Following the launch of the online gateway to facilitate the filing of mediation cases under the WIPO-MCST Mediation Promotion Scheme in 2022, 2023 saw the upgrade of the online meetings module, and the development and launch of online filing forms to further streamline the co-administration of mediation requests filed with the National Directorate of Copyright of Colombia (DNDA), the Registry of Intellectual Property of Guatemala (RPI), the National Institute of Copyright of Mexico (INDAUTOR), the National Directorate of Intellectual Property (DINAPI) of Paraguay, and the Intellectual Property Office of Trinidad and Tobago (TTIPO). In 2023, an additional 360 mediation requests (+10% over 2022) and an additional 580 online hearings (+7% over 2022) were conducted through such online modules.	All countries

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

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
2.3	International dialogue and cooperation on Building Respect for IP		
	Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement policy making	Two studies were completed in 2023 (and presented at the 16th session of the ACE in early 2024): <ul style="list-style-type: none"> - A study on the technical, legal and judicial aspects of the illegal retransmission of live broadcasts through Internet streaming. The study examined the legal protection of live broadcasts and their commercialization and analyzed common models of illegal retransmission through Internet streaming, legislative approaches taken by WIPO Member States to address this issue, and the effectiveness of civil and criminal remedies. - A study on consumption behavior of pirated copyright works explored consumption behavior of pirated copyright works in Indonesia and Thailand, identifying popular pirated product categories, consumption patterns, and motivational drivers. It compared perceived quality between pirated and original copies, revealing consumer attitudes and reasons for accessing or 	All countries

⁵⁸ Algeria, Andorra, Argentina, Armenia, Azerbaijan, Belgium, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Cabo Verde, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Eswatini, Ethiopia, Finland, France, Gabon, the Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Honduras, Hungary, India, Indonesia, Iran (Islamic Republic of), Iraq, Ireland, Israel, Italy, Jamaica, Kenya, Kuwait, Kyrgyzstan, Lebanon, Lesotho, Liberia, Luxembourg, Malawi, Malta, Mexico, Mongolia, Morocco, Myanmar, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, North Macedonia, Norway, Pakistan, Panama, Paraguay, Peru, Poland, Republic of Korea, Romania, Russian Federation, Rwanda, Sao Tome and Principe, Serbia, Seychelles, Sierra Leone, Slovakia, Somalia, South Africa, Spain, Sri Lanka, Switzerland, Syrian Arab Republic, Türkiye, Uganda, Ukraine, United Arab Emirates, United Kingdom, United Republic of Tanzania, United States of America, Venezuela, Viet Nam, Zambia, Zimbabwe

	Performance Indicators	Key Results in 2023	Beneficiary Countries
		avoiding pirated works. The research offered insights into attitudes, motivations, and deterrents, with implications for piracy prevention.	
	Increased awareness on topical issues that arise in IP enforcement and in building a culture of respect for IP	- The Regional High-Level Meeting on Copyright Enforcement in the Digital Environment was held in Seoul, Republic of Korea on April 26 and 27, 2023. Some 46 participants discussed contemporary issues in online copyright enforcement with a view to enabling participating countries to develop effective national policies.	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Thailand, Viet Nam
		- A WIPOD miniseries entitled "Eye on Copyright Enforcement", was launched, featuring conversations with artists, lawyers and creative industry experts, exploring the importance of respecting and enforcing copyright. Four episodes were released as part of the podcast miniseries: (i) Breakfast at Todd's; (ii) The Megaupload Saga; (iii) The Fight Against Online Copyright Crime; and (iv) Battling Illegal Live Streaming of Sports Events.	All countries
		- The "Respect for IP" webinar series allowed 875 attendees to increase their awareness on: (i) The Role of the Domain Name System in Copyright Enforcement; (ii) Copyright Infringement Issues in the Metaverse; (iii) Online Piracy and Cybercrimes; (iv) Online Advertising and Piracy; and (v) AI and Music (voice cloning and copyright infringement).	All countries
	Increased access to tools and information aimed at raising public awareness, in particular among youth, of the importance of respect for copyright	Tools and information aimed at raising public awareness of the importance of respect for copyright were made available to WIPO Member States for use in national awareness-raising campaigns including:	
		- In its second phase, starting in July 2023, the IP Clubs project expanded to reach 296 students and 44 teachers from 19 schools in Malawi and Zimbabwe.	Malawi, Zimbabwe
		- An online game entitled "IP Challenge" was released, aimed at children aged 11 years and older. The game tests the players' knowledge of IP while they help the characters protect and commercialize their works and inventions. It is currently available in English, Portuguese and Spanish.	All countries
		- The first Citizen Journalism and IP project in Asia was held in the Philippines, providing IP knowledge as well as journalism and video skills to students aged 14 to 17.	the Philippines
		- Support was provided to the National Copyright Office of the Dominican Republic, allowing it to launch a high-profile awareness-raising campaign featuring students aged 15 to 16 and a well-known singer-songwriter.	Dominican Republic

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	5 countries took steps to advance and strengthen the development of their copyright framework and to increase knowledge and skills.	Bhutan, Pakistan, the Philippines, Samoa, Sri Lanka
	No. of accessible books produced by local partners in Kyrgyzstan, the Philippines, Senegal and Trinidad and Tobago.	Through funding and technical assistance provided by ABC, the partner NGOs in four countries produced 648 accessible format copies of educational materials in English, French, Russian, and Tagalog/Filipino for primary, secondary and university-level students in EPUB3, DAISY Text, DAISY Audio, Braille Ready Files (BRF), embossed braille and hard copy large print: Kyrgyzstan (144), the Philippines (154), Senegal (120), and Trinidad and Tobago (230).	Kyrgyzstan, the Philippines, Senegal, Trinidad and Tobago

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of public officers, professionals, researchers, and students in the field of Intellectual Property and Artificial Intelligence. 63 participants – 33 women and 30 men – from 37 countries completed the full training.	See below ⁵⁹
	No. of countries that have taken measures to strengthen business competitiveness through brands and designs	1 additional country took measures, and 3 countries took additional measures to strengthen business competitiveness through brands and designs (18 countries cumulative ⁶⁰).	Bangladesh, Indonesia, Niue, Viet Nam
	Increased information on the benefits of trade secret protection in the IP eco-system	Completion of the guide on trade secrets to: (i) support policymakers in developing national strategies and legal frameworks that fully integrate trade secret protection; and (ii) raise awareness in the private sector about the benefits of trade secret protection for commercial success. The guide will be published in Q2 2024.	All countries
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully		
	Increased awareness among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	As part of the Appropriate Technology Competition, 3 innovators in Trinidad and Tobago received awards for their proposals on: (i) Systemic Housing Solutions; (ii) Mini Portable Bean Grader; and (iii) Heat Sensors and Water Evaporators to Combat Flooding.	Trinidad and Tobago
	Enhanced understanding among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	More than 70 participants enhanced their understanding of the importance of Appropriate Technologies and problem-solving using patent information.	Trinidad and Tobago
	No. of technologies developed by public institutions commercialized	With a view to commercialization, a prototype of a new Low-density Polyethylene (LDPE) food packaging film containing Rice Husk Ash (RHA) for extending the shelf life of fruits and vegetables developed by Khon Kaen University in Thailand, and a patent landscape analysis and consulting on the future patent strategy was provided to the beneficiary university.	Thailand

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of senior students, graduates, and young professionals from developing countries, LDCs and countries in transition, focusing on: (i) understanding of IP issues; (ii) learning tools for IP Management; and (iii) knowledge of the role and functions of WIPO (63 participants (32 women, 31 men) from 23 countries successfully completed a short-term education program).	Azerbaijan (1), Botswana (1), Brazil (1), China (2), Egypt (2), Germany (1), Ghana (2), India (17), Indonesia (3), Iran (Islamic Republic of) (11), Myanmar (1), Nigeria (3), Pakistan (2), the Philippines (2), Republic of Korea (1), Romania (1), South Africa (1), Türkiye (4), Uganda (2), Ukraine (1), Viet Nam (2), Zambia (1), Zimbabwe (1)

⁵⁹ Algeria, Bangladesh, Bulgaria, China, Colombia, Egypt, Ethiopia, France, Ghana, Greece, India, Indonesia, Iran (Islamic Republic of), Kenya, Lesotho, Malaysia, Mexico, Myanmar, Nigeria, Oman, Pakistan, Paraguay, the Philippines, Republic of Korea, Russian Federation, South Africa, Sri Lanka, Switzerland, Türkiye, Turkmenistan, Uganda, Ukraine, United Kingdom, United Republic of Tanzania, United States of America, Venezuela, Zimbabwe

⁶⁰ Corrigendum: At the end of 2022, there were 17 countries cumulative, not 15 as reported in the WPR 2022.

Performance Indicators	Key Results in 2023	Beneficiary Countries
	Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (15 participants (7 women, 8 men) from 10 countries successfully completed the Master's degree program).	Bangladesh (1), Cambodia (1), Ghana (1), the Gambia (1), India (3), Nigeria (2), Kiribati (2), Malawi (1), the Philippines (1), Republic of Korea (2)
	Enhanced knowledge and practical skills of design examiners from developing countries, LDCs and countries in transition (13 design examiners (6 women, 7 men) from 12 countries completed the training).	Bangladesh (1), Cuba (1), Indonesia (1), Kazakhstan (2), Kenya (1), Malawi (1), Pakistan (1), the Philippines (2), Tajikistan (1), Uganda (1), United Republic of Tanzania (1)
	Enhanced knowledge and skills of patent examiners from developing countries, LDCs and countries in transition (16 patent examiners (9 women, 7 men) from 9 countries completed phase 2 online training).	Bangladesh (3), Egypt (2), Indonesia (3), Kazakhstan (2), Kenya (1), Pakistan (1), Sri Lanka (1), Tajikistan (2), Tunisia (1)
	Enhanced understanding among senior government officials of the importance and role of IP and IP-driven policy for industrial development and economic growth, in developing countries in Asia (12 participants (5 women, 7 men) from 8 Asian countries completed the onsite-workshop course).	Azerbaijan (2), Bangladesh (1), Iran (Islamic Republic of) (1), Myanmar (1), Nepal (1), the Philippines (2), Thailand (2), Viet Nam (2)
	Enhanced knowledge and capacity of policy makers and teachers on education in IP, invention, and innovation at primary and secondary schools (15 participants, comprising government officials, teachers, and principals (11 women, 4 men) from 5 selected beneficiary countries).	Cambodia (4), Egypt (3), Indonesia (3), Malaysia (2), Viet Nam (3)
	Enhanced IP capacity among women scientists, academics and entrepreneurs, and empowered prominent women in science from developing countries, LDCs, and countries in transition (19 women scientists and entrepreneurs including UNESCO-L'Oréal Laureates).	Barbados (1), Brazil (1), Chile (1), Columbia (1), Cuba (1), France (1), Ghana (2), Jordan (2), Kenya (1), Lebanon (2), Lithuania (1), Republic of Korea (2), United Arab Emirates (2), Viet Nam (1)
	Enhanced understanding of IP, valuation, and financing, including comprehensive practical knowledge on how to use IP in financing, of professionals and government officials from the IP and finance sectors (123 participants (60 women, 63 men) from 41 countries completed the course).	See below ⁶¹
	Enhanced knowledge and skills of public and private sector professionals from developing countries, LDCs and countries in transition in managing IP assets: <ul style="list-style-type: none"> – 923 participants from 111 countries completed the online component of training. – 430 participants successfully completed IP Panorama training. – 38 participants (21 women, 17 men) from 24 developing countries, LDCs and countries in transition, participated in the in-person training, including a mock-negotiation session and group exercises, and were awarded Advanced International Certificates for successful completion of the final intensive training phase. 	Bulgaria (1), Colombia (1), Croatia (1), Egypt (1), India (9), Indonesia (1), Italy (1), Jordan (2), Kenya (1), Lebanon (1), Mauritius (1), Mexico (1), Nigeria (1), the Philippines (1), Republic of Korea (2), Singapore (1), Slovenia (1), South Africa (2), Sri Lanka (1), Syrian Arab Republic (1), Trinidad and Tobago (2), Uganda (1), United Republic of Tanzania (1), Viet Nam (3)
Participants who were satisfied with the training programs	Of 157 respondents to evaluation surveys conducted across 6 of the above training programs ⁶² , 94% reported overall satisfaction.	

⁶¹ Algeria (1), Bangladesh (1), Cameroon (1), China (1), Colombia (1), Egypt (10), Ethiopia (2), Germany (2), Ghana (1), India (34), Indonesia (1), Iran (Islamic Republic of) (6), Jamaica (2), Kenya (2), Kuwait (1), Madagascar (1), Malawi (1), Malaysia (2), Mauritius (1), Mexico (1), Morocco (1), Myanmar (1), Nigeria (13), Pakistan (1), Paraguay (1), the Philippines (3), Republic of Korea (6), Russian Federation (1), Singapore (2), Slovakia (2), Slovenia (2), South Africa (1), Sri Lanka (3), Switzerland (1), Trinidad and Tobago (1), Turkmenistan (1), Ukraine (1), United Republic of Tanzania (2), United States of America (1), Viet Nam (5), Zimbabwe (2)

⁶² Professional Development training in: (i) patent examination; (ii) design examination; (iii) WIPO Summer School; (iv) Advanced International Certificate Course (AICC) on IP Asset Management for Business Success; (v) Workshop on IP-driven, Inclusive, and Sustainable Industrial Development, and (vi) Leadership Course for Building Capacity of Teachers and Policy Makers in School Invention, Innovation, and IP Education

Spain (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.3	Increased IP knowledge and skills in all Member States		
	Level of satisfaction of participants in WIPO training and skills development programs	22 IP Professionals from 15 Latin American countries participated in the V edition of the WIPO/OEPM/AECID Regional Workshop for Training of Trainers on Industrial Property: Drafting of Patent Applications organized jointly with the Spanish Patent and Trademarks Office (OEPM) and the Spanish Agency for International Cooperation and Development (AECID). 100% of the of 22 respondents indicated that the content of the training and how it was delivered fully met their expectations	Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay
		12 IP Professionals (10 female and 2 men) from 12 Latin American countries participated in the WIPO/OEPM Advanced Training Course on Trademarks. 100% of the of total 8 respondents indicated that the training was adequate	Brazil, Chile, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Paraguay, Peru, Uruguay
	% of participants in WIPO workshops who find the skills acquired relevant for their institutions	100% of 22 respondents participants in the V edition of the WIPO/OEPM/AECID Regional Workshop indicated that their drafting knowledge had increased and that the skills acquired were highly relevant for their institutions.	Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay
	% of participants in WIPO workshops who find the training useful	100% of the of total 8 respondents indicated that the WIPO/OEPM Advanced Training Course on Trademarks was useful.	Brazil, Chile, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Paraguay, Peru, Uruguay

Uruguay

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
4.5	Enhanced IP infrastructure for IP Offices		
	Improved management and processing of industrial property files and applications with the objective of safeguarding the protection of the Industrial Property rights of their owners	During 2023, the second phase of the Modernization of the IP Office Systems project in the National Directorate of Industrial Property (DNPI) was launched and delivered several key improvements, including <i>inter alia</i> : (i) the development of the new system for online filing and notifications of IP rights; and (ii) the integration with APIA Documentum, (the electronic document management system of the State of Uruguay). The new functionality will go live in 2024.	Uruguay

ANNEX XI Capital Master Plan Progress Report 2023

This Annex reports on all Capital Master Plan (CMP) projects funded by the WIPO Reserves as approved by Member States.

The report includes Progress Reports for projects that were under implementation in 2023 and Completion Reports for projects that were completed during the course of 2023.

Progress Reports provide Member States with an overview of progress made in project implementation during the period January to December 2023. Completion Reports provide a concise summary of the overall project implementation and achieved benefits.

CMP 9	PCT Resilient and Secure Platform - Phase I - Project Completion Report
CMP 10	Madrid IT Platform - Project Progress Report
CMP 11	Integrated Conference Services Platform (ICSP) - Project Progress Report
CMP 18	Dynamic Incident Management (DIM) - Project Completion Report
CMP 21	WIPO IP Portal - Phase II - Project Completion Report
CMP 22	Hague Externalization Project - Project Completion Report
CMP 24	Web CMS Technology Replacement - Project Completion Report
CMP 25	Treasury Management System (TMS) - Project Progress Report
CMP 31	Enterprise Performance Management (EPM) 2nd Generation Cloud Based - Project Progress Report
CMP 33	Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG) - Project Completion Report
CMP 34	Conference Systems Upgrade - Project Completion Report
CMP 35	Strong Modern Authentication - Project Progress Report
CMP 36	WIPO IP Portal - Phase III - Project Progress Report
CMP 37	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications Phase III - Project Progress Report
CMP 38	Enterprise Service Management - Project Progress Report
CMP 39	AIMS 2.0 Transformation - Phase I - Project Progress Report
CMP 40	Data Management and Governance - Project Progress Report
CMP 41	PCT Resilient and Secure Platform - Hybrid Phase - Project Progress Report

Capital Master Plan Projects as at December 31, 2023

(in thousands of Swiss francs)

	Project Budgets	Expenditure ¹		Remaining Balance	Budget Utilization	
		Expenditure up to end 2021	2022/23 Expenditure			Total Expenditure
<u>ICT Related Projects</u>						
WIPO IP Portal - Phase II ²	6,960	6,050	837	6,886	74	99%
WIPO IP Portal - Phase III	7,531	-	4,722	4,722	2,809	63%
PCT Resilient and Secure Platform - Phase I ^{2,3}	8,800	6,598	1,677	8,275	525	94%
PCT Resilient and Secure Platform - Hybrid Phase	9,945	-	1,370	1,370	8,575	14%
Madrid IT Platform	6,000	833	2,933	3,766	2,234	63%
Hague Externalization Project ⁴	3,001	1,574	1,406	2,981	20	99%
Web CMS Technology Replacement ⁵	911	436	396	832	79	91%
Cloud Transition - Phase III ⁶	2,750	-	1,464	1,464	1,286	53%
Integrated Conference Services Platform (ICSP)	930	314	269	583	347	63%
Treasury Management System (TMS)	250	87	24	112	138	45%
EPM 2nd Generation Cloud Based	825	-	668	668	157	81%
AIMS 2.0 Transformation - Phase I	2,900	-	488	488	2,412	17%
Conference Systems Upgrade ²	2,594	-	2,504	2,504	90	97%
Enterprise Service Management (ESM)	1,500	-	220	220	1,280	15%
Data Management and Governance	1,000	-	-	-	1,000	-
Sub-total	55,896	15,892	18,978	34,871	21,025	62%
<u>Safety and Security Related Projects</u>						
Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG) ²	407	-	361	361	46	89%
Dynamic Incident Management (DIM) ²	400	198	119	317	83	79%
Strong Modern Authentication	897	-	105	105	792	12%
Sub-total	1,704	198	585	782	922	46%
GRAND TOTAL	57,600	16,090	19,563	35,653	21,947	62%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

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

³ Includes additional budget of 800,000 Swiss francs (document WO/PBC/27/9).

⁴ This project will be completed in Q1 2024. Any remaining balance will be subsequently returned to Accumulated Surpluses.

⁵ These projects have been closed, and their remaining balances have been returned to the Accumulated Surpluses.

⁶ Project full name: "Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications"

CMP 9 PCT RESILIENT AND SECURE PLATFORM PHASE I

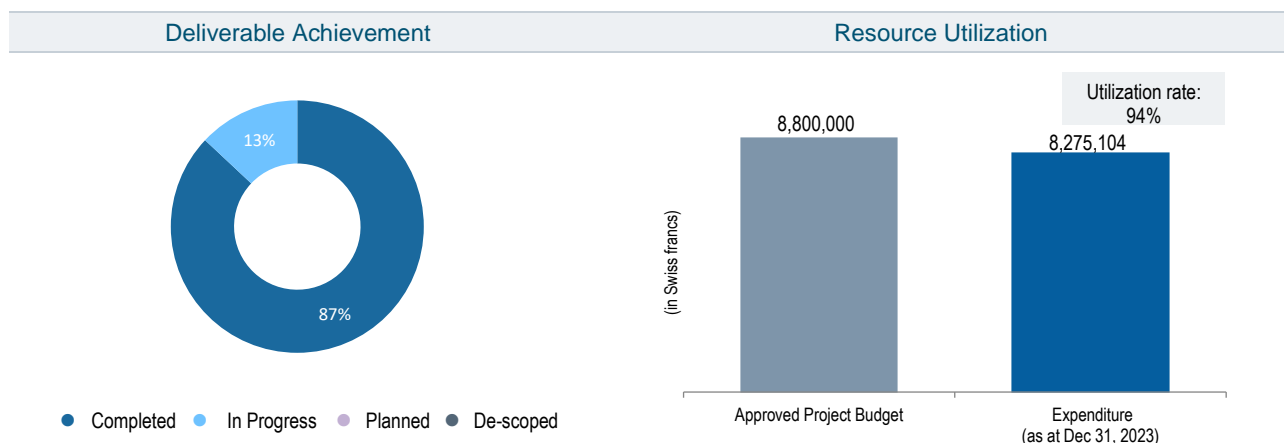
Expected Result: 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge, and data

Project Completion Report

Business Case and Objectives⁶³



Project Overview



Key Project Achievements

- 96 out of the total 118 PCT systems covered by the project were modernized. The remaining systems will undergo modernization as part of the CMP 41 project.
- The Virtual Desktop Infrastructure (VDI) with remote working capability was delivered, allowing PCT staff to securely access PCT resources and services with no interruption and full productivity, in line with the approaches and controls agreed with the Security and Information Assurance Division (SIAD).
- Automated application life cycle management systems (pipelines) were implemented for legacy applications to improve agility in application delivery. These pipelines included integration with the automated security testing mechanisms (Static and Dynamic Application Security Testing – SAST and DAST).
- ePCT hybrid cloud infrastructure and ePCT contingency designs were completed, including the comprehensive definition of the relevant security architectures and control frameworks.
- Matured operational model and improved service request management were delivered.
- The change management structure was established, ensuring a centralized and coordinated approach to IT-related changes.

Overall Achievement versus Plan

- In 2019, studies on the relevance of a public cloud strategy instead of the original private cloud for PCT were undertaken, resulting in the business decision to adopt a public cloud strategy.
- During the 2020 PBC session, requests were made by Member States to further clarify the security of hosting PCT confidential data in a public cloud environment, and a decision was made to put on-hold any cloud deployment of PCT highly sensitive data. Pending the decision regarding PCT highly sensitive data, it was

⁶³ The Original Business Case and Objectives are reflected in [Capital Master Plan for 2018-27](#) (document WO/PBC/27/9). The Business Case and Objectives for the Transition Phase are reflected in [Capital Master Plan for 2022-23](#) (document WO/PBC/33/11). For updates to these, please refer back to previous CMP Progress Reports.

decided during the 2021 PBC session to proceed with the implementation of a transition phase focusing on IT modernization.

- The hybrid cloud approach for the RSP program was approved by the PBC and the WIPO Assemblies in 2022. The hybrid approach consists of maintaining the highly confidential PCT information under the strict control of WIPO, using local, secure dedicated infrastructure, while leveraging the public cloud for the PCT processing system.
- As a result, the program was extended to 2025 under CMP 41, with a budget of 9,945,000 Swiss francs for the 2023-25 period.

Lessons Learned

- Due to the increase in lead time for the recruitment of subject matter experts compared to pre-COVID levels, sufficient time for recruitment activities needs to be factored into the project schedule to ensure realistic project implementation timelines.
- When external subject matter experts are unavailable, it is advisable to incorporate experts from other WIPO divisions into project teams, to the extent possible, to ensure task completion and timely product delivery. In case of large teams and frequent hiring, it is crucial to organize regular meetings to sustain good communication channels and knowledge sharing on the different projects, with a view to maintaining high stakeholder engagement.
- All relevant stakeholders should be identified and engaged early on in the project to ensure all concerns are addressed before the implementation of activities.

Benefits Realization

Benefits delivered by end 2023⁶⁴

Reduced likelihood of malicious or accidental disclosure of sensitive data (65% corresponding to a cost avoidance of 1.8 million CHF per year).

Reduced likelihood of cyber-attacks in PCT IT network (46% corresponding to a cost avoidance of 1.3 million CHF per year).

Reduced interruption time for PCT critical systems (10% corresponding to a cost avoidance of 0.1 million CHF per year).

Improved customer experience (50% corresponding to a cost avoidance of 1.6 million CHF per year).

Increased organizational flexibility (45 % corresponding to a cost avoidance of 0.4 million CHF per year).

Benefits of the transition phase

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Improved PCT critical systems service levels and reduced interruption time for PCT critical systems	PCT Systems availability ⁶⁵	99.5%	99.8%	99.7% ⁶⁶
Reduced likelihood of malicious or unintentional disclosure or modification of unpublished application/registration/patent information, reduced likelihood of cyber-attacks and reduction of impact resulting from a successful cyber-attack	Surface of exposure to cyber threats ⁶⁷	74.5%	53.5%	59.3% ⁶⁸

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Knowledge in cloud technologies has increased in 2020/21, however, the pause in cloud deployment may cause the loss of key resources.	The risk materialized with the departure of the RSP Senior Technical Architect in 2022. As cloud activities resumed, the risk was closed.	To mitigate this risk, knowledge dissemination among technical resources was ensured and training of internal WIPO resources in cloud-related knowledge reduced the impact to an acceptable level.	→

⁶⁴ Benefit realization will be continued under CMP 41.

⁶⁵ KPI composed of main internal and external PCT services availability for the year 2020.

⁶⁶ Performance data as at end 2022, other achievements realized through CMP 41

⁶⁷ % of applications potentially vulnerable to a cyber-attack. KPI composed of number of software not yet modernized, thus considered vulnerable, and the total number of servers used to run the PCT services.

⁶⁸ Performance data as at end February 2023, other achievements realized through CMP 41.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Deliver a PCT organizational design aligned with the selected RSP architecture	164,475	164,475	164,475	100%	100%
Initiate PCT organizational transformation based on selected design implementation	860,199	534,135	534,135	100%	100%
Provide an analysis on the relevance of secure cloud based solutions (Infrastructure as a Service, Platform as a Service, Software as a Service) for the Resilient and Secure platform	285,671	285,671	285,671	100%	100%
Conduct software application architecture assessment and review	134,659	83,913	83,913	100%	100%
Following the MSP framework, finalize the Defining a Programme stage	62,065	62,065	62,065	100%	100%
Conclude tendering activities necessary for sourcing the Resilient and Secure Platform based on EOI results and comparison between the "classical" and "cloud" approach	220,426	162,463	162,463	100%	100%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	98,359	100%	100%
Initiate PCT applications software transformation based on selected design implementation ⁶⁹	1,009,562	2,587,281	2,587,281	100%	100%
Implement Corporate VDI Solution for PCT	486,500	603,644	603,644	100%	100%
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	164,531	164,531	100%	100%
Deliver hybrid cloud hosting environment	300,000	525,317	525,317	100%	76%
Deliver RSP Low level design hybrid cloud Architecture ⁷⁰	500,000	791,827	791,827	100%	95%
Migrate PCT IT systems into the PCT hybrid cloud Infrastructure ⁷¹	3,731,084	142,539	142,539	100%	13%
Mature PCT IS Service Management Processes and improves RSP program management	-	392,005	392,005	100%	100%
Following the MSP framework, manage and deliver RSP Program second tranche	-	120,000	110,578	92%	100%
Deliver RSP design for modernized Architecture ⁷²	-	157,000	136,360	87%	50%
Migrate PCT IT systems into the PCT modernized Infrastructure ⁷³	-	503,775	366,365	73%	50%
Perform PCT applications software transformation and modernization	-	1,421,000	1,063,576	75%	82%
Total	8,000,000	8,800,000	8,275,104	94%	87%

The remaining budgetary balance amounting to 524,896.18 Swiss francs will be subsequently returned to Accumulated Surpluses.

⁶⁹ The budget moved to undertake "Perform PCT applications software transformation and modernization" (to reflect the modernization phase). The remaining scope of work planned under this deliverable was transferred along with the budget.

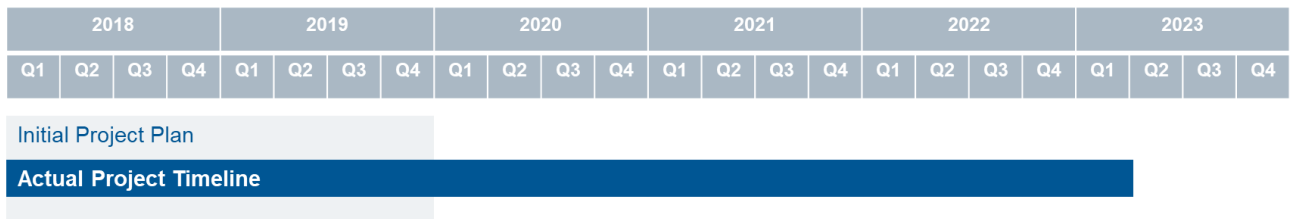
⁷⁰ Following the decision to put on-hold the migration of highly confidential information to the cloud, this deliverable was repurposed to design the modernization of the existing infrastructure.

⁷¹ Ibid.

⁷² Development of deliverables halted due to the adoption of the hybrid cloud approach for the RSP program. Focus on planning for the delivery of the refined business case.

⁷³ Ibid.

Project Timeline



Project Follow-up Actions

The ongoing activities and expected benefits will be delivered under CMP 41 (continuation of CMP 9).

CMP 10 MADRID IT PLATFORM

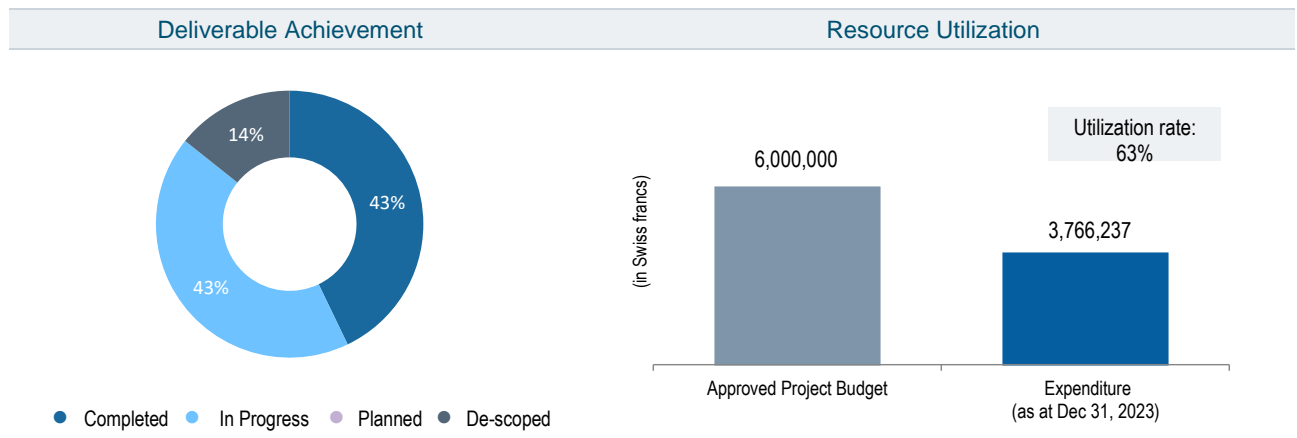
Expected Result: 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data

Project Progress Report

Business Case and Objectives⁷⁴



Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The online form “Cancellation of an International Registration” (MM8) was launched.
- As the use of the online forms continued to grow, a more comprehensive and reliable auditing functionality was initiated to proactively identify issues and avoid service delays.
- The design prototype for the eMadrid portal was finalized and tested with over 350 Madrid System customers. Development activities began in Q3 2023. eMadrid will be an online portal providing Madrid external users with a

⁷⁴ The original Business Case and Objectives are reflected in the [Capital Master Plan for 2018-27](#) (document WO/PBC/27/9). For updates to those, please refer back to previous CMP Progress Reports.

secure and centralized location to perform all necessary actions related to the filing and management of their international applications and registrations.

- Following the release of the minimum viable solution to process audiovisual marks in Q1 2023, version 1 of the Madrid Object Storage System (MOSS) was finalized at the end of 2023. Validation and testing are expected to continue into 2024. MOSS is the replacement of IMAPS (central storage system for trademark documents and images) with a document storage and retrieval mechanism aligning more closely with WIPO standards and the current needs of the Madrid Registry.
- Development work on the Madrid Office APIs commenced in Q3 2023. The creation of a structured set of Madrid transaction APIs will eventually replace the existing file transfer process (FTP batch upload) and will give IP Offices the option to exchange and submit data (decision notifications) electronically via the APIs. These APIs aim to reduce errors and processing time and improve the quality of data exchange.
- Throughout 2023, further in-depth internal evaluations and reviews were conducted to refine the overall project roadmap. This roadmap provides the basis for embarking upon the next phase of the project, which will concentrate on overhauling the core system architecture.
- The Security and Information Assurance Division (SIAD) have been extensively consulted throughout the lifecycle of the enhancements and planning processes detailed above to ensure security and privacy by design from the start. The integration of the development processes into the CI/CD pipelines ensured continuous testing and validation against security requirements. This extended to the pre-release testing and will feature in the continuing improvement roadmap.

Benefits Realization

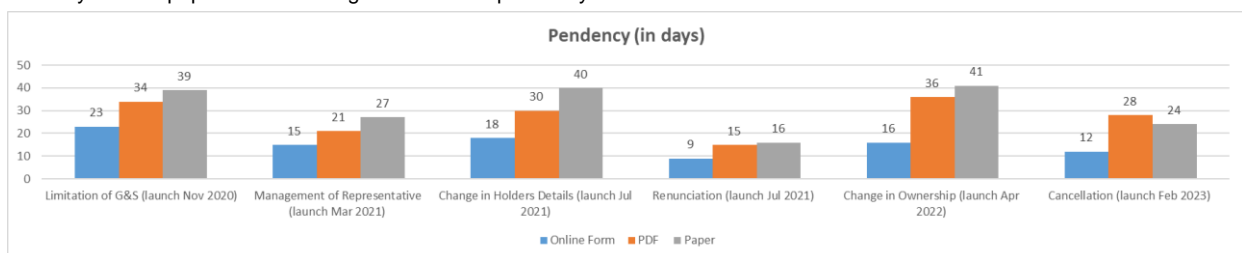
Benefits Delivered by end 2023

IMPROVED CUSTOMER EXPERIENCE

- In preceding years, significant effort has been invested to provide as many online forms as possible for the available transactions to customers. By focusing on the higher-volume transactions, the Madrid System now offers online forms for 96% of the volume of transactions received that pertain to the management of international registrations. In order to focus on work packages that will deliver higher benefits, online forms will not be created in the short term for the remaining lower volume transactions (4% of the volume of transactions received).
- In 2023 the adoption rate of online forms grew to over 70%.
- The next major improvement in the customer experience will take the form of the upcoming release of the eMadrid portal. Customers will be able to effectively manage their portfolio of registrations in an intuitive and self-service fashion, while also being able to access all Madrid services through a single online entry point, including the online forms.

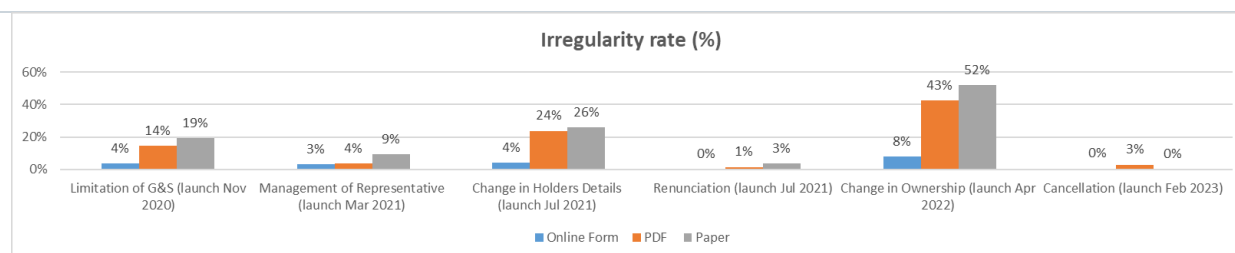
INCREASED EFFICIENCY OF IB

- Transactions received via online forms skip the data entry step and lead to lower pendency compared to transactions received by PDF or paper. The following illustrates the pendency results for online forms as at the end of 2023:



IMPROVED QUALITY OF IB OUTPUTS

- The data received from online forms is of higher quality due to enhanced validations, which leads to a reduction in irregularities compared to transactions received by PDF or paper. The following illustrates the irregularity rates for online forms as at the end of 2023:



- Since the launch of the new notification system, there is an increased audibility and reporting capacity compared to previous processes, and a reduction of notification errors.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Difficulty in securing/procuring technical resources to work on the project could impact project timelines.	The risk materialized.	Collaborating with other business units to share competent technical resources was somewhat effective in mitigating the risk. The difficulty in finding and securing additional technical development resources with the required skills remained and resulted in the delay of certain work packages.	➔
Creating high dependency on a concentrated group of personnel with the knowledge of the new system could create single points of failure in case they leave the Organization.	The risk did not materialize; the risk exposure remained stable throughout the year.	To make sure that knowledge is not concentrated or lost, project personnel were required to ensure that any ongoing and future development is well designed, documented, and adheres to organizational standards and strategies. By rationalizing and redesigning solutions in a consistent and transparent manner, maintainability and flexibility of the implemented solutions can be achieved without over-reliance on the continued availability of specific individuals.	➔
Any changes needing to be made to the existing MIRIS system to support modified requirements (e.g., Madrid legal framework changes) will lead to unavailability/limited availability of Madrid Staff resources to work on concurrent work packages.	The risk did not materialize; the risk exposure remained stable throughout the year.	Close collaboration within the Madrid Registry has been effective in mitigating this risk and ensures that the project is not significantly impacted.	➔
The project relies on establishing common solutions across WIPO (e.g., for ID & Portfolio Management, common UX/UI objects). Necessary collaboration may lead to delays.	This risk continues to be monitored closely.	To arrive at WIPO-wide common solutions, it is essential to establish a collaborative culture between Sectors. Identifying a small core group of key focal points that represent various business units/Sectors proved effective in making decisions on WIPO-wide common solutions. Efficient project planning aids in mitigating this risk and ensures that the project is not significantly impacted.	➔
Organizational and policy changes, technology disruption or undiscovered opportunities interfere with project timeline, costs and/or scope.	The risk continues to be monitored closely.	Collaboration with other business units through the creation of the necessary task force(s) to ensure alignment and effective communication channels effectively mitigated the risk.	➔
Shortage of adequately skilled resources to effectively monitor, support, operate and continuously improve the implemented solutions and systems once work packages are delivered.	The risk continues to be monitored closely.	Planning of the gradual transition from the project to operations has started with the relevant internal stakeholders.	➔

Resource Utilization

Resource Utilization as of December 31, 2023 (In Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Analysis and Planning	482,220	482,220	484,074	100%	100%
Madrid Online Forms (step 1)	365,932	365,932	325,587	89%	100%
Madrid Online Forms (step 2)	337,556	337,556	311,043	92%	100% (high-volumes forms)
Madrid Online Forms (Auditing functionalities)		303,441	202,791	67%	65% (auditing functionalities)
Overhaul of data receipt and notification system	-	-	-	-	100%
Identity and Portfolio Management	142,000	90,375	44,288	49%	100%
Madrid credit card payment	-	-	-	-	100%
eMadrid (step1 - design)	568,440	934,940	758,489	81%	95%
eMadrid (step 2 – development & implementation)	-	812,646	649,852	80%	30%
Madrid Object Storage System (MOSS) (Formally Document Management system (DMS))	660,256	874,867	819,551	94%	90%
Business Process Manager (BPM) – Analysis and initial configuration	129,840	129,840	53,980	42%	.75
Basic cloud Infrastructure	249,507	61,096	55,172	90%	.76
Madrid Office APIs	-	268,338	61,410	23%	45%
New document/data ingestion system	-	53,338	-	-	10%
Additional deliverables defined in the detailed project road map ⁷⁷	3,064,249	1,285,411	-	-	
Total	6,000,000	6,000,000	3,766,237	63%	75%

Project Timeline

2018				2019				2020				2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

The initial phase of the project focused primarily on improving customer experience. The upcoming second phase will focus on replacing the core system architecture of the Madrid IT Platform. A proposal will be presented to the Member States at the June 2024 session of the PBC.

⁷⁵ Work package has been absorbed into a future work package of the project, anticipated to commence in 2024.

⁷⁶ Work package closed as activities will be completed under other work packages, where applicable.

⁷⁷ As the project progresses, new work packages (deliverables) will be established and added to this table.

CMP 11 INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)

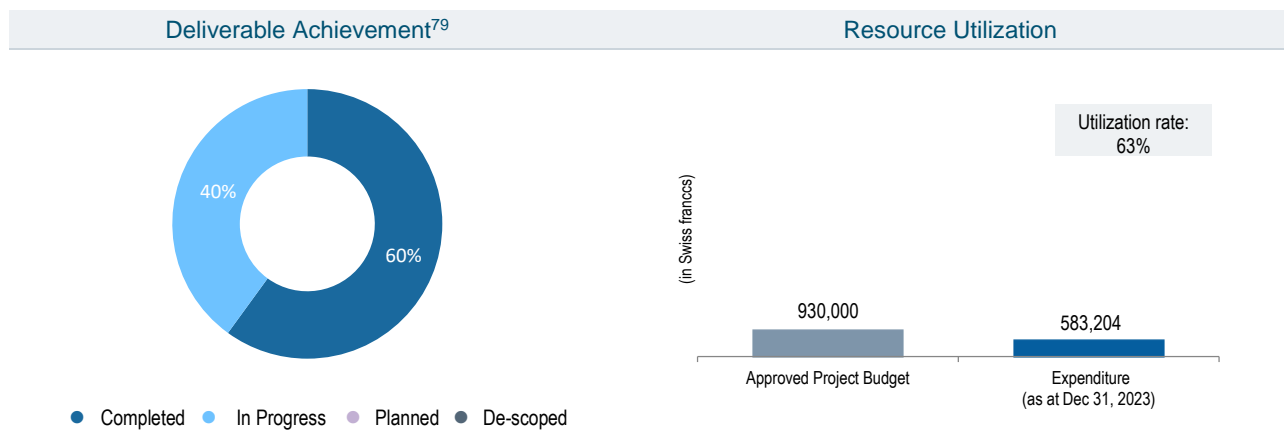
Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

Project Progress Report

Business Case and Objectives⁷⁸



Project Progress Overview



Key Achievements in 2023

In 2023, the project was part-way through the implementation of an integrated platform, based on Microsoft Dynamics 365, to replace WIPO's legacy, stand-alone conference tools. This part of the project was divided into two Phases:

- Phase I, including cloud architecting and set-up; integrations with internal systems; and replacement of the MDCS meetings and documents tool progressed in 2023;
- Phase II, including replacement of the web registration and room booking tools; automation of document workflows; and analytics (not started).

In light of major changes in the wider strategic, business and technology landscape during the first part of the project, it was decided to conduct a due diligence assessment in order to review options and recommendations before proceeding with the project. The assessment findings are summarized below:

- The vision and requirements on which the ICSP project was based date back to 2018 and focus primarily on the operational needs of the internal conference services team. WIPO has a clear opportunity to step back and drive the design and implementation of the future ICSP on the basis of a well articulated business vision, taking into account inputs from a much wider range of stakeholders and users.
- There is a clear opportunity to strengthen the business ownership of the future ICSP. A senior business owner with the knowledge of WIPO's future conference management needs, and authority to decide and drive the implementation in line with the vision, is a pre-requisite for success.
- WIPO has a significant opportunity to scan the Events/Conferences Technology Solutions market space for newer state of art solutions, with the full involvement of the key users to ensure higher user ownership and confidence in its future ICSP solution.

The integrated conference services platform is a key tool to facilitate the work of Member States in WIPO committee and other meetings. Therefore, and taking the assessment findings duly into account, it was decided that the most prudent option would be to halt the project and resume with a comprehensively updated business case, including a new business

⁷⁸ The initial Business Case and Objectives are reflected in the [Capital Master Plan for 2018-27](#) (document WO/PBC/27/9). For updates to those, please refer back to previous CMP Progress Reports.

⁷⁹ Does not include the cross-cutting deliverables (e.g. project management) or contingency, unallocated or change budgets.

vision based on engagement with key stakeholders, an updated set of business needs and requirements, and a fuller consideration of solutions, trends and best practices that may be available in the now significantly mature event management market space. This work was ongoing at the end of 2023.

Benefits Realization

Benefits Delivered by end 2023

No benefits were delivered in 2023. A new set of expected benefits will be defined reflecting the strengthened business focus during the reorientation of the project in 2024.

Risk and Mitigation Actions⁸⁰

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
The legacy, stand-alone conference tools, based on technologies, which are no longer supported, could fail irretrievably, resulting in increased pressure for the project to enter in the production phase.	The risk did not materialize; the risk exposure increased during the year.	Regular back-ups and continued technical support ensured that data would not be lost and that there was no negative impact on end users.	→
Departures of key business stakeholders may leave critical gaps in ensuring that the project remains future proof and business driven and deliver the intended end-user benefits.	The risk materialized.	The mitigation plan to re-engage key business stakeholders was effective in deciding to reassess the direction of the project. However, the project had to be put temporarily on hold.	↘

Project Timeline

2018				2019				2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

The project timeline and budget will be reviewed as part of the reorientation phase of the project in 2024.

CMP 18 DYNAMIC INCIDENT MANAGEMENT (DIM)

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

Project Completion Report

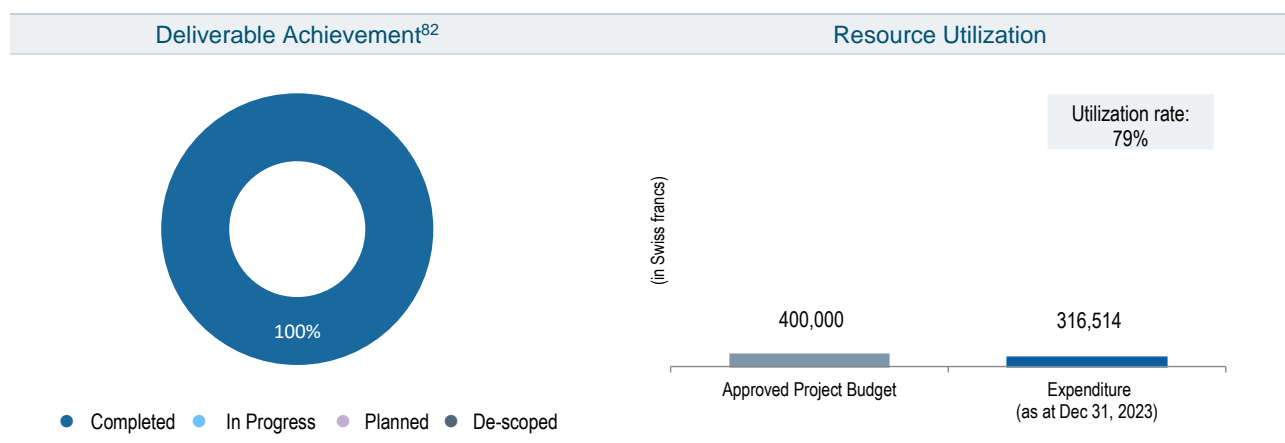
Business Case and Objectives⁸¹



⁸⁰ For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2023 are reported.

⁸¹ The initial Business Case and Objectives are reflected in the [Capital Master Plan for 2018-27](#) (document WO/PBC/27/9). For updates to those, please refer back to previous progress reports.

Project Progress Overview



Key Project Achievements

- Physical upgrades to entrances of the AB, NB and PCT buildings were completed, including upgrades to the fire doors at the access center.
- A fully integrated Unified Management System emergency platform was installed, enabling the automatic control of various security elements from the central Security Operations Center (SOC).
- The HQ campus was assessed for the best (non-office) locations for a Shelter in Place, should a dynamic incident occur. Locations were agreed and incorporated into response plans.
- The guard force received training in the use of force, self-defense, armed response, emergency platform management and emergency building shut down procedures.
- A full communication, awareness and training plan for all employees at HQ, visitors, and third-party companies to prepare for a dynamic incident was developed.

The security team at WIPO HQ campus can now contain an active shooter or other similar dynamic terrorist incident, creating safe zones for all on HQ premises.

Overall Achievement versus Plan

The completion of the project was delayed by three and a half years compared to the initial plan primarily due to the unforeseen disruption in the resourcing and availability of companies during the COVID-19 pandemic.

Benefits Realization

Benefit Description	KPIs	Baseline	Target	Performance data
Reduced risk level for active shooter and associated incidents	Alignment with the UN Security Risk Management (SRM) recommended mitigation measures for such incident. Alignment with the Organization low risk appetite for staff safety	100% in 2022	100%	100%
Reduced business impact, loss of life and recovery times post-incident	Alignment with the UN SRM recommended mitigation measures for such incident. Alignment with the Organization low risk appetite for staff safety.	90% in 2022	100%	100%
Improved awareness and preparedness levels throughout the Organization (to include all staff)	Staff trained before experiencing a Shelter in Place exercise.	0% in 2022	100%	10% in 2023 [To be completed in 2024]
Reduction in organizational risk related to terrorism as noted in WIPO's risk heat map	Alignment with the Organization low risk appetite for staff safety	100% in 2022	100%	100%

⁸² Does not include the cross-cutting deliverable: Project management.

Risk and Mitigation Actions⁸³

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Delays to the project schedule resulting from organizational constraints, including the schedule of WIPO meetings, to avoid worksite disturbances.	The risk materialized.	The mitigation plan to build WIPO meetings into the schedule was successful – however, delays were experienced owing to ongoing supply chain issues resulting from the COVID-19 pandemic.	↘

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Evaluation & Benchmarking	17,100	17,100	100%	100%
Concept of Operations	7,422	7,422	100%	100%
Physical Works	79,073	161,994	205%	100%
System Integration	264,000	129,998	49%	100%
Systems Testing	-	-	-	100%
Procedural Testing	15,000	-	-	100%
Project Support	17,405	-	-	N/A
Total	400,000	316,514	79%	100%

The remaining budgetary balance amounting to 83,485.93 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

2018				2019				2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan																							
Actual Project Timeline																							

Project Follow-up Actions

The delivery of communication, awareness, training, and testing (Shelter in Place (SiP) and similar exercises) will be completed in 2024 and subject to regular refresher training.

Anticipated Recurring Operational Costs

The recurring annual maintenance costs form part of the supervision system maintenance cost, fixed at 8,000 Swiss francs, covering a full range of technology.

⁸³ For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation are reported.

CMP 21 WIPO IP PORTAL - PHASE II

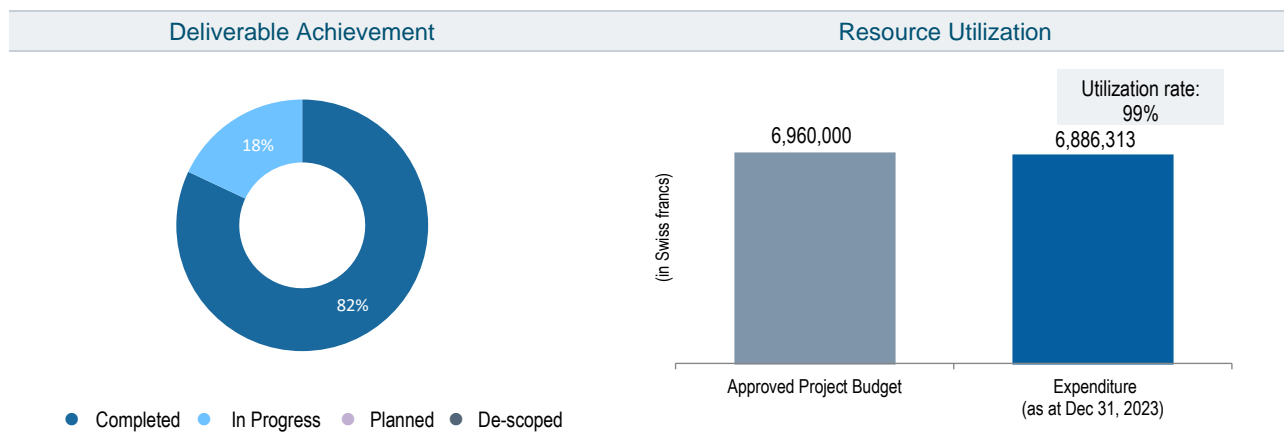
Expected Result: 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

Project Completion Report

Business Case and Objectives⁸⁴



Project Overview



Key Project Achievements

Over the course of the project, the WIPO IP Portal product was expanded with increased coverage of the main components, including the standard user interface and common navigation component (navigation bar) with an updated menu of services that users could access through the platform. A working group was established to govern the process of aligning the integrated applications to the standard user interface to enable consistency in the application of the design.

The integrated messaging system was updated with enhanced capabilities and expanded in coverage to integrate six additional message sources. A technical prototype for a message related mobile application was delivered.

A new approach to supporting novice users was taken with the implementation of application landing pages promoting the benefits of the services and informing users about their capabilities.

The features of the dashboard for logged-in users were expanded with the addition of five new widgets, color coding functionality, and an improved widget engine, enhancing usability and improving user experience. Towards the end of Phase II, the dashboard, landing page, messages inbox, and WIPO Accounts were fully aligned to the new Universal Look and Feel, providing a new, modern interface for users, making the IP Portal fully compliant with the new organizational standard for a consistent experience across WIPO's online ecosystem.

New support pages were developed and standardization principles for support material were agreed, with a shift to using WIPO's content management system for supporting documentation introduced for efficiency of updating the content. Online chat was launched as a new communication channel for customer support.

Updates to the WIPO Account system were made, including user interface and email communication improvements, with support for additional business systems to move to Strong Authentication and the updated "Connections" feature, previously known as the eHandshake, which facilitates the sharing of IP assets within the business systems.

A Minimal Viable Product (MVP) for the WIPO Universal Search was developed, allowing users to search the WIPO website and WIPO's global databases from one central point and navigate directly to the desired result. This significantly decreased the number of searches that have no matching result. This new product will be deployed in 2024 under the IP Portal Program Phase III.

⁸⁴ The original Business Case and Objectives are reflected in the [Capital Master Plan for 2020-29](#) (document WO/PBC/30/11). For updates to those, please refer back to previous CMP Progress Reports.

Two versions of an enterprise-oriented data warehouse infrastructure in the cloud, the IP Analytics Platform, were deployed, incorporating customer-related data sets, with the capacity to collect, store and analyze structured and unstructured data and including a data lake and four independent data pipelines processing up to 5 million rows per day.

A web analytics tracker in over 39 IP Portal-integrated applications and the WIPO website was implemented, enabling the establishment of interactive dashboards to measure standard web analytics, user satisfaction with load times, and overlap of service use, and providing the capability to develop user behavior studies. Overall, there were 11 fully implemented use cases, showcasing the benefits of applied data science for increasing customer knowledge and promoting the use of IP systems. This demonstrates the capacity to use data science tools and methods to identify potential new users of WIPO services.

A web analytics solution that allows customer journey mapping was fully implemented, enabling WIPO internal users to have access to a self-service data exploration and data visualization tool connected to customer data coming from web analytics. Some 17 business areas were onboarded to the IP Analytics reporting, becoming regular users of the reports and dashboards.

Machine Learning was leveraged to perform sentiment analysis on Customer Service support tickets to improve knowledge of the issues faced by WIPO customers and enabling better targeting of support efforts.

Knowledge transfer to operational teams was initiated, enabling the extraction of business value from web analytics.

The common software development and deployment pipeline delivered in Phase I was expanded to integrate additional business applications, with the incorporation of new technologies for code collaboration and application security scanning and the capability to manage deployments to cloud based infrastructure. This capability was fully transitioned to operations at the end of the Phase.

A central component library for the common user interface, based on advanced web technology, and a one-stop-shop documentation platform for implementing the interface, enabling consistent standards to be applied and maintained across business applications, were delivered.

A technical Proof-Of-Concept based on an Open-Source API Management platform was completed, along with API management requirements documentation and technical reports, preparing for the API management initiative to be fully implemented in Phase III.

SIAD was consulted to identify any specific security architectural patterns and controls that should be implemented for each of the functional updates, and alignment with these control requirements was confirmed as part of the SIAD ISS Certification and Accreditation (C&A) process prior to release. The C&A process also involves rigorous and comprehensive technical security testing and review both during the development phases and prior to final production release.

Overall Achievement versus Plan

Phase II of the IP Portal Program has built on the foundations established in Phase I, focusing on further digital transformation activities, increasing automation in software development processes, addressing the need for greater understanding of customer entities and introducing more self-service capabilities for customers. The harmonization across the Organization in terms of customer-focused activities and technical convergence has been at the center of all the activities coordinated during Phase II.

The projects were delivered according to the planned scope with the exception of some API deliverables under the technical standardization initiative. Planned activities around API management were partly completed and remaining activities were transferred to the WIPO IP Portal Phase III, enabling the required investment to be dedicated to these highly complex and sensitive activities.

The project closure was delayed from December 2021 to December 2023. Activities related to Phase III commenced in Q1 2022, and therefore Phase II and Phase III were implemented in parallel with a better utilization of key contract resources across project streams.

Lessons Learned

Over reliance on one or a few critical personnel should be avoided, and there should be proactive ways of managing the long-term absences of key colleagues, to keep project implementation on track.

Benefits Realization

Benefit description	KPIs	Baseline for Phase II	Target for Phase II	Performance Data for Phase II
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account)	52% (December 2019)	15% increase	77%
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems	Customer satisfaction score	73% (November 2018)	5% increase	80%
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets	317 (Q3 2020)	500	1,630
	Number of ICT systems integrated to ePay	3 (February 2020)	10	7
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	71% (November 2018)	5% increase	80%
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	71% (November 2018)	5% increase	80%
Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of users of a service (per quarter)	37,315/day on average, for developing countries (for all the services) (Q4 2020)	5% increase	18,092*
Increased number of visitors and users of the services integrated with the WIPO IP Portal	Average daily number of users and visitors per service	68,046/day on average (for all the services) (Q4 2020) ⁵	5% increase	77,309*
Increased organizational efficiency through the implementation of a program management framework	MSP Health check	90.8% (December 2019)	95%	95.4%
Increased cost efficiency and productivity for IT development teams through synergies across business lines and IT platforms	% Alignment on IP Portal matrix	57% (April 2020)	5% increase	77%
Increased sustainability of the WIPO IP Portal and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted	% Alignment on IP Portal matrix	57% (April 2020)	5% increase	77%

*Decrease in traffic since the last report can be attributed to improved firewall and bot detection capabilities

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of the project.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Expansion of WIPO IP Portal dashboard functionality, increased communication between the WIPO IP Portal and the integrated business applications with additional personalized assistance, improved coverage of common portfolio oriented features and the facilitation of enhanced mobile capabilities	1,308,000	956,139	1,099,748	115%	100%
Migration of additional business applications to the platform, including implementation of the common user interface, common navigation system and common payment processing module	1,206,000	1,581,694	1,654,772	105%	100%
Increased standardization of horizontal services, including the integration of standardized customer support; implementing common user groups capabilities into the account management system; and exploring the introduction of consistent content authoring tools and processes for Portal texts	540,000	874,560	1,028,737	118%	100%
Establishment of an enterprise level analytics platform and data warehouse solution, enabling value-addition to existing services via the strategic application of data science while increasing investment in assuring customer privacy and security	1,412,000	1,596,728	1,533,465	96%	100%
Implementation of a converged developer portal for stakeholders such as IP offices, applicants and third party software vendors, improving developer experience and the adoption of modern API based interaction with the Portal	192,000	335,162	188,736	56%	50%
Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets	768,000	-	-	-	5%
Ongoing development of the WIPO IP Portal, delivery of high quality Program administration, production & management of strategies/plans according to MSP methodology & the support & management of the platform	1,294,000	1,182,363	991,584	84%	100%
Increased convergence in data processing & IT solutions, implementation of policy for software development and further expansion of a converged software development pipeline	240,000	318,910	389,271	122%	100%
Total	6,960,000	6,845,556	6,886,313	101%	82%

The remaining budgetary balance amounting to 73,687.08 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan															
Current Project Timeline															

Project Follow-up Actions

The WIPO IP Portal and associated products, including the dashboard of widgets, centralized messages inbox, WIPO Accounts, Analytics and data warehouse capability, will continue to be managed in a project capacity throughout the ongoing Phase III.

Anticipated Recurring Operational Costs

Recurring operational costs for the Continuous Integration/Continuous Delivery capability amount to 500,000 Swiss francs per biennium.

CMP 22 HAGUE EXTERNALIZATION PROJECT

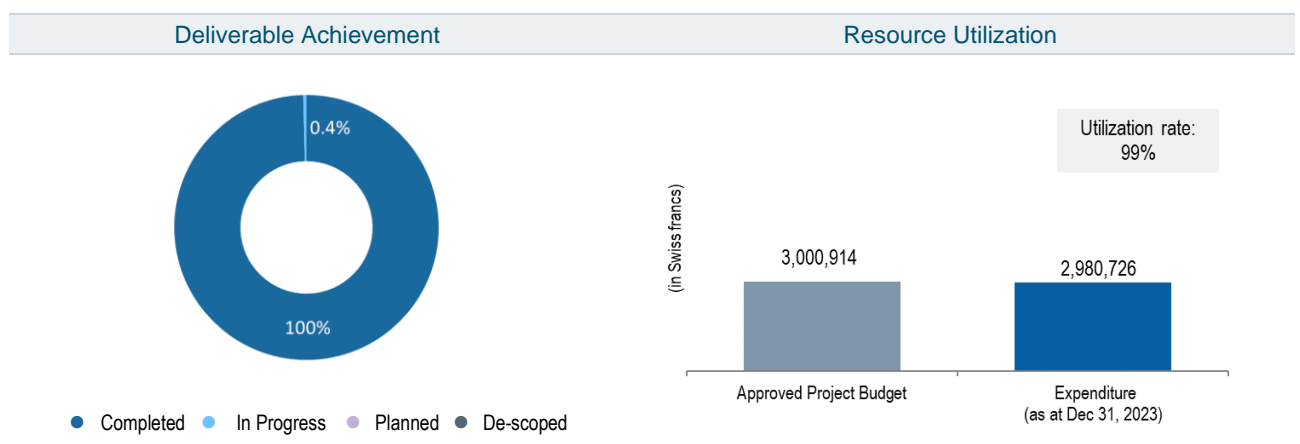
Expected Result: 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data

Project Completion Report

Business Case and Objectives⁸⁵



Project Overview



Key Project Achievements

The Hague Externalization Project (HEP) aimed at modernizing and streamlining external-facing business functions related to the Hague Registry. The following deliverables were implemented:

- New eHague front-office functionalities, mostly for logged-in users:
 - introduction of a new centralized workbench with real-time processing status and service request details;
 - allowing users to access information regarding fees, payment details and related documents;
 - allowing representatives and holders to submit requests for the appointment, revocation or change of representative;
 - allowing holders and representatives to change holder details (technically delivered but not deployed into production);
 - establishment of initial steps towards enabling IP assets to be shared between users within the eHague system (i.e., portfolio management functionalities);
 - delivery of new landing page promoting the capabilities and benefits of the eHague system for users;
 - alignment with the WIPO IP Portal Common Look and Feel, and later the WIPO Universal Look and Feel for user-facing interfaces;
 - integration of Renewal and Bulletin functionalities following the migration of corresponding applications;
 - deployment of strong user authentication (multi-factor) for increased security;
 - integration with WIPO IP Portal Alerts Messages for better delivery of user messages.
- New Machine-to-Machine API to facilitate the technical integration with Offices.
- Disaster Recovery mechanisms for eHague and Web Services.

⁸⁵ Business Case and Objectives are reflected in the "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

- Improved automation due to the implementation of a set of missing Service Request types.
- A new electronic notification capability that covers all Hague official notifications.
- End to end data flow automation for Application Irregularities.
- Targeted improvements to the examination process to enhance examiners' productivity.
- Secure document upload for external customers and Offices.
- Automation of the end-to-end process to manage electronically received grants and refusals.
- Automated and improved reports to Offices.
- The confidential copy distribution processes were optimized, resulting in error reductions and better adherence to distribution schedules.

SIAD was consulted to identify any specific security architectural patterns and controls that should be implemented for each of the functional updates, and alignment with these control requirements was confirmed as part of the SIAD ISS Certification and Accreditation (C&A) process prior to release. The C&A process also involves rigorous and comprehensive technical security testing and review both during the development phases and prior to final production release.

Overall Achievement versus Plan

All project deliverables were completed in December 2023, with formal project closure expected in January 2024. The project was delayed as compared to its original schedule. Initially, the timeline was adjusted due to the COVID-19 lockdown, and subsequently in 2022, due to the addition of new Hague Portfolio Management capabilities aimed at improving the customer experience. Finally, a necessary extension into January 2024 ensuring better coordination for the production rollout of the final deliverables and a seamless transition to operations.

Lessons Learned

- The business analysis phase, particularly when coordinating across Sectors and engaging with groups with different priorities, can significantly impact deliverable prioritization. Early identification of dependencies during the analysis and planning stages is crucial, facilitating clear communication and agreement on cross-organizational workloads.
- Code peer reviews are indispensable for upholding project deliverable quality. Enforcing a mandatory peer review process is vital to maintaining quality standards.
- In agile settings, embracing continuous iterative delivery is key to mitigating risks linked with large deliveries and maximizing opportunities for user feedback. To achieve this, it is essential to divide product delivery into distinct tasks that can be delivered and validated individually.
- Initiating a product-based planning and delivery approach fosters continual business validation and feedback, enhancing adaptability to evolving requirements. Collaboratively refining the breakdown of products into manageable items further supports effective execution.

Benefits Realization

Benefits Delivered by end 2023

Improved productivity and efficiency for external and internal users:

- Elimination of manual renewal uploads;
- Reduction of manual renewal examination by Hague Operations;
- Improved management of documents submitted through Hague Document Upload;
- Centralized resending and forwarding capabilities for electronic notifications;
- Elimination of off-platform processes along with the resulting manual steps in Hague Operations;
- Establishment of a production-ready machine-to-machine communication channel with Offices;
- More efficient access to legacy processing documents from the IB System;
- Reduction of operational workload due to the automation of the processing of electronically submitted decisions;
- Elimination of pre-existing workarounds for the recording of a representative cancellation;
- Elimination of manual data entry and manual IB examination for changes of representative details;
- Streamlined data exchange between the Hague Platform's components due to an upgrade to the same version of the ST.96 standard;
- Streamlined and more efficient Bulletin application deployment;
- Enhanced resiliency of the back-office system due to a validated disaster recovery procedure;
- Cost-effective Bulletin releases due to automation of the operational procedure;

- Cost-effective Courtesy and Confidential copy releases due to automation of the operational procedure;
- Cost-effective irregularity management due to the automation of the operational procedure;
- Improved performance and platform reliability for the handling of documents and images;
- Improved productivity for internal users due to targeted back-office processing improvements;
- Enhanced operational efficiency and reduction in customer-facing issues due to targeted improvements;
- Enhanced resiliency of the front-office system due to new eHague and Web Services disaster recovery procedures; and
- Improved automation via a set of missing Service Requests types.

Increased responsiveness to users and Offices:

- Streamlined communication through the electronic delivery of change records notifications instead of paper mailing;
- Shorter processing time of electronically submitted decisions;
- Instant back-office import of representative details changes;
- Automated daily update of the reporting database;
- Improved usability of selected elements of the new self-services for external users;
- Improved responsiveness and reliability of the irregularity management process due to the automated transmission of irregularity notifications between Hague Back-Office to Hague eFiling;
- Improved end-to-end responsiveness for changes of representative and holder data due to the implementation of their self-services and their end-to-end automation;
- Real-time status display of the examination process in the eHague Workbench; and
- Improved automation via a set of missing Service Requests types.

Capability to provide better service through a user-driven approach:

- Streamlined communication through the electronic delivery of all Hague official notifications;
- Better integration of Hague applications in the IP Portal;
- New centralized eHague workbench with real-time processing status and request details;
- New self-services for Change of Representative Name and Address, Appointment of Representative, and Revocation of Representative;
- Enhanced eHague workbench with the new self-services;
- Enhanced eHague workbench details with service request documents, fee details, and payment information;
- Better user experience by exposing eFiling applications and their acknowledgment of receipt in the eHague Workbench; and
- Enhanced eHague features with the addition of basic Portfolio Management capabilities.

Greater quality in application submissions:

- Improved quality due to up-to-date registry data resulting from the integration of eRenewal and the IB System;
- Greater quality in machine-to-machine indirect application submissions; and
- Reduction of irregular representative details changes due to automated business rule validation.

Improved security related to data exchange between the IB and users:

- Optimization of confidential copy distribution process (error reduction and better adherence to distribution schedule);
- Secure method for Web Services access key generation and transmission;
- Secure signature mechanism for change requests; and
- Improved front-office reliability due to extending the disaster recovery protocol to include eHague and Hague Web Services.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
External resources leave the organization mid-project which could lead to implementation delays and sub-optimal quality.	This risk did not materialize.	The mitigation plan of using standard SoWs, engaging consultants from more than one provider, and ensuring good ongoing relationship management with multiple framework providers proved effective.	➔

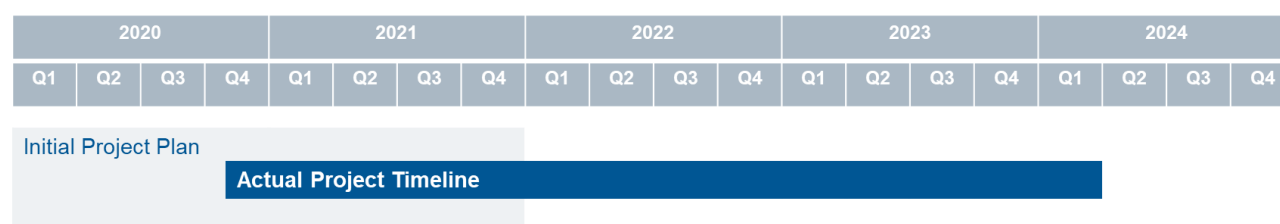
Resource Utilization

Resource Utilization as of December 31, 2023⁸⁶ (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
The migration to the cloud of the Hague's 4 user-facing applications (eFiling, eLoop, eRenewal and the Hague Customer Database), implementation of centralized, cloud-based, monitoring system; technical support to the evolution of the legal framework; and enhanced access rights management	232,822	196,805	196,077	100%	100%
Enhancements to the Office data exchange with the IB	784,298	451,965	451,965	100%	100%
Extensions and enhancements of services provided to the Hague System users such as extension of the current online services in respect of the available languages, ability of rights holders to submit requests for changes in relation to industrial design registrations registered with WIPO, and support of instant on-line communication between WIPO examiners and system users comprising notifications via the WIPO IP Portal	1,100,597	1,408,391	1,396,782	99%	99%
Consolidation of legacy Registry information to the new platform alongside associated granularization, in line with ST.96	511,598	404,700	404,700	100%	100%
Enhancements to the Hague Platform's IB System, specifically to improve user service and productivity through the use of AI tools	371,598	538,581	531,202	99%	99%
Total	3,000,914	3,000,442	2,980,726	99%	99%

The remaining budgetary balance estimated at 547 Swiss francs (following expected 2024 expenditure) will be subsequently returned to Accumulated Surpluses.

Project Timeline



Anticipated Recurring Operational Costs

Cloud hosting costs for the Hague IT systems are estimated at approximately 120,000 Swiss francs annually.

⁸⁶ Additional expenditure amounting to 19,640 Swiss francs is anticipated in January 2024, covering contractor services that will facilitate a smooth transition to operations.

CMP 24 WEB CMS TECHNOLOGY REPLACEMENT

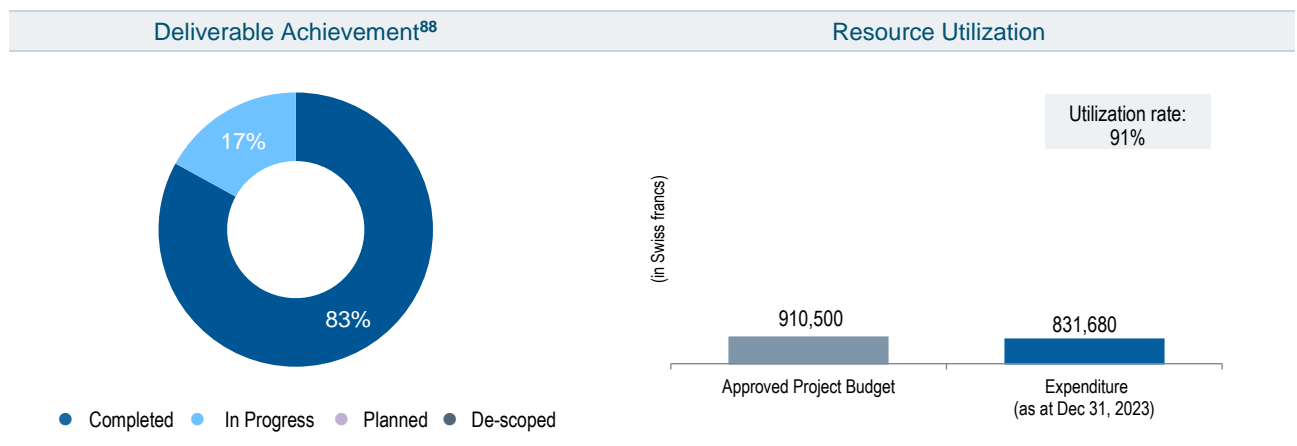
Expected Result: 1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere

Project Completion Report

Business Case and Objectives⁸⁷



Project Overview



Key Project Achievements

The main project achievements were as follows:

- Liferay was selected as the platform to replace the Open Content Management System (OCMS);
- The Liferay Platform was installed, configured implemented and deployed on AWS cloud;
- Web content clean-up was completed in preparation for the migration of content to Liferay, in coordination with content owners throughout the Organization; and
- The pilot migration of the ABC site was completed and migration of web pages began.

The new, universal web design and navigation (ULF), resulting from the user experience/user interface (UX/UI) initiative, were agreed for implementation in the Liferay platform.

During the product implementation process, Liferay underwent detailed security risk assessments and testing to ensure the security of the underlying platform, and was deployed in alignment with the security architecture provided. This ensured the mitigation of the risk of potential compromise and defacement of the source web designs.

Overall Achievement versus Plan

Technical challenges in the configuration and deployment of the platform caused delays in the project schedule. The original objectives were partially achieved as per the project scope. In particular, some features of the new look and feel and the migration of the content were not completed as planned.

Benefits Realization

Benefits Realization	Baseline Value	Target Value	Performance Data
Reduced risks associated with current system (a website platform that is not widely used)	100 % risk	10% risk	As of September 2023, risk has been reduced by 85%

⁸⁷ Business Case and Objectives are reflected in the [Capital Master Plan for 2020-29](#) (document WO/PBC/30/11). For updates to those, please refer back to previous CMP Progress Reports.

⁸⁸ Does not include the cross-cutting deliverable: Project management.

Benefits Realization	Baseline Value	Target Value	Performance Data
Reduced time on web page creation and maintenance	1.5 hour for the creation and publishing of a web news item	1.2 hour for the creation and publishing of a web news item (20%)	2 years (after new system is in place, all content migrated and web publishers have been trained and are proficient in new system)
Reduced time on language version implementation	1 hour	0.5 hour (50%)	2 years (after new system is in place and all content migrated)
Increased web content reuse through sharing of same elements in separate pages	0% (current CMS does not have this function to share elements)	100% (all duplicative information to be displayed in various pages from a single element – so manual duplication of content completely removed)	2 years (after new system is in place, all content migrated and web publishers have been trained and are proficient in new system)
Improved efficiency by decentralizing web publishing through a user-friendly interface for web publishers.	Current web publishers in-house < 10 Time to publish a news item: 3 days (due to bottleneck at Web Communications)	20+ web publishers in house (100%) Time to publish a news item: 1 day	2 years (after new system is in place, all content migrated and web publishers have been trained and are proficient in new system)
Reduced risk of website unavailability by integrating content delivery network (CDN)	10 minutes downtime, once a month	0 minutes downtime	As of September 2023, risk has been reduced by 80% or to 2 minutes downtime per month.
Improved website Search Engine Optimization (SEO)	19% exit rate from search results page	15% exit rate from search results page	1 year (after new system is in place and all content migrated)
Modernized "static" web pages in line with new WIPO Universal look and feel and offering modern web functionalities	0%	100%	The Universal Look and Feel has been implemented on all web pages. Modern web functionalities have been adopted to webpages as their content is migrated.
Increased overall website traffic and time spent per page due to improved customer experience	Unique page views: 70,460,059 (2019) Sessions 27,308,909 (2019) Time per session: 5min18sec (2019)	10% increase in unique page views 5% increase in Sessions 15% increase in time per session	Unique page views: 112,518,593 (2022) Sessions: 63,669,997 (2022) Time per session 3:41 (2022) Number of views and sessions have increased more than expected (likely due to improved content based on clean-up done in preparation for migration). However, time per session has decreased though the reason could be that users are finding the content they need faster.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
When considering all the business and technical requirements for the CMS, the best-fit solution may have compatibility issues with certain web applications hosted by the current CMS, or unexpected compatibility complexities with WIPO infrastructure.	The risk materialized.	The mitigation plan to undertake a proof-of-concept as part of the selection process was partially successful, however, it did not totally mitigate the risk. This resulted in delays in the deployment into production of the CMS solution.	↓

Resource Utilization

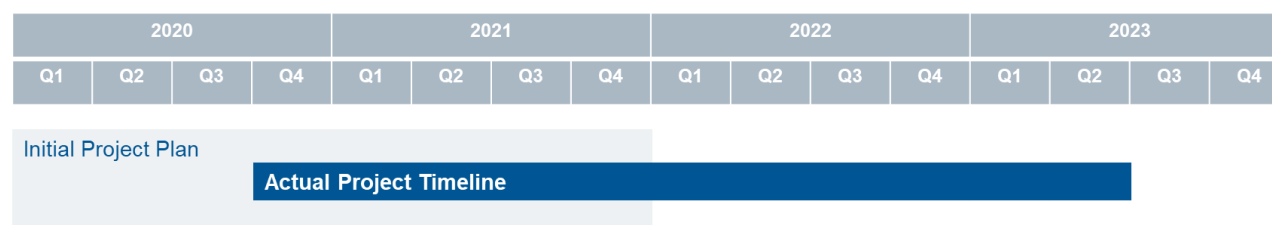
Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
New WCMS solution configuration, content migration, training and documentation	400,000	479,762	120%	50%
Delivery and implementation of the new "web design" and structure	140,000	292,908	209%	100%
Licensing, maintenance, and support cost of the new WCMS system	130,500	59,010	45%	100%
Project management*	240,000	-	-	N/A
Total	910,500	831,680	91%	79%

* Project management expenditure has been allocated to each deliverable

The remaining budgetary balance amounting to 78,819.69 Swiss francs has been returned to Accumulated Surpluses.

Project Timeline



Project Follow-up Actions

The benefits delivered by the project will be monitored by the Web Communications Section.

Anticipated Recurring Operational Costs

The annual recurring licensing, maintenance and operational costs include 53,000 Swiss francs for licenses and 12,000 Swiss francs for specialist support.

CMP 25 TREASURY MANAGEMENT SYSTEM (TMS)

Expected Result: 5.3 Sound and prudent financial management and effective corporate governance and oversight

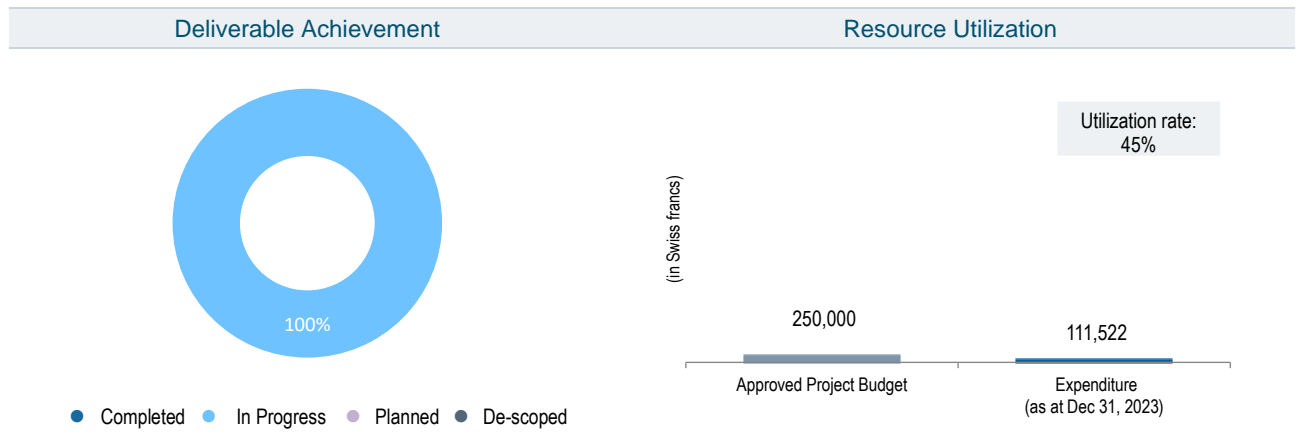
Project Progress Report

Business Case and Objectives⁸⁹



⁸⁹ The original Business Case and Objectives are reflected in the [Capital Master Plan for 2020-29](#) (document WO/PBC/30/11). For updates to those, please refer back to previous CMP Progress Reports.

Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The Banking Module was enhanced to include the processing of bulk payment files using the treasury management system, thereby improving visibility, transparency and control over WIPO's cash management;
- Capabilities leveraging on AI and machine learning were implemented to enhance fraud detection through the "Payment Verification" functionality;
- Progress continued on the PCT Receiving Office (RO) Fee Transfer Service; and
- Design work on the PCT International Bureau (IB) Fee Transfer Service commenced, earlier than originally anticipated.

SIAD was extensively involved in defining and validating the security controls implemented in the TMS, including ensuring segregation of duties within the various processes and ensuring secure communications between the TMS and external payment/treasury environments.

Benefits Realization

Benefits Delivered by end 2023

Improved efficiency in payment processing for treasury transactions

Improved counterparty risk management related to operational risk

Improved security and reduced risk of error or payment fraud with enhanced security controls embedded in the treasury management system

Improved operational risk management during crisis planning with the enhanced banking connectivity in the TRMS

Improved cash visibility and cash forecasting accuracy resulting in better liquidity management

Improved deployment of cash for investment purposes resulting in incremental interest income

Improved visibility and management of currency risk exposures

Improved visibility and management of counterparty credit risk exposures

Risk and Mitigation Actions⁹⁰

No risks that had a significant impact on project implementation materialized during the course of 2023.

⁹⁰ For CMP projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2023 are reported.

Project Timeline

2020				2021				2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

CMP 31 ENTERPRISE PERFORMANCE MANAGEMENT (EPM) 2ND GENERATION CLOUD BASED

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and services

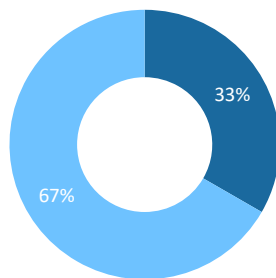
Project Progress Report

Business Case and Objectives⁹¹



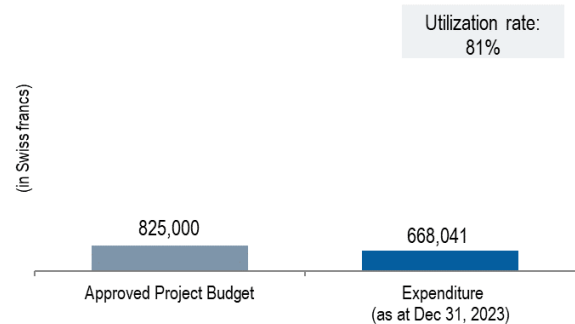
Project Progress Overview

Deliverable Achievement⁹²



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2023

In 2023, the following progress was made:

- A new annual workplanning application went live in November 2023 and was used for the 2024 annual workplanning processes for Regular Budget, FITs and CMPs;
- A user-centric intuitive interface was developed in collaboration with over 25 colleagues from across all Sectors;
- The project engaged early-on with SIAD to ensure security requirements and architecture were addressed from the start, resulting in a future-proofed solution from the information security and privacy perspectives; and
- Training and user support was delivered using innovative step-by-step videos, system in-built guides and on demand 1-on-1 sessions.

⁹¹ Business Case and Objectives are reflected in the [Supplementary Capital Master Plan Projects](#) (document WO/PBC/31/12).

⁹² Does not include the cross-cutting deliverable project management or subscriptions costs.

Benefits Realization

Benefits Delivered by end 2023

Improved user experience for the biennial and annual workplanning applications with an easy and intuitive interface including enhanced self-service capabilities. "1-stop-planning-shop" and in-built cost simulation tools.

Enhanced self-service capability for the central Program Performance and Budget Division reducing need for technical support (>50% reduction in time-spent on some key operational tasks such as: preparation time for the launch of the biennial and annual workplanning planning processes and processing of budget journals).

Improved RBM maturity for CMP projects.

Improved performance of the biennial and annual planning applications.

Enhanced agility and flexibility to address new business needs.

Future-proof in terms of information security compliance and browser compatibility.

Risk and Mitigation Actions⁹³

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Quality of configuration by supplier may impact the ability to deliver the annual workplanning application.	The risk materialized.	The mitigation plan involving intensive collaboration with the supplier and the establishment of rigorous quality control measures greatly facilitated the successful deployment of the Minimal Viable Product (MVP). The MVP was delivered on time for the launch of 2024 annual workplanning, however some additional functionalities were postponed (descoped) for later go lives.	↓

Project Timeline

2020				2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan								Current Project Timeline											

The project timeline was extended until the end of 2024 to accommodate the configuration of additional front-end and back-end functionalities.

CMP 33 SECURITY ENHANCEMENT, DATA ENCRYPTION AND USER MANAGEMENT PHASE II - IDENTITY ACCESS GOVERNANCE (IAG)

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and services

Project Completion Report

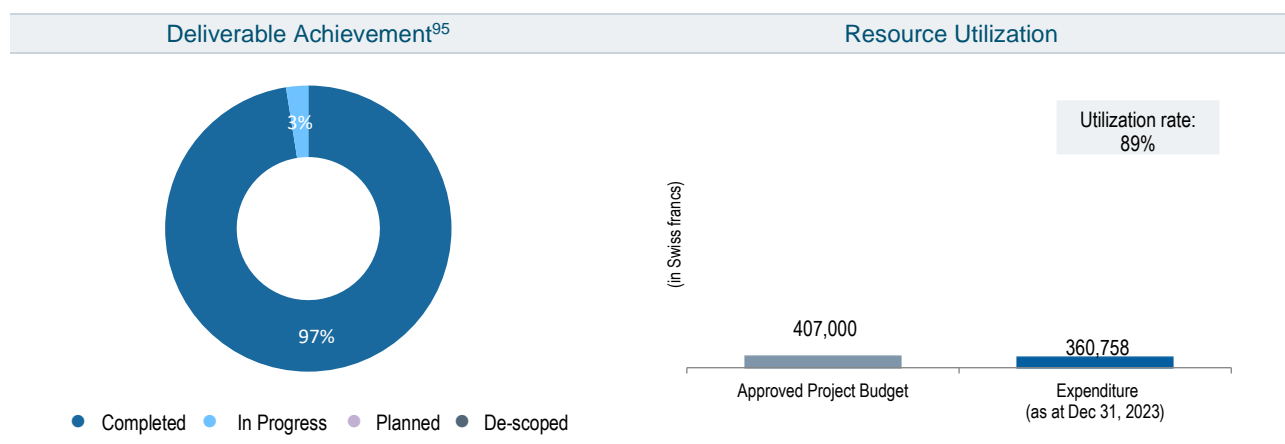
Business Case and Objectives⁹⁴



⁹³ For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2022 are reported.

⁹⁴ Business Case and Objectives are reflected in the [Supplementary Capital Master Plan Projects](#) (document WO/PBC/31/12).

Project Overview



Key Project Achievements

Building on the foundation of Phase I, and taking guidance from the lessons learned, Phase II of the project progressively expanded the use of the Identity Access Governance (IAG) solution to other WIPO business systems and applications, thereby ensuring users have access based on a need-to-know and reducing the complexity of managing access rights and the risk exposure from unauthorized accesses.

The following provides an overview of the key achievements:

- The “Rehire” (RH) process was deployed and augmented birthright entitlements for the Joiner, Mover and Leaver (JML) process;
- SailPoint was integrated with WIPO’s Enterprise Resource Planning (ERP) tools and processes, namely across the three PeopleSoft modules of Finance, HR and Procurement;
- The integrated SailPoint File Access Management (FAM) module was deployed and a thorough user communication and training plan was developed and made available. Clean-up and certification of access rights were completed for 93 per cent of all active directories;
- The Segregation of Duties (SoD) control, ensuring that conflicting roles and responsibilities are segregated, was configured in SailPoint to trigger alerts in real-time should any violations occur;
- Sailpoint was integrated with the Security Information Event Management (SIEM) system, thus allowing SIEM to receive SailPoint logs; and
- A user-friendly SailPoint Self Service Portal (SSSP) for users/managers to request and certify access to network file shares was deployed.

Overall Achievement versus Plan

The scope of the project was delivered, with the exception of the enablement of additional PeopleSoft entitlements as accesses are controlled within PeopleSoft.

The project suffered several delays due to complexities relating to data quality from legacy Active Directory Groups and the granular set up of roles in PeopleSoft.

Lessons Learned

- In order to avoid implementation delays: (i) thorough analysis of dependencies and time to recruit resources should be factored into project planning, and (ii) before finalizing the project timeline, a deep analysis of legacy data sources and their quality on which the project is dependent should be performed.
- Avoid Teams channel for organization-wide projects because it creates too much noise with people posting all kind of unneeded information to the whole audience.

⁹⁵ Does not include the cross-cutting deliverable project management or license and maintenance costs.

Benefits Realization

Benefit Description	Baseline	Target	Performance Data
Improved user experience by providing visibility, intelligence and a self-service capability to understand and manage complex access rights across WIPO's systems and applications; Ability to report on which user has access to which documents, systems, applications in scope.	No automated accurate capability exists	Visibility into who has access to which documents on the file shares and in scope applications/systems via self-service reporting	Initial access visibility into FAM in Q3 2022. Reporting capability established.
Increased assurance of internal controls by implementing and enforcing segregation of duties in an automated fashion	No automated accurate capability exists	Periodic reports on SoD with appropriate recommendations for remediation	Real-time SoD violation alerts and view in SailPoint Dashboard
Improved security by reducing the risk of unauthorized access or disclosure of WIPO's information assets in line with WIPO's Access to Information Assets Policy via integration with the SIEM, allowing a centralized information security operations center (iSOC) view and alarming of non-compliant access to files and systems plus ticketing / reporting to file / system owners for remediation	No automated accurate capability exists	Initial SEIM integration and subsequent correlation alerting of unauthorized access to owners and a remediation plan.	Initial integration in Q4 2022.
Efficiency gain for the organization by moving to an automated and self-service model.	Help desk manually processes requests for various access – such as file shares, applications.	Automated workflow from the Joiner, Mover, Leaver process adds birthright entitlements automatically, and users can request access via the SailPoint Self Service Portal (SSSP) to be approved by the manager, also in the SSP	Immediate realization of benefit given that the SSSP is in production and is the default method for requesting access to file shares.

Risk and Mitigation Actions⁹⁶

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Data quality issues in Active Directory could impact the integrity of data in SailPoint.	The risk materialized	A large-scale data clean-up exercise to ensure the integrity of data in SailPoint was effective in mitigating the risk, however, as it took a considerable amount of time it resulted in further project delays.	↓

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

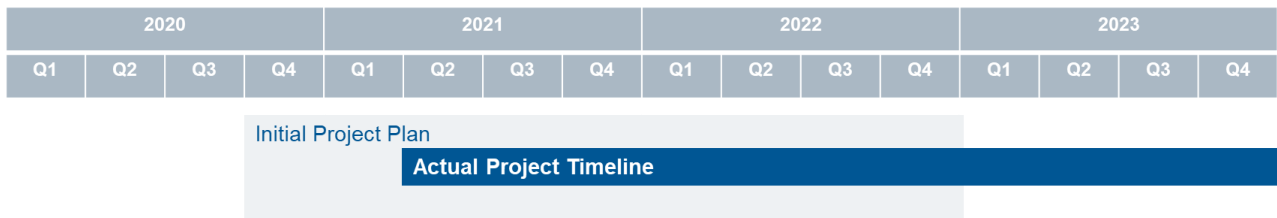
Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
License support & maintenance for 2,500 users of Sailpoint IdentityIQ & File Access Manager ⁹⁷	80,000	-	-	N/A
Design IAG solution	30,500	30,160	99%	100%
Integrate the IAG solution with other target business systems and applications	161,000	160,933	100%	90%
Configure and roll out Segregation of Duties, auditing and reporting capabilities	27,000	26,950	100%	100%
Training and business change management	8,500	8,298	98%	100%
Project Management	100,000	134,417	134%	N/A
Total	407,000	360,758	89%	98%

⁹⁶ For CMP projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation are reported.

⁹⁷ Since the Sailpoint technology was implemented in Phase I, the license and post implementation costs amounting to 80,000 Swiss francs) were covered from the regular budget.

The project will be formally closed in 2024. The remaining budgetary balance amounting to 46,241.70 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline



Anticipated Recurring Operational Costs

The annual recurring operational costs amount to:

- Identity IQ (Core Governance Platform, Lifecycle Manager, Compliance Manager, Password Manager, Oracle ERP), File Access Manager (On-premises File Storage), SailPoint support: 59,026 Swiss francs
- Technical support: 264,890 Swiss francs

CMP 34 CONFERENCE SYSTEMS UPGRADE

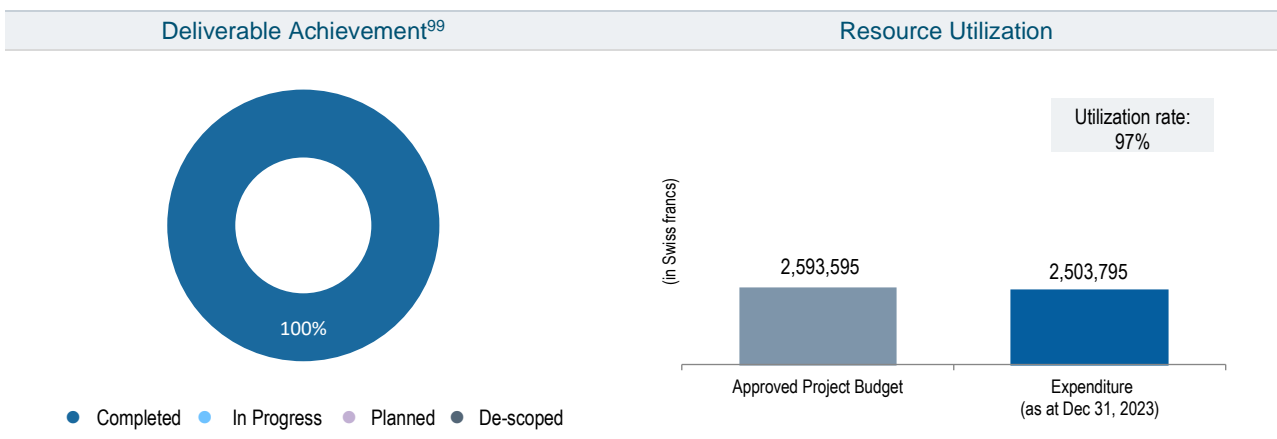
Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

Project Completion Report

Business Case and Objectives⁹⁸



Project Progress Overview



⁹⁸ Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/pcb/33/11).

⁹⁹ Does not include the cross-cutting deliverable: Project management.

Key Project Achievements

All project objectives were successfully accomplished and conference service delivery to both internal and external stakeholders has been improved through:

- Replacement of obsolete critical equipment (Televic);
- Enabling of remote participation with interpretation in all rooms within the scope of the project;
- Increased flexibility of room configuration; and
- Installation of a digital audio system.

Overall Achievement versus Plan

- The refurbishment of the control room for the main WIPO Conference Hall (WCH) turned out to be significantly more complex than originally anticipated and was thus removed from scope. The former Press Room (now Conf 0.2) was also descope from the project as its usage was reconsidered by business users during project implementation.
- Project completion was delayed by six months due to the extended delivery lead time of the equipment by the manufacturers and the availability of the main WCH to perform this major refresh.

Lessons Learned

- Involvement of senior users in defining acceptance tests is critical to ensuring the highest customer satisfaction.
- Room availability is a strong constraint for this type of project and should be taken into due consideration when estimating the project delivery timeline.
- Realistic planning of tasks and integration of contingencies in the project plan are necessary to stay on schedule.
- Maintaining detailed documentation that is communicated across teams enables the project team to react in a timely manner when unforeseen events occur.
- **Efficient change request management enables business, technical, and testing teams to collaborate effectively to achieve the necessary deliverables promptly.**

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Facilitate engagement of Delegates to WIPO meetings, including in conference facilities additional to the WIPO Conference Hall (WCH)	WIPO Conference facilities remain fit for purpose	No significant outages experienced (to date)	No outages experienced (moving forward)	No outage was experienced in 2023
	WIPO Conference facilities are flexible and effectively used	Possibility to link rooms WCH, A, B & NB 0.107	Possibility to link all meeting and conference rooms covered by the project, enabling different layouts and meeting types	Red and Blue Rooms in AB and Conference Rooms A and B can now be connected
Further promote multilingualism in the context of WIPO meetings	Possibility to participate in hybrid interpreted meetings in all meeting rooms	Only possible in WCH and Red Room	Participation is possible from all meeting and conference rooms covered by the project	Red and Blue Rooms in AB and Conference Rooms A and B can deliver hybrid interpreted meetings

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Dependence on one key external vendor could result in slow response or poor quality.	The risk materialized.	In consideration of delivery delays, owing to global supply chain issues, the mitigation plan was effective to prioritize meeting rooms for which the equipment was available, and providing temporary solutions where equipment supply was delayed, resulting in the maximum number of rooms' operability during that period. The delays did negatively impact the project implementation schedule.	➔

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition of equipment and accessories	2,065,965	2,219,740	107%	100%
Installation and integration of the conference system	407,630	220,095	54%	100%
Project Management	120,000	63,960	53%	100%
Total	2,593,595	2,503,795	97%	100%

The remaining budgetary balance amounting to 89,800 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan											
Actual Project Timeline											

Project Follow-up Actions

The following actions will need follow-up from the Audio and Video Support Unit (AVSU) team as part of operational activities:

- Upgrade to CoCon version 6.6 in Q1 2024 to remove the current workaround and allow to restore the eight synoptics for the WCH.
- Establish the scope of work and have a script developed using the Televic CoCon API to import room sitting plans easily.

Anticipated Recurring Operational Costs

Total yearly recurring maintenance costs amounts to 129,068 Swiss francs for the newly installed equipment and the "legacy" equipment, that is, installed equipment that predates the project and whose functioning is instrumental to providing the complete service, of which:

- 84,540 Swiss francs for the newly installed equipment
- 44,528 Swiss francs for the legacy equipment

CMP 35 STRONG MODERN AUTHENTICATION

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

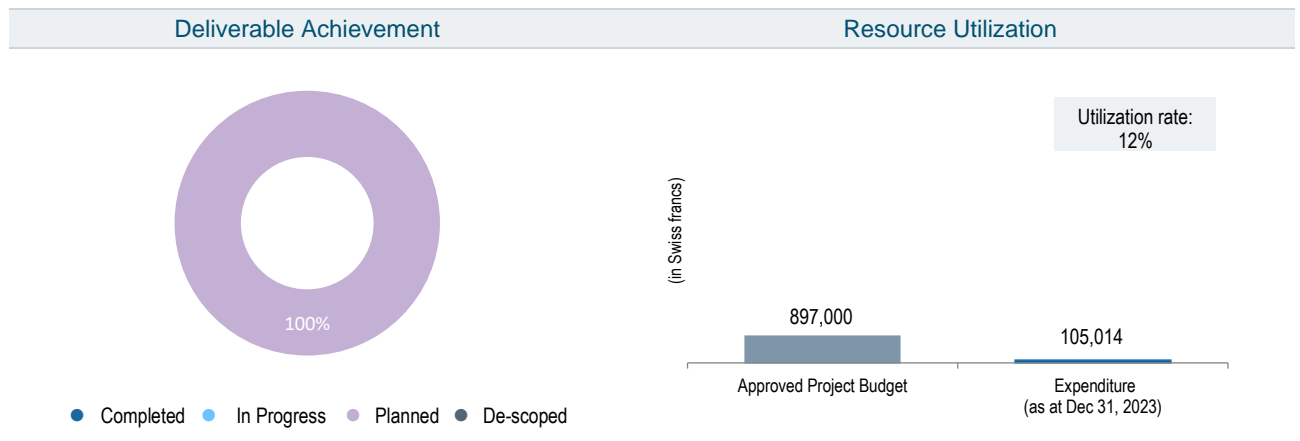
Project Progress Report

Business Case and Objectives¹⁰⁰



¹⁰⁰ Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/pbc/33/11).

Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- Identification and documentation of existing user authentication scenarios were completed;
- Detailed business, technical and security requirements to meet project goals were defined;
- An independent feasibility analysis was conducted, using industry best practices, to identify potential IT solutions; and
- Consultations were initiated by the end of 2023 to assess how the potential solutions address WIPO's needs and security requirements through Proofs of Concept.

Benefits Realization

No benefits were realized in 2023.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Improved user experience	% of user satisfaction	N/A	>50% of satisfied users	-
Reduction in cyber risk exposure	Risk assessment	Pre-implementation residual risk assessed as Med-High	Post implementation residual risk reduced to Low	-
Reduction in authentication-related ICTD helpdesk tickets	Average number of authentication-related Service-Desk tickets per month	124 tickets on average per month	<50% tickets on average per month, post implementation	-
Enhanced access controls to information resources	Strength of access controls	Coarse-grained ¹⁰¹ access controls for all applications	Identity-based application and data level access for internal applications	-

Risk and Mitigation Actions¹⁰²

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Unavailability of external experts may result in project delays.	The risk materialized.	The mitigation plan of reviewing engagement modalities with external partners was partially successful, however, did result in a delay in project implementation.	↘

¹⁰¹ Course-grained access refers to high-level access based on simple rules such as "user X has access to application Y".

¹⁰² For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2023 are reported.

Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

The project encountered significant delays in obtaining advisory inputs from the independent consulting firms that supported the feasibility analysis. Furthermore, the providers of the potential IT solutions recommended in the feasibility analysis were unable to engage in a timely manner with WIPO.

CMP 36 WIPO IP PORTAL - PHASE III

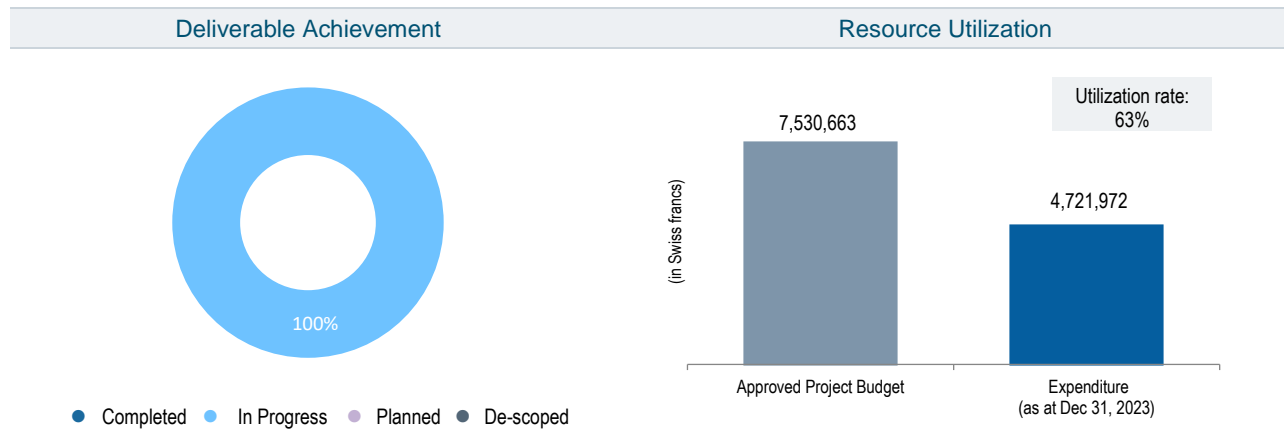
Expected Result: 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

Project Progress Report

Business Case and Objectives¹⁰³



Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The coverage of WIPO's primary shared navigation component (Navbar) was expanded to include the WIPO website, WIPO Academy and other WIPO applications. This expansion ensures a seamless experience across WIPO's online ecosystem and standardizes navigation across WIPO. The component underwent design updates and was enhanced with breadcrumb navigation and a new feature allowing users to bookmark their favorite WIPO services when logged in. Technical support was provided to application teams for integration across more than 65 applications.

¹⁰³ Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/psc/33/11).

- WIPO's Universal Look and Feel, a new user interface standard, was launched following extensive cross-sector collaboration. This effort streamlined the implementation of all IP Portal applications and the new navigation component, enhancing user experience and service cohesion. In addition, WIPO also expanded reusable user interface component libraries to accommodate new versions aligned with the new Universal Look and Feel. This included a new type of component technology designed for enhanced reusability across web applications. Application teams received migration support, resulting in 30% of IP Portal applications adopting the new Universal Look and Feel.
- The accessibility compliance of the IP Portal was enhanced.
- Machine Learning capabilities were leveraged to harmonize applicant names from seven data sources, and the project created the methodological foundation for realizing a unified customer database.
- The Enterprise Data Platform was enhanced by the standardization of data engineering environments, ensuring data privacy compliance, and exploring data cataloguing solutions.
- A Machine Learning pipeline was developed to extract customer sentiment for pattern recognition and trend analysis, enabling customer support teams to utilize data insights in their operations.
- The Customer Relationship Management (CRM) Project was launched with executive buy-in following extensive cross-sector engagement and consultation. Several highly engaged workshops were held with cross-functional teams to identify specific features and functional requirements for the CRM product, to ensure the solution selected will be fit-for-purpose. The selection of the solution is foreseen in 2024.
- 37 applications were supported to integrate cloud native services in order for them to be successfully migrated to the cloud.
- A Technical Passport was created and put into operation, consolidating data from over 100 business applications. This new service enables critical information to be readily accessible to both technical and business stakeholders, streamlining Continuous Integration/Continuous Delivery activities and enhancing efficiency for application teams.
- A Minimum Viable Product (MVP) of the IP Portal Backoffice was developed, making it easier to support changes to the application.
- Initial proof of concept work commenced for the secure enterprise API management environment. Extensive work on defining API management policies, processes and tools was completed with broad cross-sector engagement, supporting the introduction of a centralized API management capability.
- SIAD was consulted to identify any specific security architectural patterns and controls that should be implemented for each of the functional updates, and alignment with these control requirements were confirmed as part of the SIAD ISS Certification and Accreditation (C&A) process prior to release.

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account)	69% in May 2021	100% for the ICT systems applicable	77%
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems	Customer satisfaction score	82% in Feb 2021	≥ 85% satisfied or very satisfied	80%
	Ease of use score	80% in Feb 2021	85%	84%
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets	603 users on average in Q2 2021	5,000 users	1,630
	Customer satisfaction score for services provided through the ePay2	87% in Feb 2021	90%	89%
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	58% in Feb 2021	≥ 85% satisfied or very satisfied	80%
Enhanced customer data quality and customer relationship management	Number of ICT systems using common customer data	0 in June 2021	tbc under CRM project in Phase III	tbc under CRM project in Phase III

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	84% in Feb 2021	≥ 85% satisfied or very satisfied	80%
Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of visitors & users of a service from developing countries	59,000/day on average in Q2 2021**	20% increase***	18,092****
	Average daily number of new users* of a service from developing countries accessing the service through the WIPO IP Portal	23/day on average in Q2 2021**	100% increase	428
Increased number of visitors and users of the services integrated with the WIPO IP Portal	Average daily number of visitors and users per service	81,000/day on average (for all the services) in Q2 2021**	20% increase***	77,309****
	Average daily number of new users and visitors per service accessing the service through the WIPO IP Portal	68/day on average (for all the services) in Q2 2021**	100% increase	921

* Users refers to those who log in

** A detailed list per service is available upon request

*** The target relies not only on the IP Portal program activities but also on the biennial activities of the business units

**** Decrease in traffic since the last report can be attributed to improved firewall and bot detection capabilities

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2023.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
CRM Establishment of an enterprise level Customer Relationship Management (CRM) solution, enabling a common approach to customer related data and contact management, including the standardization of customer communication channels and the consolidation of customer feedback management	1,274,380	600,126	137,192	23%	20%
	Establishment of common portfolio management capabilities across WIPO services, on a corporate level for WIPO customers				
CX Development of the WIPO Accounts application to standardize data capture, harmonize across services and improve CX Increased integration of WIPO services with the WIPO IP Portal and continual development of the WIPO IP Portal and its related functionalities, with eventual handover to operations	2,451,940	2,713,797	1,601,414	59%	45%
	Establishment of the framework and participation in the development of the WIPO Mobile app				
	Leveraging the WIPO IP Portal as a channel for IP Commercialization				
IP Analytics Alignment of capabilities of the IP Analytics Platform to emerging organizational policy on data governance and management Increased automation of data flows and the coverage and usage of internal data sets to optimize the way WIPO handles big data, along with reinforcing and maturing the data platform	1,556,139	2,198,131	1,633,859	74%	75%
	Developing and embedding the strategic application of data science to enable the effective implementation of customer experience related business strategy and transferring analytics capabilities to an operational state				

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Operationalizing API Management capabilities across the Organization, improving developer experience, and the adoption of modern API based interaction with the WIPO IP Portal Increased convergence in data processing & IT solutions to achieve greater organizational efficiencies and transferring technical products to operational management.	1,497,960	1,512,573	1,021,694	68%	70%
	Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets				
Delivery of high quality Program administration, production & management of strategies/plans according to MSP methodology	750,244	369,777	327,813	89%	60%
Total	7,530,663	7,394,404	4,721,972	64%	54%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

The project has been extended until the end of 2025 to ensure the complete delivery of planned capabilities.

CMP 37 ESTABLISHMENT OF A LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS - PHASE III

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

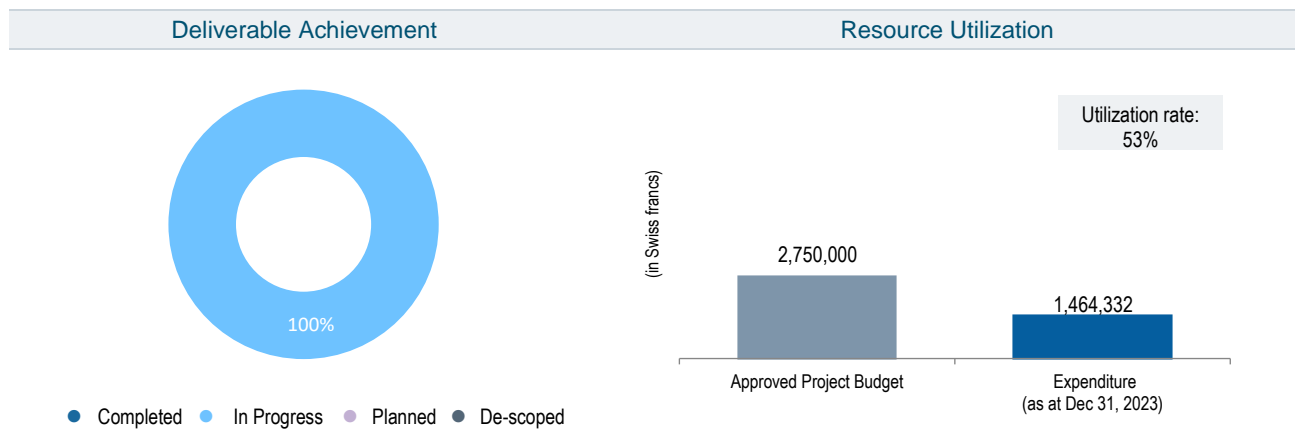
Project Progress Report

Business Case and Objectives¹⁰⁴



¹⁰⁴ Business Case and Objectives are reflected in the [“Capital Master Plan for 2022-23”](#) (document wo/pbc/33/11).

Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The Cloud Center of Competence (CCOC) was established comprising the following expertise: Cloud Architecture, DevOps Architecture and FinOps specialty. A Cloud Migration Factory (CMF) was set up, enabling large scale lift and shift migrations from on-premise to the cloud in an automated manner;
- 74 on-premise servers and their applications were analyzed and migrated to AWS, through repeatable migration wave executions, leveraging runbook and CMF;
- Support for the migration (replatforming) of WIPO's applications to the cloud continued, with nine new applications deployed. The Atlassian Suite (internal and external confluence, JIRA) was also migrated to the cloud;
- The High Availability (HA) and Disaster Recovery (DR) annual exercise, for critical cloud applications, was run using an accelerated process with Fault Injection Simulator and automated tests. Annual reports for HA and DR were completed;
- A non-persistent AWS Workspace solution was configured, tested and confirmed as a viable DR solution for secure operation of PCT eDossier. This solution was architected and reviewed in collaboration with SIAD to ensure the continuing security of the highly confidential data involved. The AWS workstation solution also underwent additional security testing as part of a SIAD penetration test;
- 11 Cloud Office Hours sessions and workshops, aimed at knowledge sharing and creating a WIPO cloud community of practice, were organized with 316 overall internal participants;
- The ECS Scheduler was activated for AWS acceptance accounts, targeting savings of 70 per cent; and
- Managed Service Provider selection process continued.

From the start SIAD has been closely involved in this project to ensure that the relevant security requirements have been taken into consideration and tested.

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Effective Enterprise-level support for cloud hosted systems	Improved service delivery to external stakeholders ¹⁰⁵	APDEX score >0.6 for 78% of applications moved to the cloud (end 2020)	APDEX score ≥ 0.6 for 80% of applications moved to the cloud	81% of measured cloud applications had an APDEX score ≥ 0.6 in December 2023
	Secured business continuity	No recovery time objective explicitly defined in current business continuity measures	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)	85% of critical cloud applications were highly available (HA) Disaster Recovery (DR) for 77.77% of critical cloud applications were successful ¹⁰⁶

¹⁰⁵ Measured through the Application Performance Index (APDEX) score that is an open standard to measure response time of software application. It correlates the ratio of satisfactory response times to unsatisfactory response times.

¹⁰⁶ The DR exercise for the remaining critical cloud applications will be performed in 2024.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Increase flexibility and agility through matured support for development and operations (DevOps) of IT systems	% of application deployments automated	72.9% in Dec 2021	80% applications with automated deployment capabilities	89.71%
Effective management of Cloud-related expenses	Cost of application hosting	Cost for hosting application in UNICC, including professional services	>30% cost reduction for migrated applications	Reduction ranging from 11% to 90%, with an average of 60%. Largest cost avoidance is the result of building the Disaster Recovery solution for the secure Virtual Desktop Infrastructure in AWS rather than procuring dedicated hardware. The latter would have cost 450,000 USD/year with a minimum commitment of 5 years, while the cloud solution is estimated at 45,000 USD/year, with no minimum commitment.
	Timely control and optimization of hosting costs	Monthly cost reporting for UNICC services (>1 month lag)	"Real-time" monitoring and control of cloud-related expenditure	Dashboards are available for daily monitoring of cloud costs. Real-time monitoring and control is not yet fully available.

* Calculation done for all applications for which a comparison is possible, i.e. excluding new applications for which an estimation of the corresponding on-premise cost is not available.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Scarcity of required cloud expertise in the market could result in recruitment delays and have adverse consequences on the retention of short-term consultants and the implementation timeline of the project.	The risk materialized.	The mitigation strategy to utilize a blend of contract modalities was partially effective in onboarding and retaining team members. Nevertheless, scarcities of cloud expertise affected the delivery of project milestones, notably the establishment of the CCOC.	↓

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Establish an internal Cloud Center of Competence	870,000	423,882	49%	100%
Establish a "Managed Services Contract" with defined SLAs	730,000	-	-	60%
Migrate shared services to the cloud (e.g. Tableau, Atlassian, Cherwell, CMDB, storage)	530,000	551,350	104%	80%
Support the migration of the following WIPO business applications: Madrid, ERP, Global Databases, IP Offices Platforms	620,000	489,100	79%	74%
Total	2,750,000	1,464,332	53%	79%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

Two project deliverables encountered delays:

- the establishment of a Cloud Centre of Competence (CCOC)
- the procurement of a Managed Service Provider (MSP)

These delays stemmed from a scarcity of required cloud expertise in the market for the CCOC.

CMP 38 ENTERPRISE SERVICE MANAGEMENT (ESM)

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

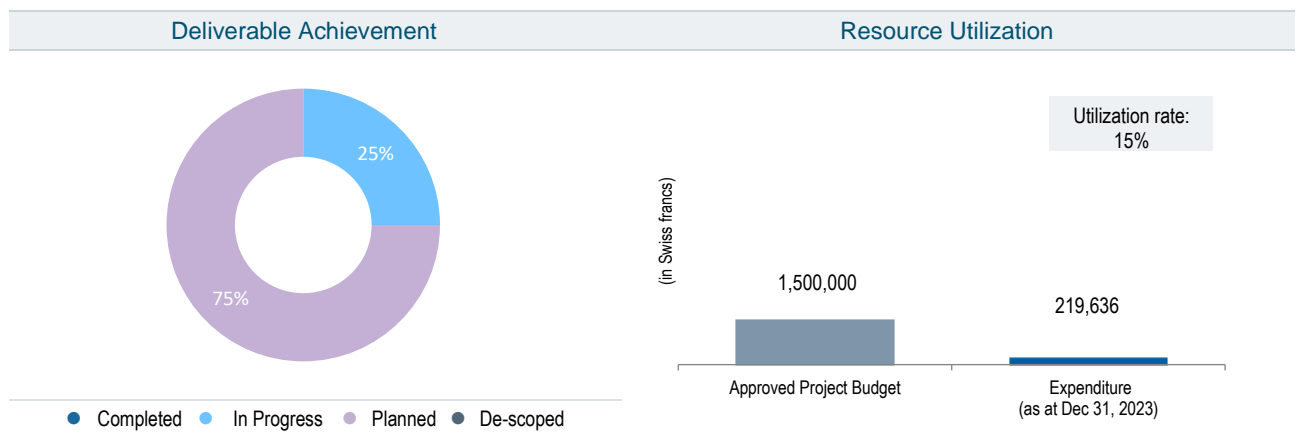
Project Progress Report

Business Case and Objectives¹⁰⁷



The scope of the project has been expanded to include HR, as the department currently does not use any enterprise service management tool.

Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The requirements for each business area were assessed and defined; and
- The process of selecting the platform vendor commenced in Q4 2023.

¹⁰⁷ Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/pbc/33/11).

Benefits Realization

No benefits were realized in 2023.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
A cohesive and uniform experience across the business units implementing the Enterprise Service Management solution.	% of satisfaction across business units	n/a	≥ 85% of the business units satisfied or very satisfied	-
Ease of use and improved customer experience for internal users of services provided through the Enterprise Service Management Solution	% of end-user satisfaction	98.9% satisfied with IT Service Desk services	> 96% satisfied or very satisfied for services provided through the Enterprise Service Management Solution after one year of implementation	-
Reduction in the number of contact points for the users to access the services	Count of contact points	One or more contact points for each of the six business units involved	Max. 3 contact points, all on the same platform	-
Simplified access to cross-functional services (i.e. services involving multiple business units such as new hire requiring office space, badge, IT equipment and credentials)	Number of cross-functional services accessible with a single request	None	At least two cross-functional services accessible with a single request after one year of implementation	-

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2023.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Assess and define requirements for each Business Unit	275,000	219,636	80%	100%
Development and implementation of Enterprise Service Management platform: Customer Engagement service (integrated service catalogue, self-service capability, service desk)	825,000	-	-	-
Development and implementation of Enterprise Service Management platform: Service Asset and Configuration processes (improve controls on delivery of services)	200,000	-	-	-
Development and implementation of Enterprise Service Management platform: Service Level Management process (monitoring and reporting of service delivery)	200,000	-	-	-
Total	1,500,000	219,636	15%	15%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan								Current Project Timeline							

After assessing and defining the requirements for each business area, the expected timeline for project completion has been extended until the end of 2025.

CMP 39 AIMS 2.0 TRANSFORMATION - PHASE I

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

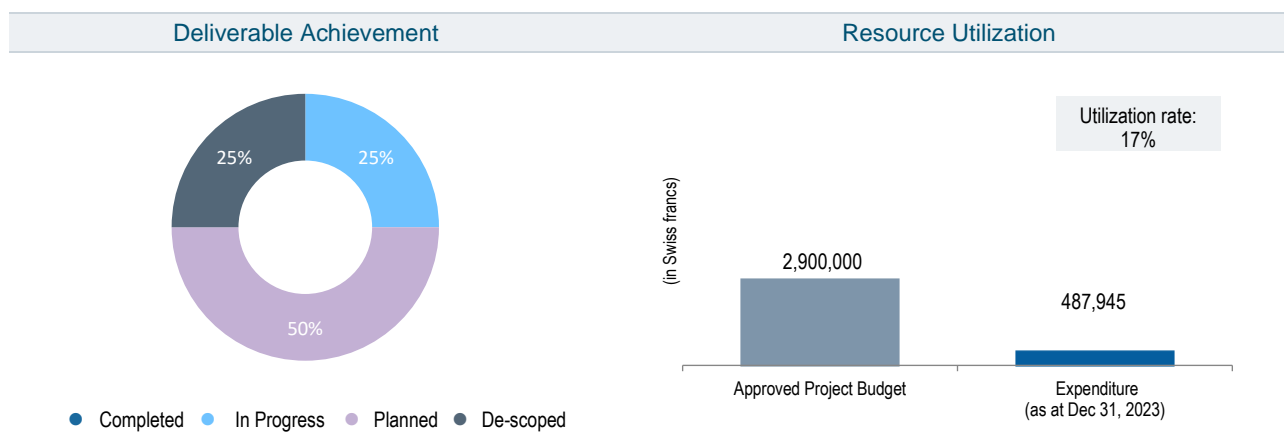
Project Progress Report

Business Case and Objectives¹⁰⁸



As part of the adoption of the next generation ERP solution, a comprehensive analysis of business requirements was carried out in 2023 to identify the preferred solution for WIPO and establish a future roadmap for the ERP landscape. This will form the basis for the fully fledged ERP next generation CMP project proposal. Business process review and reengineering, finalization of the new integration platform as well as training and skill building of the project team and users will continue under Phase I.

Project Progress Overview



Key Achievements in 2023

In 2023 the following progress were made

- A detailed analysis of current business processes was completed, and functional and technical requirements for the future ERP solution were identified in collaboration with a consulting partner;
- A shortlist of potential vendors based on WIPO's key business process requirements was completed;
- Lessons learned from other UN Agencies who have undergone the adoption of a next generation ERP were collected; and
- Progress was made in selecting the preferred SaaS solution.

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Accelerate Next Generation ERP adoption readiness by identifying critical business and technical requirements and lessons learned from the market and peer agencies.	Critical business requirement and its priorities are identified	N/A	95% of requirements are identified and prioritised	95% of requirements identified and prioritized
Improved process efficiency and user satisfaction	Number of processes streamlined and documented	N/A	10	--

¹⁰⁸ The original Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/pcb/33/11). For updates to those, please refer back to previous CMP progress reports.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on Performance
Simultaneous transformation initiatives might impact business entities in their day-to-day business and their capacity to provide resources for testing/ migration. This may jeopardize on schedule delivery of the overall transformation.	The risk did not materialize; the risk exposure increased during the year.	Project governance reviewed and aligned with organizational strategy allowing a better coordination and prioritization between projects.	→
The unavailability of business partners needed could jeopardize project delivery.	The risk did not materialize; the risk exposure increased during the year.	Project steering and project management to gain visibility on workload management and dependencies in a timely manner.	→

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
AIMS 2.0 Foundation: program setup (transformation & change management) and identification of next Generation Solutions	1,340,000	2,406,590	487,945	20%	30%
PeopleSoft (PS) Cloud Migration	760,000	-	-	-	-
Reengineered Business Processes	-	294,000	-	-	-
Evolution of Fee-Paying Customers Support and Solutions	800,000	195,000	-	-	-
Total	2,900,000	2,895,590	487,945	17%	30%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan								Current Project Timeline							

CMP 40 DATA MANAGEMENT AND GOVERNANCE

Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service

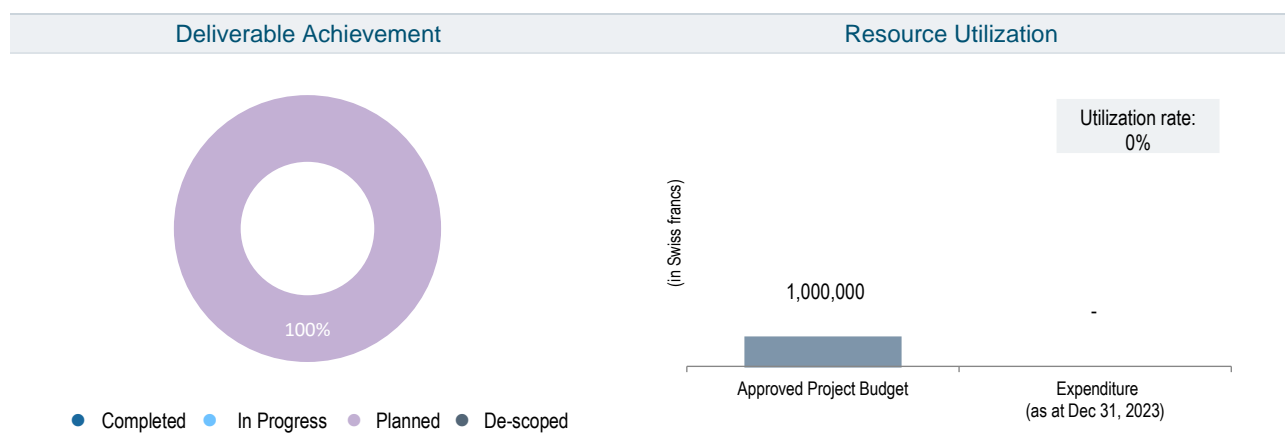
Project Progress Report

Business Case and Objectives¹⁰⁹



¹⁰⁹ Business Case and Objectives are reflected in the [Capital Master Plan for 2022-23](#) (document wo/pcb/33/11).

Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- The onboarding of the Chief Data Officer (CDO), who will be the driving force of the project, was completed in Q3 2023. As a result, the project's launch was delayed and is currently scheduled to commence in Q3 2024.

Benefits Realization

No benefits were realized in 2023.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Enhanced provision of data & analytics support to internal customers	Adoption rate (%) of reports generated from the new centralized enterprise data sources	N/A	80% of internal users using reports	-
	Data sets available through self-service platforms	0	3 ¹¹⁰	-
Enable analysis and data-driven decision making through improving data management and literacy	% of data sets defined according to clear standards (e.g., taxonomies, definitions, usage)	0	50%	-
Reduce data mismanagement risk exposure through strengthened data governance and data management practices	% of data standards implemented and monitored (e.g., taxonomies, definitions, usage)	0	50%	-
	% increase of business areas using the standardized data architecture and management	1	200%	-

Risk and Mitigation Actions

No risks materialized during the course of 2023 as the project is still pending initiation.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Data Management and Governance	1,000,000	-	-	-

¹¹⁰ AIMS, Infosec, Economics & Statistics

Project Timeline

2022				2023				2024				2025				2026			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan								Current Project Timeline											

CMP 41 PCT RESILIENT AND SECURE PLATFORM HYBRID PHASE

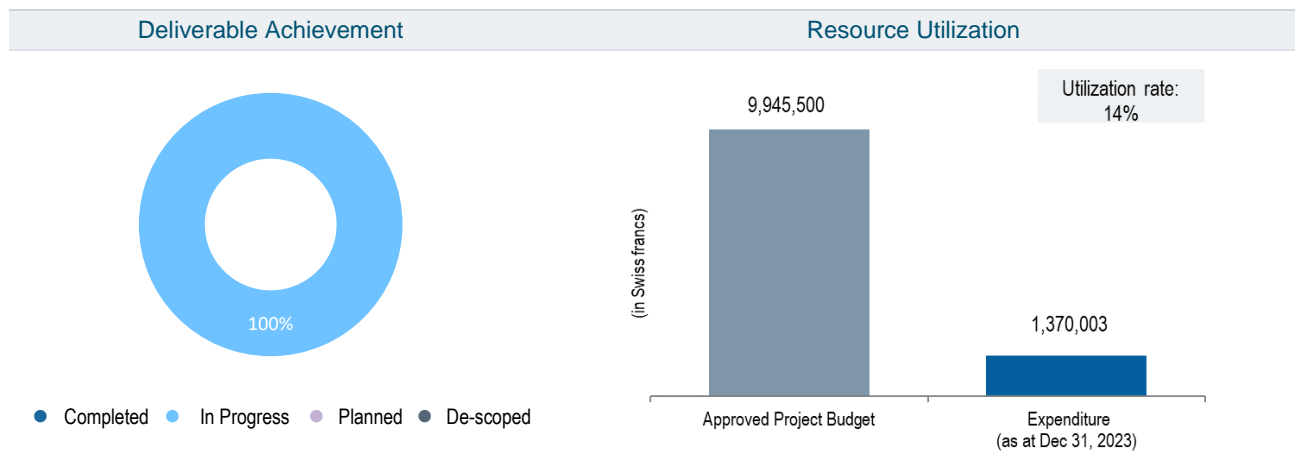
Expected Result: 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge, and data

Project Progress Report

Business Case and Objectives¹¹¹



Project Progress Overview



Key Achievements in 2023

In 2023, the following progress was made:

- Core Information Security Controls were enabled in a hybrid infrastructure, including end-to-end data encryption leveraging Bring Your Own Key (BYOK) capabilities with WIPO's own encryption key to ensure full protection against unauthorized access.
- ePCT Frontend (Web interface), ePCT contingency (Resilience/Disaster Recovery mechanism) and Disaster Recovery solution for VDI environment were deployed to the hybrid infrastructure.
- Hybrid application deployment mechanisms were enhanced to further improve resiliency, allowing for swift rollbacks to previous versions if necessary.

¹¹¹ The Business Case and Objectives for the Hybrid Phase are reflected in [Supplementary Capital Master Plan Proposal for the PCT Resilient and Secure Platform \(RSP\) Hybrid Phase](#) (document WO/PBC/34/11).

- As part of a WIPO Cloud Management audit, the current architectural design of the PCT RSP was assessed to ensure the adequacy of the architectural security measures implemented to safeguard PCT data, focusing on Network Security, Access Management and Security Monitoring/Incident Management. The audit concluded that no issues were detected in the planned security architecture for the hybrid environment that will host the PCT RSP

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Improved PCT critical systems service levels and reduced interruption time for PCT critical systems	PCT systems availability (internal and external)	99.5%	99.8%	99.8%
Reduced likelihood of malicious or unintentional disclosure or modification of unpublished application/registration/patent information, reduced likelihood of cyber-attacks and reduction of impact resulting from a successful cyber-attack	Surface of exposure of cyber threats	59.5% ¹¹²	40%	53.9%
	Risk assessment on PCT's security posture	Medium	Low	Medium
Reduced interruption time for PCT critical systems	Return To Operations in case of a major incident	1 day	1 hour	1 day
Reduced interruption time for PCT critical systems	Recovery Point Objective for PCT Data	30 min	10 min	30 min

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2023.

Resource Utilization

Resource Utilization as at December 31, 2023 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Software transformation: modernize, secure and streamline PCT processing applications	2,211,000	394,672	18%	22%
Software transformation: migrate modernized applications to the hybrid infrastructure	804,000	269,189	33%	18%
PCT Infrastructure: modernizing the document management infrastructure	1,200,000	68,640	6%	17%
PCT Infrastructure: deliver PCT hybrid cloud infrastructure	3,200,000	525,825	16%	37%
Security: implement measures to secure hybrid model ¹¹³	2,080,000	-	-	44%
RSP: Program management	450,000	111,677	25%	30%
Total	9,945,000	1,370,003	14%	28%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

¹¹² Baseline value reported in document WO/PBC/34/11 was based on projections for the end of 2022. The value is revised to reflect the actual measures at the end of 2022.

¹¹³ In 2023, the RSP focused on implementing the core organizational controls for the hybrid infrastructure (MVPs). Costs will occur starting 2024 with the implementation of enhanced RSP security features.

ANNEX XII Breakdown of Resources Associated with Expected Result 3.1 for the Promotion of Global IP Systems

ER 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data <i>(in thousands of Swiss francs)</i>	2022/23 Approved Budget	2022/23 Final Budget after Transfers	2022/23 Expenditure
Patents and Technology	3,067	3,607	3,647
Brands and Designs			
Madrid	10,161	10,290	9,934
Hague	2,438	2,133	2,030
Lisbon	724	646	627
Regional and National Development			
PCT	2,020	1,812	1,654
Madrid	1,975	1,946	1,590
Hague	1,676	1,488	1,280
Lisbon	126	215	233
TOTAL	22,188	22,135	20,995

ANNEX XIII 2022/23 Development Expenditure by Expected Result

Expected Result <i>(in thousands of Swiss francs)</i>	Sector								TOTAL
	PT	BD	CCI	RND	IP	GCP	IE	AFM	
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	-	-	-	2,580	-	-	-	-	2,580
2.1 Development of balanced and effective international normative frameworks for IP	745	426	1,846	-	405	835	-	-	4,257
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	1,867	12	3,607	-	-	3,108	-	31	8,625
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	1,958	-	-	1,958
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	824	-	76	-	-	900
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	-	3,406	179	5,231	2,486	-	979	-	12,280
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	-	3,289	301	-	-	-	-	-	3,590
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	834	-	2,328	2,067	-	5,229
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	3,009	260	1,439	12,416	-	-	1,712	-	18,836
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,112	1,118	2,924	8,546	-	713	1,596	-	17,009
4.3 Increased IP knowledge and skills in all Member States	1,435	1,495	1,251	24,629	-	997	557	-	30,363
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	38	9,193	6,232	-	2,470	11,568	-	29,502
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	297	10,550	-	-	-	10,847
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	-	-	-	-	-	-	-	-	-
5.2 Digitally enabled, secure and sustainable operating environment and services	-	-	-	-	-	-	-	-	-
5.3 Sound and prudent financial management and effective corporate governance and oversight	-	-	-	-	-	-	-	-	-
TOTAL	9,167	10,046	20,739	61,589	13,441	12,485	18,479	31	145,976

V. APPENDIX

APPENDIX A Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO’s Results Based Management (RBM) framework. The Report also serves as an important learning tool, ensuring that lessons learned from past performance are duly incorporated into the future implementation of WIPO’s activities. The WPR is a self-assessment by each Sector based on the results framework approved by Member States in the Program of Work and Budget 2022/23. To strengthen the validity of the information in the WPR, the Internal Oversight Division (IOD) carries out a validation of the performance data on a biennial basis. The validation of the WPR 2022/23 can be found in document WO/PBC/37/8.

The WPR 2022/23 is the first end-biennium performance report under the MTSP 2022-2026. It assesses progress made and/or achievement of the Expected Results, as measured by the Performance Indicators and with the resources approved in the Program of Work and Budget (PoW&B) 2022/23. Where a performance indicator is measured by more than one target, the rating for each target is provided, resulting in multiple ratings¹¹⁴. The following assessment criteria have been used for the WPR 2022/23:

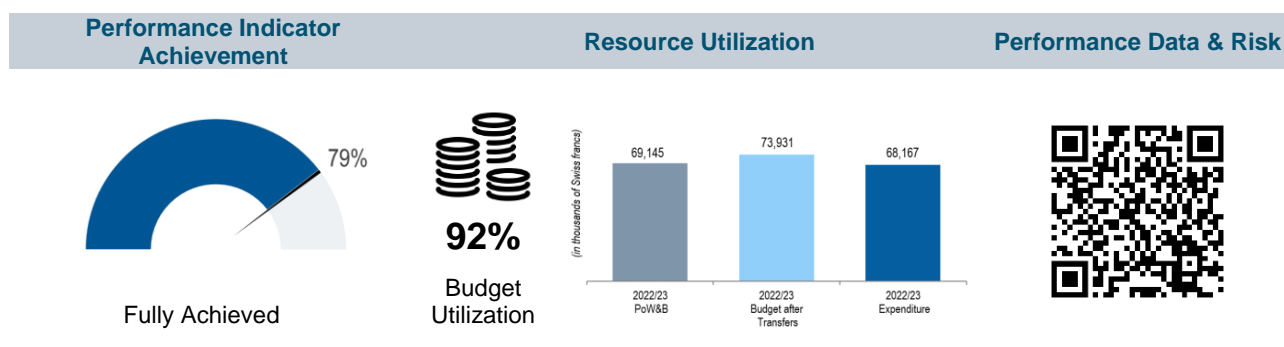
Key to Performance Indicator Evaluation (PIE) rating scale:

- Fully achieved ● is applied when achievement of the performance indicator target is 100 per cent;
- Partially achieved ● is applied when achievement of the performance indicator target is between 60 per cent and 99 per cent;
- Not achieved ▲ is applied when achievement of the performance indicator target is less than 60 per cent;
- Not assessable¹¹⁵ ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE.
- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Sector.

The performance assessments for individual Sectors in the WPR 2022/23 comprise:

Section I: Sector Dashboard

This section provides a comprehensive, graphical summary of the Sector’s programmatic performance and resource utilization in the first year of the biennium. This section also provides a QR code to view the Performance Data and Risk tables.





¹¹⁴ In the Strategic Pillar view of Performance Data, the PIEs for indicators that are shared across Sectors have been aggregated.

¹¹⁵ In line with Member States’ requests, Sectors were provided an opportunity to: (i) define targets that had not been defined in the Program of Work and Budget 2022/23, i.e. “tbd” targets, during the baseline update exercise, using the year-end 2021 data as the basis. Targets that were not defined during this process remain undefined, and performance data are consequently rated as “not assessable”; and (ii) to update targets in cases where the target had already been met by the end of 2021.

Performance Data (accessible via the QR code)






- The Performance Data table recapitulates the Expected Results to which the Sector contributes and the Performance Indicators, which measure the Sector’s contributions to the Results as approved by Member States in the PoW&B 2022/23.
- As compared to the PoW&B 2022/23, baselines have been updated, where relevant, to reflect the status at the end of 2021, and targets were updated, where relevant, as detailed in the footnote above.

An example of the performance data table is provided below.

 Performance Indicator as published in the PoW&B 2022/23		Defined/Updated baselines, where relevant, reflecting the situation at the end of 2021	Defined/Updated targets	Performance data for 2022/23 in relation to each indicator ¹¹⁶	Assessment of performance using the Performance Indicator Evaluation (PIE) rating scale described above
Performance Indicators	Baselines	Targets	Performance Data	PIE	
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 and related matters	93% (2020/21)	≥ 90% satisfied or very satisfied	96% based on 721 responses		

Risk Table (accessible via the QR code)

An example of the risk table is provided below.

 Risk as published in the PoWB 22/23		Indicates whether the risk materialized and the evolution of the risk exposure	Addresses whether the mitigation actions envisaged in the PoWB 22/23 or added during the year were effective	Addresses the impact of the risk(s) and mitigation actions on the performance of the Sector (See key below)	
Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance		
Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives. [ER 4.2]	The risk did not materialize; the risk exposure remained stable throughout the biennium.	The mitigation plan to support Member States' and stakeholders' efforts to create and evolve their legal and technical ecosystems was effective and was implemented across the CCI Sector.			
	Performance was positively affected		Performance was Negatively affected		There was no, or negligible effect on performance


¹¹⁶ As a general rule, where performance data are measured by percentage changes (increases or decreases), unless otherwise indicated, the percentage changes are in comparison to the previous year, i.e. the percentage change in 2022 as compared to 2021.

Section II: Resource Utilization


This section provides information on the 2022/23 PoW&B, the 2022/23 Budget after Transfers, expenditure, and budget utilization in 2022/23.

The reporting in this section includes two tables:

- The **Budget and Expenditure (by result)** provides information indicated in the example below.

 Expected Result <i>(in thousands of Swiss francs)</i>	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure
2.1 Development of balanced and effective international normative frameworks for IP	7,411	7,479	7,144
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	1,467	1,467	1,422
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,148	9,554	8,428
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,089	6,968	6,516
4.5 Enhanced IP infrastructure for IP Offices	12,568	12,450	11,531
Total	37,682	37,918	35,042

- The **Budget and Expenditure (personnel and non-personnel resources)** provides information indicated in the example below.

 Cost Category <i>(in thousands of Swiss francs)</i>	2022/23 PoW&B	2022/23 Budget after Transfers	2022/23 Expenditure	Utilization rate (%)
Personnel Resources	26,496	24,542	23,521	96%
Non-personnel Resources	11,186	13,376	11,521	86%
Total	37,682	37,918	35,042	92%

