

Program and Budget Committee

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

WIPO PERFORMANCE REPORT 2020/21

prepared by the Secretariat

1. The WIPO Performance Report (WPR) 2020/21 has been prepared in accordance with Regulations 2.14 and 2.14bis of the Financial Regulations and Rules approved by the Assemblies in October 2017. The WPR provides an assessment of the financial performance and achievement of expected results against criteria established in the Program and Budget for the 2020/21 biennium. The performance data in the WPR 2020/21 have been validated by the Internal Oversight Division (IOD) (document WO/PBC/34/8).

2. The following decision paragraph is proposed.

3. *The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) 2020/21 (document WO/PBC/34/7) and the Internal Oversight Division (IOD) Validation Report of the WIPO Performance Report 2020/21 (document WO/PBC/34/8), and recognizing its nature as a self assessment of the Secretariat, recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the positive financial and programmatic performance of the Organization in the biennium 2020/21.*

World Intellectual Property Organization
WIPO Performance Report 2020/21

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I. FINANCIAL AND RESULTS OVERVIEW

The Organization's operating result for the biennium 2020/21 amounted to 207.2 million Swiss francs, with total income of 932.1 million Swiss francs and total expenditure of 724.9 million Swiss francs (IPSAS basis). The operating result represented an increase of 111.3 million Swiss francs, as compared to the Program and Budget 2020/21 estimate. This was mainly due to higher than estimated fee income of 49.3 million Swiss francs and a lower than estimated expenditure of 62.1 million Swiss francs. The surplus for the biennium amounted to 244.8 million Swiss francs, including 56.1 million Swiss francs in investment gains.

In 2020/21, WIPO generated 95.7 per cent of its income from fees paid by users of its international intellectual property (IP) systems for patents, trademarks and industrial designs, namely the PCT, Madrid and the Hague Systems. The main contributors to income were the PCT System, representing 77.3 per cent of the total income, followed by the Madrid System, representing 16.9 per cent of the total income.

WIPO's net assets, consisting of its Reserves and Working Capital Funds and excluding actuarial losses, totaled 729.4 million Swiss francs at the end of 2021. WIPO's net assets including actuarial losses totaled 408.5 million Swiss francs.

Table 1. Key Financials 2020/21¹
(in millions of Swiss francs)

Key Financials	2020/21 Program & Budget	2020/21 Actuals	2020/21 Actuals compared to Program & Budget
Income (accrual basis)	882.8	932.1	106%
Expenditure			
<i>Personnel expenditure</i>	475.9	437.7	92%
<i>Non-personnel expenditure</i>	292.5	238.3	81%
Total Expenditure before IPSAS adjustments	768.4	676.0	88%
IPSAS adjustment to expenditure	18.5	48.8	264%
Total Expenditure after IPSAS adjustments	786.9	724.9	92%
Operating Result	95.8	207.2	
Reserve-funded projects	36.7 ¹	22.3	28%
IPSAS adjustments on Reserve-funded projects	(17.3)	(3.7)	
Reserve-funded projects after IPSAS adjustments	19.3	18.6	96%
Special accounts contributions	19.1	17.6	92%
IPSAS adjustment to Special accounts revenue	-	(6.3)	
Special accounts expenditures	19.1	12.4	65%
IPSAS adjustment to Special accounts expenditures	-	(1.2)	
Special accounts after IPSAS adjustments	0.0	0.1	
Investment gains/(losses)²	(1.7)	56.1	
Surplus/(Deficit)	74.8	244.8	

Net Assets	
Net Assets as at December 31, 2019 - Actuarial gains/(losses) excluded	482.8
Surplus/(Deficit)	244.8
Revaluation Reserve Surplus	1.8
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

¹ Budget for 2020/21² The investment gains/(losses) estimate in the 2020/21 Program & Budget of -1,687,500 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.¹ Note: Figures in tables throughout the document may not add up due to rounding.

Table 2. Income in 2020/21
(in millions of Swiss francs)

Income	2020/21 Estimates	2020/21 Actuals	2020/21 Actuals compared to Estimates
Income on accrual basis			
Fees			
PCT	665.6	720.3	108%
Madrid	162.0	158.6	98%
Hague	12.6	12.9	102%
Lisbon ¹	0.1	0.1	155%
<i>Sub-total</i>	840.3	891.9	106%
Income on a cash basis			
Contributions (unitary)	34.8	35.0	101%
Arbitration	3.3	4.6	138%
Publications	0.8	0.9	119%
Miscellaneous Income	3.4	(0.3)	-9%
<i>Sub-total</i>	42.2	40.2	95%
IPSAS adj. to Income on a cash basis	0.3	0.0	1%
Total Income after IPSAS adjustments	882.8	932.1	106%
¹ <i>Lisbon fee income (in thousands of Swiss francs)</i>	50.0	77.4	155%
Investment gains/(losses) *	-1.7	56.1	
* <i>Investment gains/(losses) estimate in the 2020/21 Program & Budget of -1,687,500 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.</i>			

PCT fee income amounted to 720.3 million Swiss francs in 2020/21, an increase of 54.8 million Swiss francs, or 8 per cent, as compared to the biennial estimate. The number of international applications (IAs) filed under the PCT in 2020/21 was 552,389², i.e. 0.5 per cent above the 2020/21 estimate, despite the disruption of the COVID-19 pandemic. Filing growths in China, the Republic of Korea and Switzerland offset decreases in France, Germany and Japan.

Madrid fee income amounted to 158.6 million Swiss francs in 2020/21, a decrease of 3.4 million Swiss francs, or 2 per cent, as compared to the biennial estimate. The number of applications under the Madrid System for the biennium was 136,993², i.e. 0.7 per cent above the 2020/21 estimate, resulting from growth in the United States of America, Germany, United Kingdom, Australia and Turkey, which offset decreases in China, Japan and France. The number of registrations and renewals were slightly below the 2020/21 estimate.

The Hague fee income amounted to 12.9 million Swiss francs in 2020/21, an increase of 0.2 million Swiss francs, or 2 per cent, as compared to the biennial estimate. The number of applications under the Hague System for the biennium was 12,510², i.e. 18.4 per cent below the 2020/21 estimate, mainly due to the combination of the COVID-19 pandemic and delayed accession of China. However, higher than estimated growth was observed in France, the United States of America, the Republic of Korea and Japan. The number of registrations and renewals reached 105 per cent and 127 per cent of the 2020/21 estimates, respectively.

² Please refer to Table 3 for the evolution of demand under the PCT, Madrid and the Hague Systems.

Chart I. Income Share by Source in 2020/21

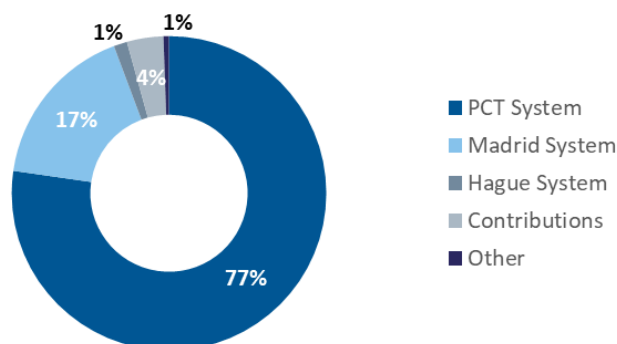


Table 3. Estimates vs. Actual Demand for Services under the PCT, Madrid and the Hague Systems in 2020/21

Registration Systems	2020/21 Estimates	2020/21 Actuals ¹	2020 Actuals compared to Estimates
PCT System			
IAs Filed	549,900	552,389	100%
Madrid System			
Applications	136,000	136,993	101%
Registrations	131,700	130,327	99%
Renewals	68,575	67,049	98%
<i>Sub-total Registrations & Renewals</i>	<i>200,275</i>	<i>197,376</i>	<i>99%</i>
Hague System			
Applications	15,340	12,510	82%
Registrations	12,268	12,901	105%
Renewals	8,050	10,220	127%
<i>Sub-total Registrations & Renewals</i>	<i>20,318</i>	<i>23,121</i>	<i>114%</i>

¹ 2020/21 Actuals as per the Chief Economist.

Assessed contributions amounted to 35 million Swiss francs in 2020/21, in line with the biennial estimate.

Income from the WIPO Arbitration and Mediation Center reached 4.6 million Swiss francs in 2020/21, an increase of 1.3 million Swiss francs, or 38 per cent, as compared to the estimate. The prime reason was a higher number of domain name cases filed in the biennium, i.e. 9,332 cases, representing an increase of 106 per cent, as compared to the biennial target.

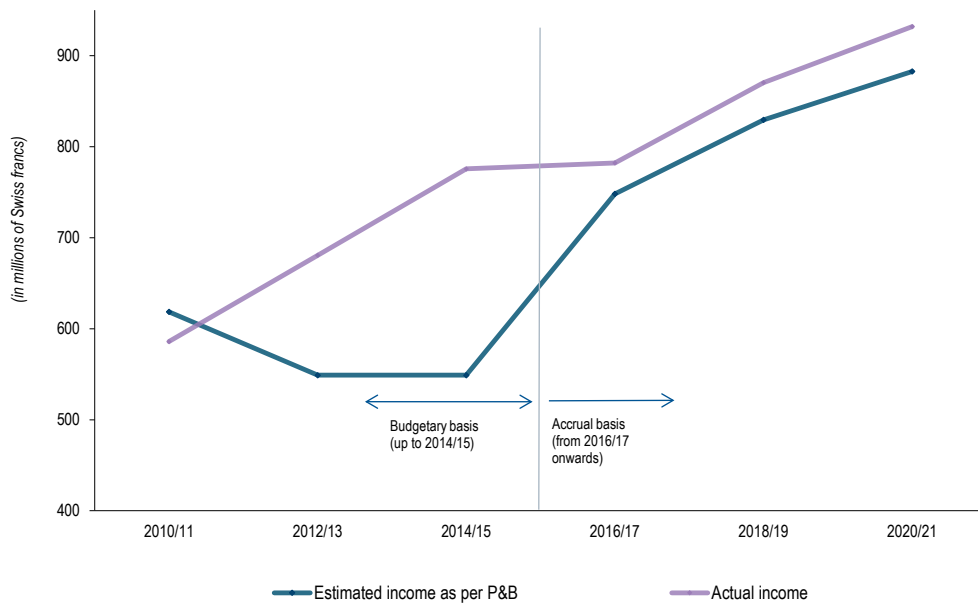
Publications income amounted to 0.9 million Swiss francs, an increase of 0.1 million Swiss francs, as compared to the biennial estimate.

Miscellaneous income amounted to -0.3 million Swiss francs in 2020/21, a decrease of 3.7 million Swiss francs, as compared to the biennial estimate. This was primarily due to lower income generated from Funds-in-Trust-related program support costs and forex exchange rate losses.

Investment gains amounted to 56.1 million Swiss francs in 2020/21. The COVID-19 pandemic caused significant declines across all investment asset classes in early 2020. The financial markets, specifically floating rate debt, equities and real estate, have since corrected their lows but continue to be volatile under the unprecedented pandemic.

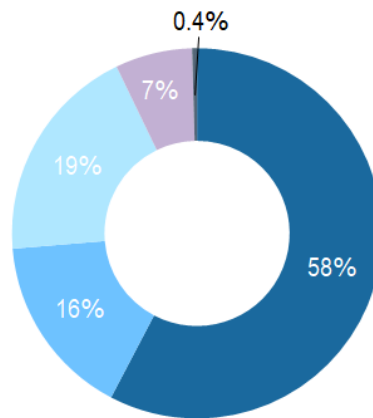
The overall evolution of income from 2010/11 to 2020/21 is presented in Chart II below.

Chart II. Evolution of Income from 2010/11 to 2020/21



Results and Resources

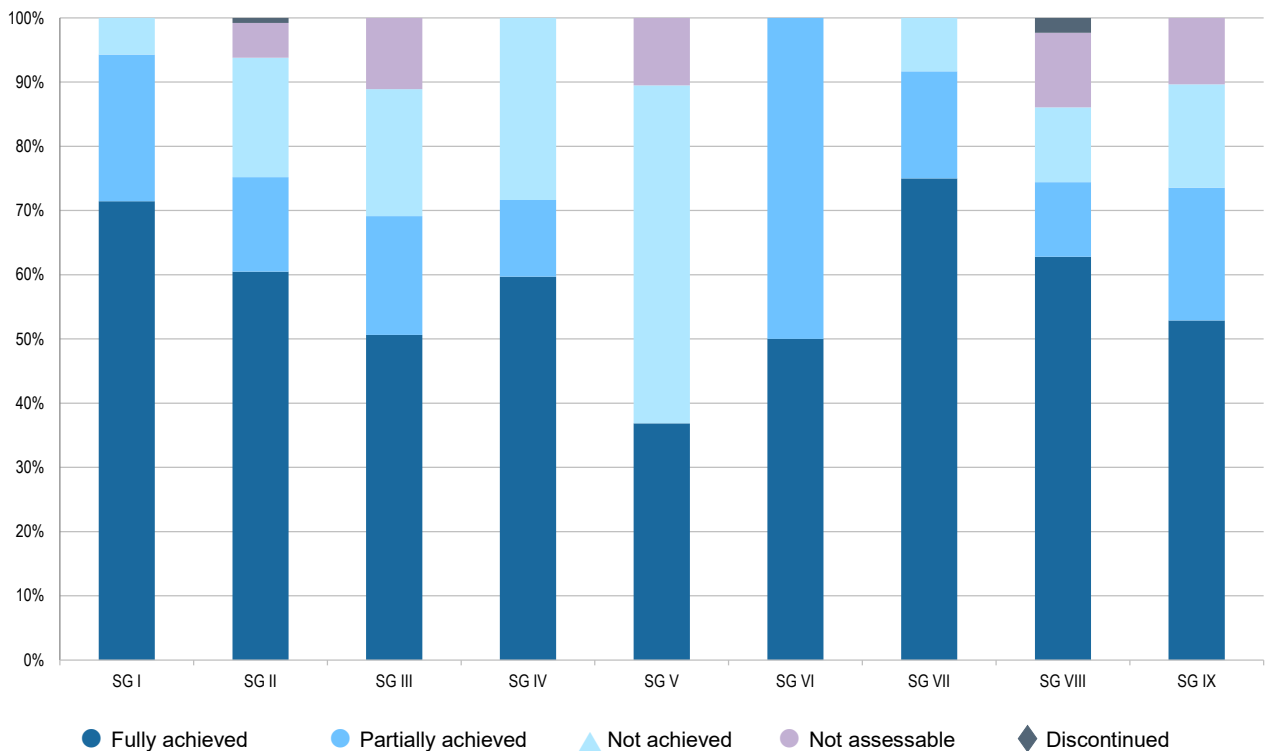
Overall View of Achievements of the Expected Results in 2020/21



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

In the WPR 2020/21, of the Performance Indicator Evaluations (PIEs), 58 per cent were assessed as Fully achieved ●; 16 per cent were assessed as Partially achieved ●; 19 per cent were assessed as Not achieved ▲; 7 per cent were assessed as Not assessable ●; and less than 1 per cent were assessed as Discontinued ◆. The detailed performance evaluations are reported under each Program.

Consolidated View of Achievements of the Expected Results in 2020/21 by Strategic Goal



Budget vs. Expenditure by Program and Cost Category

Table 4. Budget vs. Expenditure by Program in 2020/21

(in thousands of Swiss francs)

	Programs	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure ¹	Budget Utilization ²
1	Patent Law	6,177	6,067	3,574	59%
2	Trademarks, Industrial Designs and Geographical Indications	5,418	5,733	4,362	76%
3	Copyright and Related Rights	17,287	19,848	16,710	84%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,280	6,925	5,125	74%
5	The PCT System	222,079	221,640	201,186	91%
6	Madrid System	62,551	59,438	54,516	92%
7	WIPO Arbitration and Mediation Center	12,924	13,637	11,618	85%
8	Development Agenda Coordination	3,774	4,160	2,723	65%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	29,562	28,862	23,219	80%
10	Transition and Developed Countries	9,021	8,365	6,643	79%
11	The WIPO Academy	13,402	13,703	13,144	96%
12	International Classifications and Standards	7,345	7,415	7,166	97%
13	Global Databases	10,969	10,969	9,824	90%
14	Services for Access to Information and Knowledge	7,862	7,866	7,768	99%
15	Business Solutions for IP Offices	14,695	13,021	11,140	86%
16	Economics and Statistics	7,667	8,106	7,845	97%
17	Building Respect for IP	4,781	4,732	3,723	79%
18	IP and Global Challenges	5,008	6,466	6,236	96%
19	Communications	16,834	17,419	15,357	88%
20	External Relations, Partnerships and External Offices	15,303	15,656	12,024	77%
21	Executive Management	26,915	27,627	23,698	86%
22	Program and Resource Management	40,617	40,731	35,107	86%
23	Human Resources Management and Development	26,863	28,292	24,589	87%
24	General Support Services	40,207	38,153	36,011	94%
25	Information and Communication Technology	50,468	56,817	54,642	96%
26	Internal Oversight	5,191	5,270	5,268	100%
27	Conference and Language Services	37,484	34,258	29,471	86%
28	Information Assurance, Safety and Security	24,810	24,373	21,298	87%
30	SMEs and Entrepreneurship Support	6,566	7,113	5,740	81%
31	The Hague System	13,214	15,749	14,961	95%
32	Lisbon System	1,420	1,415	1,330	94%
	Unallocated	14,707	8,575	-	-
	TOTAL	768,401	768,401	676,018	88%

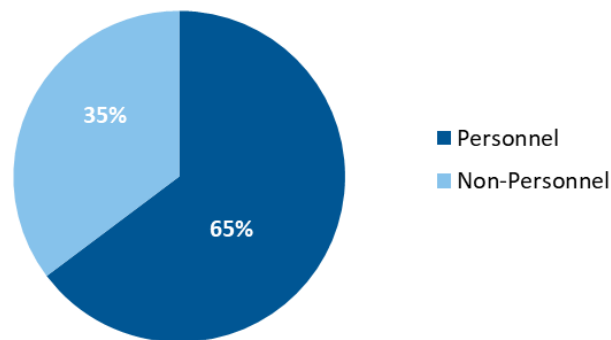
¹ 2020/21 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2020/21 expenditure as compared to the 2020/21 Budget after Transfers.

Note: The 2020/21 Final Budget after Transfers, throughout the document, reflect transfers during the biennium in line with Financial Regulation 5.5.

Overall expenditure amounted to 676 million Swiss francs in 2020/21 on a budgetary basis, i.e. 92.4 million Swiss francs, or 12 per cent, below the Approved Budget for the biennium 2020/21. Travel bans and restrictions during 2020/21 had a significant impact on WIPO's activities involving traditional, in-person implementation modalities, especially in the areas of capacity building and support services to IP Offices. This required the Organization to adapt its delivery methods in order to respond to the constraints caused by the pandemic. Official meetings and conferences moved to hybrid and virtual modes during the biennium.

Chart III. Share of Personnel and Non-Personnel Expenditure 2020/21



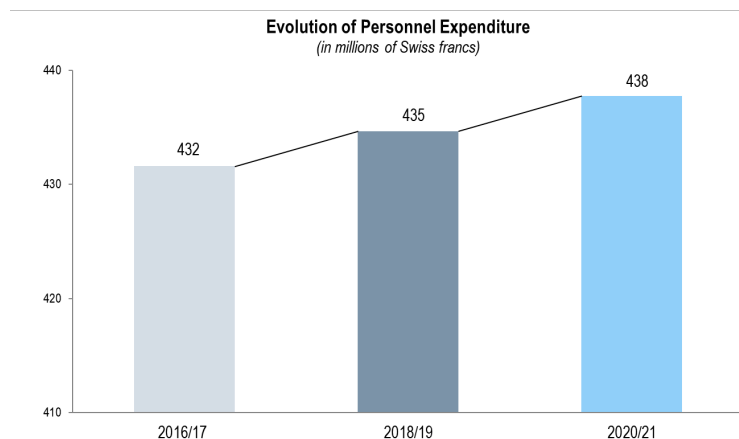
Personnel Resources

Overall personnel expenditure amounted to 437.7 million Swiss francs on a budgetary basis, i.e. 38.2 million Swiss francs, or 8 per cent, below the Approved Budget for the biennium 2020/21.

Lower personnel expenditure was primarily driven by: (i) slowdown in recruitment and onboarding resulting in savings on vacant posts and temporary positions of approximately 21.4 million Swiss francs; (ii) part-time working arrangements (on average 10 per cent of staff) resulting in savings of approximately 7.8 million Swiss francs; (iii) lower UNJSPF contributions of 2.6 million Swiss francs resulting from the strengthening of the Swiss franc vis-a-vis the United States dollar; (iv) reduced home leave as a result of the COVID-19 pandemic; (v) lower dependency allowances; 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, and additional medical staff due to the COVID-19 pandemic.

The evolution of personnel expenditure in 2020/21 was contained with a marginal increase of 0.7 per cent following the same trend as in 2018/19.



Interns and WIPO Fellowships

Overall expenditure on Interns and WIPO Fellowships amounted to 11 million Swiss francs in the 2020/21 biennium, i.e. 0.4 million Swiss francs, or 3.4 per cent, above the Approved Budget.

Table 5. Budget vs. Expenditure by Cost Category in 2020/21

(in thousands of Swiss francs)

Cost Categories	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure ¹	Budget Utilization ²
A. Personnel Resources				
Posts	448,336	441,174	418,653	95%
Temporary staff	16,323	23,193	16,987	73%
Other Staff Costs	3,152	3,152	2,077	66%
Sub-total, A. w/out Unallocated	467,812	467,520	437,717	94%
Unallocated (Personnel)	8,107	4,185	-	-
Total, A	475,919	471,705	437,717	93%
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	767	1,439	907	63%
WIPO Fellowships	9,906	11,251	10,129	90%
<i>Sub-total</i>	<i>10,673</i>	<i>12,689</i>	<i>11,036</i>	<i>87%</i>
Travel, Training and Grants				
Staff Missions	14,573	7,986	537	7%
Third-party Travel	15,616	10,968	991	9%
Training & Related Travel Grants	2,929	927	896	97%
<i>Sub-total</i>	<i>33,118</i>	<i>19,881</i>	<i>2,424</i>	<i>12%</i>
Contractual Services				
Conferences	7,098	7,212	3,431	48%
Publishing	474	477	19	4%
Individual Contractual Services	36,011	33,721	26,901	80%
Other Contractual Services	142,454	163,035	142,717	88%
<i>Sub-total</i>	<i>186,037</i>	<i>204,445</i>	<i>173,067</i>	<i>85%</i>
Finance Costs				
<i>Sub-total</i>	<i>1,066</i>	<i>806</i>	<i>356</i>	<i>44%</i>
Operating Expenses				
Premises & Maintenance	41,174	38,974	38,496	99%
Communication	5,428	4,240	2,345	55%
Representation & Other Operating Expenses	2,318	1,759	1,283	73%
UN Joint Services	1,268	1,102	987	90%
<i>Sub-total</i>	<i>50,187</i>	<i>46,075</i>	<i>43,111</i>	<i>94%</i>
Equipment and Supplies				
Furniture & Equipment	1,455	1,630	519	32%
Supplies & Materials	3,346	6,780	7,788	115%
<i>Sub-total</i>	<i>4,801</i>	<i>8,410</i>	<i>8,307</i>	<i>99%</i>
Sub-total, B. w/out Unallocated	285,882	292,306	238,301	82%
Unallocated (Non-Personnel)	6,600	4,390	-	-
Total, B	292,482	296,696	238,301	80%
TOTAL	768,401	768,401	676,018	88%

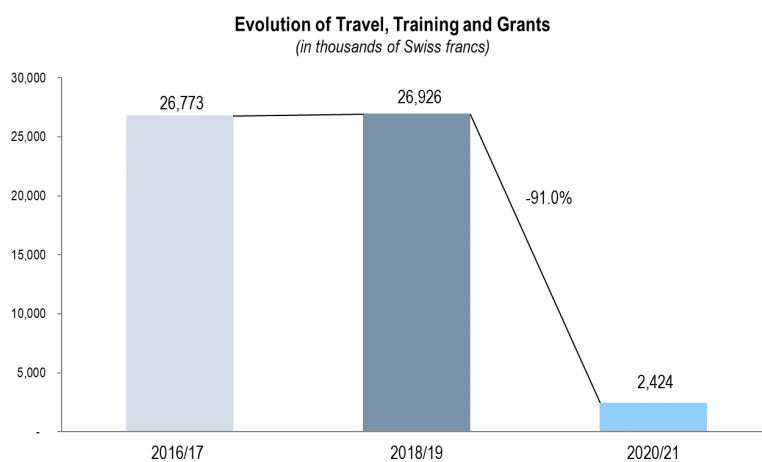
¹ 2020/21 Expenditure refers to actual expenditure pre-IPSAS adjustments.² Budget Utilization reflects 2020/21 expenditure as compared to the 2020/21 Final Budget after Transfers.

Travel, Training and Grants

Overall expenditure on Travel, Training and Grants amounted to 2.4 million Swiss francs in the 2020/21 biennium, i.e. 30.7 million Swiss francs, or 92.7 per cent, below the Approved Budget. The decrease was a direct result of the COVID-19 pandemic.

The lower travel expenditure was primarily due to a shift to virtual/hybrid delivery modalities for the Standing Committees, Working Groups and the General Assemblies, including; the SCP (Program 1); the SCT (Program 2); the SCCR (Program 3); the IGC (Program 4); the PCT Union Assembly and the PCT Working Group (Program 5); the Madrid Union Assembly and the Madrid Working Group (Program 6); the CDIP (Program 8); the Advisory Committee on Enforcement (ACE) (Program 17); and the WIPO General Assembly (Program 21). In addition, UN-related meetings were all conducted virtually (Program 20, External Relations) and the Director General's travel (Program 21) was significantly reduced.

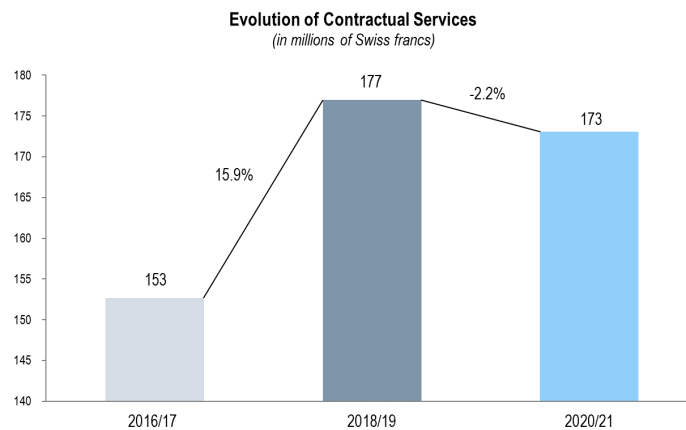
The majority of capacity building activities and development-related meetings also shifted to virtual delivery mode, which resulted in a decrease in travel expenditure for PCT International Cooperation activities (Program 5), activities on trademarks, industrial designs and geographical indications (Programs 2 and 6), activities of the Regional Divisions (Programs 9 and 10), the WIPO Academy (Program 11), and SME's (Program 30).



Contractual Services

Overall expenditure on Contractual Services was equally impacted by the COVID-19 pandemic. Expenditure amounted to 173.1 million Swiss francs in the 2020/21 biennium, i.e. 13 million Swiss francs, or 7 per cent, below the Approved Budget.

The lower than estimated expenditure was primarily due to: (i) delayed and/or cancelled capacity building activities (Program 9), and support services to IP Offices (Program 15); (ii) delays in the implementation of enhancements to the Global IP Databases and AI-related research and development (Program 13); (iii) decreased cost on translation and interpretation services due to cancelled/postponed meetings (Programs 5, 6 and 27); and (iii) delays in the implementation of ICT projects (across the Organization but mainly in Programs 22, 25 and 28). This was partly offset by intensified deployment of WIPO Connect (Program 3), an increase in the demand for DL courses (Program 11), and higher-than-estimated need for IT support in the Hague Registry (Program 31).



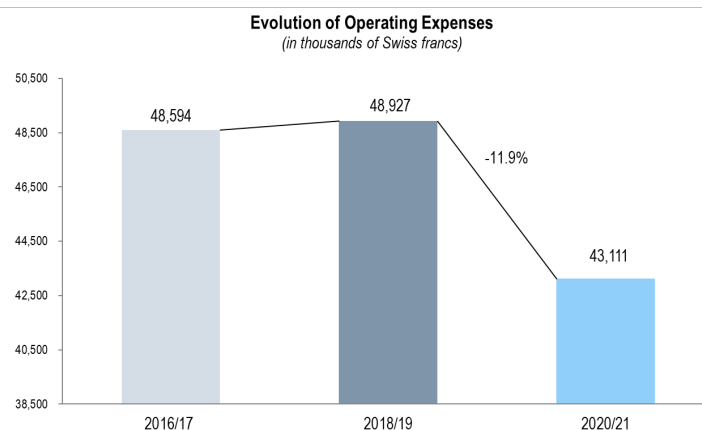
Finance Costs

Overall Finance Costs amounted to 0.4 million Swiss francs in the 2020/21 biennium, i.e. 0.7 million Swiss francs, 67 per cent, below the Approved Budget, primarily due to the proactive avoidance of negative interest rates on Swiss franc deposits.

Operating expenses

Overall Operating Expenses amounted to 43.1 million Swiss francs in the 2020/21 biennium, i.e. 7.1 million Swiss francs, or 14.1 per cent, below the Approved Budget.

Lower than estimated expenditure was mainly driven by: (i) avoidance of higher rental and maintenance costs for the CAM building following the decision to terminate the lease (Program 24); and (ii) reductions in various service areas as a result of the COVID-19 pandemic: (a) security guards on premises and duty of care services (Program 28); (b) printing of publications and meeting documents (Program 27); (c) mail services due the transition to e-notifications for the PCT System (Program 5) and the Madrid System (Program 6); and (d) utilities consumption and maintenance of WIPO premises due to tele-working arrangements (Program 24).



Equipment and Supplies

Overall expenditure on Equipment and Supplies amounted to 8.3 million Swiss francs in the 2020/21 biennium, i.e. 3.5 million Swiss francs, or 73 per cent, above the Approved Budget. The higher than estimated expenditure was due to the impact of COVID-19 on the Organization's operations. This concerned principally expenditure on IT equipment and IT support services to meet tele-working and virtual/hybrid meeting requirements (Program 25). Other expenditure included cleaning and disinfection products, furniture and equipment for new office layout requirements (Program 24), and purchase of medical supplies (Program 23).

Development Expenditure

Overall development expenditure amounted to 115 million Swiss francs, representing 17 per cent of the total expenditure in the biennium 2020/21.

Table 6. Development Expenditure¹ in 2020/21

(in thousands of Swiss francs)

Programs	2020/21 Approved Budget			2020/21 Final Budget after Transfers			2020/21 Expenditure ²			Budget Utilization ³
	Total	DA Projects	Total w/ DA Projects	Total	DA Projects	Total w/ DA Projects	Total	DA Projects	Total w/ DA Projects	
1 Patent Law	4,105		4,105	4,244	-	4,244	2,558	-	2,558	60%
2 Trademarks, Industrial Designs and Geographical Indications	2,489	355	2,844	2,940	178	3,118	2,414	39	2,453	79%
3 Copyright and Related Rights	14,453	359	14,812	17,136	459	17,595	14,638	99	14,737	84%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,475		4,475	4,454	-	4,454	3,554	-	3,554	80%
5 The PCT System	6,426		6,426	6,437	-	6,437	4,044	-	4,044	63%
6 Madrid System	6,191		6,191	6,109	-	6,109	4,835	-	4,835	79%
7 WIPO Arbitration and Mediation Center	324		324	342	-	342	289	-	289	84%
8 Development Agenda Coordination	3,513	261	3,774	3,605	555	4,160	2,369	354	2,723	65%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	29,562		29,562	28,862	-	28,862	23,219	-	23,219	80%
10 Transition and Developed Countries	7,312		7,312	6,463	-	6,463	4,907	-	4,907	76%
11 The WIPO Academy	13,402		13,402	13,703	-	13,703	13,144	-	13,144	96%
12 International Classifications and Standards	446		446	405	-	405	386	-	386	95%
13 Global Databases	2,588		2,588	2,930	-	2,930	2,567	-	2,567	88%
14 Services for Access to Information and Knowledge	4,921	75	4,996	5,663	177	5,840	5,288	194	5,483	94%
15 Business Solutions for IP Offices	13,947		13,947	11,367	-	11,367	9,949	-	9,949	88%
16 Economics and Statistics	1,032		1,032	1,010	-	1,010	973	-	973	96%
17 Building Respect for IP	3,412		3,412	3,367	-	3,367	2,617	-	2,617	78%
18 IP and Global Challenges	3,966		3,966	4,664	-	4,664	4,582	-	4,582	98%
20 External Relations, Partnerships and External Offices	6,804		6,804	6,493	-	6,493	4,684	-	4,684	72%
21 Executive Management	1,348		1,348	1,266	-	1,266	994	-	994	79%
30 SMEs and Entrepreneurship Support	6,436	130	6,566	5,810	175	5,985	4,816	109	4,926	82%
31 The Hague System	1,223		1,223	1,015	-	1,015	979	-	979	96%
32 Lisbon System	458		458	448	-	448	388	-	388	87%
TOTAL	138,832	1,180	140,012	138,735	1,544	140,278	114,194	796	114,991	82%
Development Expenditure as % of total budget			18.2%			18.3%			17.0%	
Funds-in-Trust	28,014 ⁴			12,410			12,410			

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

² 2020/21 Expenditure refers to actual expenditure pre-IPSAS adjustments.

³ Budget Utilization reflects 2020/21 expenditure as compared to the 2020/21 Final Budget after Transfers.

⁴ Estimated amount available for programming in 2020/21.

Following the recommendations of the Program Budget Committee and approval by the WIPO General Assembly in 2021, WIPO joined the UN Sustainable Development Group (UNSDG) on January 1, 2022. The discussions on this initiative provided greater Member State interaction on Sustainable Development Goals (SDGs) and will ensure greater coherence and synergies within the UN system. The Director General appointed WIPO's Special Representative on the UN SDGs. The 2022 annual workplans include activities on engaging with other International Organizations and UN Agencies on matters related to the SDGs and on supporting WIPO's membership in the UNSDG from the perspective of the Regional Divisions and External Offices. The Deputy Secretary General of the United Nations in her capacity as UNSDG Chair indicated that WIPO's membership of the UNSDG would bolster UN Country teams' capacity to deliver tailored, on-the-ground support to 162 countries and territories, and that it would provide access to a range of services

offered by WIPO, including knowledge and capacity building services to leverage creativity, technology and innovation to better equip countries in tackling global challenges. The strategic collaboration would draw on the entire UN family's collective commitment to achieve the Sustainable Development Goals and would help WIPO accelerate and scale its services and initiatives supporting countries as they leverage innovation and creativity to tackle global challenges, like the COVID-19 pandemic and climate change.

Development Agenda (DA) Highlights

The Recommendations and principles set out by the DA continued to be pivotal to the work undertaken by 23 WIPO Programs³ in the biennium 2020/21, and coordinated by Program 8 (Development Agenda Coordination). Recommendations in Cluster A remained at the core of WIPO's technical assistance activities, which continued to be demand driven and tailored to the priorities, special needs and different levels of development of Member States. Similarly, the norm-setting activities of the Organization 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 opportunities with regard to the following three IP and development-related topics: "The Role of Technology and Innovation Support Centers (TISCs) as a Catalyst for Technology Transfer", "IP and Creative Economy," and "Women and IP". These discussions led to concrete actions such as, for example, a series of sharing sessions dedicated to "[Closing the Gender Gap in IP](#)" that aimed at raising awareness on the importance of increasing the participation of women in the IP ecosystem.

A high level International Conference on IP and Development on the theme "[Innovation in Green Technologies for Sustainable Development](#)" was held in 2021. The Conference brought together representatives of IGOs, NGOs, academia and the private sector to explore the potential of green innovation in contributing to sustainable development, the role of IP in this area, and the challenges faced by developing countries in fostering, accessing and using green solutions. It gathered some 1,300 participants from around the world in a hybrid format, and highlighted the importance of supporting innovation in green technologies to ensure a safer and greener future for next generations while spurring economic growth.

Table 7. Development Agenda Projects in 2020/21
(in thousands of Swiss francs)

Projects	Programs	Status	Project Budget	Expenditure ¹			Balance Available	Budget Utilization
				Expenditure up to end 2019	2020/21 Expenditure	Total Expenditure		
Enhancing the Use of IP for Mobile Apps in the Software Sector ²	Program 8	completed	361	103	205	308	53	85%
IP Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries, LDCs and Countries with Economies in Transition	Program 14	completed	584	386	194	580	4	99%
IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP	Program 2	in-progress	541	8	39	47	494	9%
Pilot project on Copyright and the Distribution of Content in the Digital Environment	Program 3	in-progress	556	57	91	148	408	27%
Registration of the Collective Marks of Local Enterprises as a Cross-Cutting Economic Development Issue	Program 8	in-progress	450	-	48	48	402	11%
Tools for Successful Development Agenda (DA) Project Proposals	Program 8	in-progress	210	-	102	102	108	48%
Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the IP System	Program 30	in-progress	415	68	109	177	238	43%
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)	Program 3	postponed	568	-	8	8	560	1%
TOTAL			3,685	622	796	1,418	2,267	38%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Project renamed from original name: Enhancing the Use of IP in the Software Sector

By the end of the 2020/21 biennium, a cumulative total of 46 DA projects had been approved and 25 DA projects mainstreamed. Among the mainstreamed activities that emanated from the 25 DA projects were the 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 to implementing the WIPO DA continued to bring tangible results. The below provides some highlights as regards the DA Projects under implementation in 2020/21:

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

- Project on Enhancing the Use of IP for Mobile Apps in the Software Sector (DA Recommendations 4, 11, 23, 24 and 27):
 - A number of tools (studies, guides, infographics), learning resources on IP rights, and capacity building activities on topics such as: IP and mobile apps; Arbitration and Mediation for cases related to mobile apps; and the use of IP in the commercialization of mobile apps, were developed and made publicly available on the WIPO [IP and Mobile Apps](#) webpage.
- Project on Intellectual Property Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries, LDCs and Countries with Economies in Transition (DA Recommendations 1, 10, 12, 23, 25, 31 and 40):
 - Completed in 2020, the beneficiary countries (Chile, Indonesia, Rwanda, and South Africa) established a new approach and developed new tools for the assessment of individual and institutional training needs in technology transfer related areas. From these, national training perspectives were developed. In the context of the project, funders, developers, managers, and users of IP received trainings on IP management and transfer of technologies.
- Pilot Projects on IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP (DA Recommendations 1, 10 and 12):
 - An Exploratory Study providing a broad overview of the Peruvian culinary traditions was completed in 2020. The study demonstrated the link between gastronomy and IP by identifying and cataloguing culinary traditions such as dishes, products, recipes, cooking techniques and utensils. It laid the foundations and established general working guidelines for the continued implementation of the project in Peru; and provided an analysis of the value chains underpinning the culinary traditions examined in the study, to further identify the IP tools that can be useful to the different stakeholders of the gastronomic ecosystem that form these value chains. Similar studies were initiated in the other three beneficiary countries (Cameroon, Malaysia and Morocco).
- Pilot Project on Copyright and the Distribution of Content in the Digital Environment (DA Recommendations 1, 3, 4, 10, 11, 16, 25 and 35):
 - A Study on the [Audiovisual OTT⁴ business models in Latin America: Recent trends and future evolution](#) was conducted and provides information on the state of the market and the national and supranational legal framework applicable to the online exploitation of audiovisual content in Argentina, Brazil, Costa Rica, Ecuador, Peru and Uruguay. The Study is comprised of six parts⁵. A companion set of seven practical case studies was also completed to reinforce the value-add of the Study.
- Project on Registration of the Collective Marks of Local Enterprises as a Cross-Cutting Economic Development Issue (DA Recommendations 1, 4 and 10):
 - Although the project started implementation in the four beneficiary countries (Brazil, Bolivia, the Philippines, and Tunisia) in 2021, it was premature to report on completed deliverables at the end of the biennium.
- Project on Tools for Successful DA Project Proposals (DA Recommendation 1 and 5):
 - A [Guidebook](#) for the preparation, implementation and evaluation of DA projects was developed and made available for the use of Member States, DA project managers and evaluators. In addition, a new online searchable [Catalogue of DA Projects and Outputs](#) was launched, providing structured and detailed information on all DA projects, reports and outputs in an easily searchable manner, including by *inter alia*, beneficiary country, IP rights, IP themes, project status, and key words.
- 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 continued its implementation in 2020/21. Individual country studies were developed for the beneficiary countries (Mexico, Oman, Pakistan, and Uganda) to assess the situation of women inventors and innovators, in particular their access to and use of the IP system in taking their

⁴ Over-The-Top (OTT).

⁵ (i) Part 1: Audiovisual OTT business models in Latin America: Recent trends and future evolution; (ii) Part 2: The Legal Framework of the Audiovisual Sector in the Digital Environment; (iii) Part 3: The Legal Treatment of Foreign Authors of Audiovisual Works; (iv) Part 4: Contractual Practices in the Latin American Audiovisual Sector in the Digital Environment; (v) Part 5: The Identification and Use of Metadata in Audiovisual Works; and (vi) Part 6: WIPO Alternative Dispute Resolution (ADR) Methods for Audiovisual OTT Business Models.

innovative products to market. More than 700 women inventors and innovators benefitted from training on the use of the patent system.

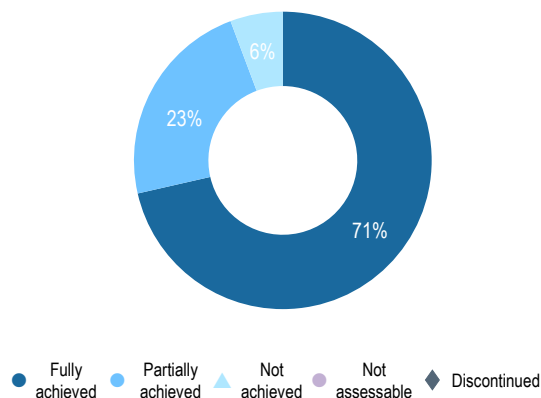
- Project on Development of the Music Sector and New Economic Models of Music in Burkina Faso and in Certain Countries of the West African Economic and Monetary Union (WAEMU) (DA Recommendations 1, 4, 10, 11, and 23)
 - The project was approved by Member States in 2019, however, implementation was postponed to 2022.

II. PERFORMANCE DASHBOARDS BY STRATEGIC GOAL

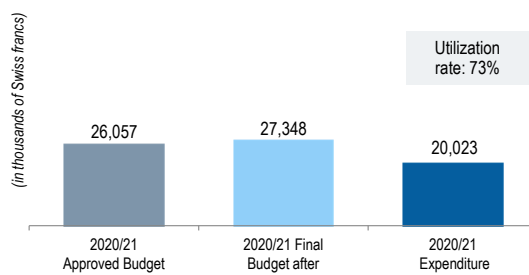
Strategic Goal I BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

Performance Dashboard

Performance Indicator Achievement



Resource Utilization

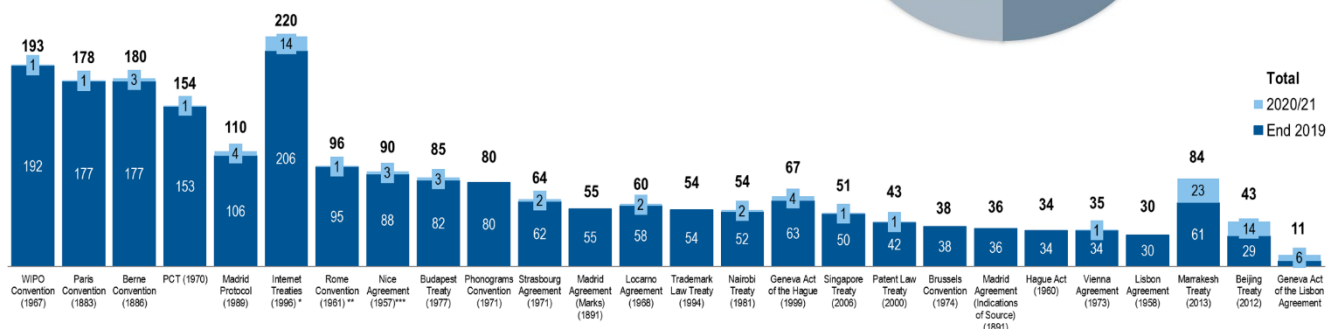
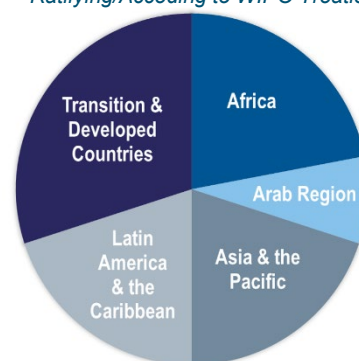


Contributing Programs: Programs 1, 2, 3, 4, 9, 10, 17, 18, 20, 21, 30

Key Accomplishments

The biennium saw an additional 87 treaty ratifications/accessions⁶ to WIPO-administered treaties, representing a 4 per cent increase over 2019. Of the 50 Member States depositing instruments of ratification/accession in 2020/21, the majority were from Transition and Developed countries, followed by countries in Africa; the Asia and the Pacific region; the Latin America and the Caribbean region; and the Arab region, respectively. Twelve were least developed countries (LDCs)⁷, and five were from the countries covered by WIPO's network of External Offices⁸.

Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties



* The total number of ratifications/accessions to the Internet treaties amounted to 220 at the end of the biennium, of which 111 to the WCT and 109 to the WPPT.

** End 2019 number updated to reflect the deposit of instrument of Trinidad and Tobago on December 9, 2019.

*** The total number of Contracting Parties to the Nice Agreement at the end of 2021 was 90. The number of accessions in 2020/21 includes the accession of Israel to the Geneva Act of the Nice Agreement.

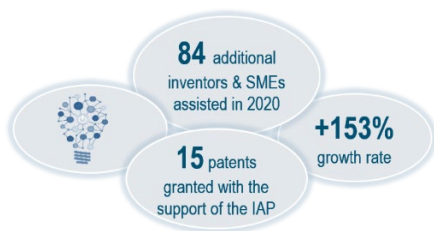
The rate of adhesion to copyright and related right treaties continued to be high, with 54 accessions/ratifications to five key treaties. Of particular note, the Beijing Treaty entered into force on April 28, 2020 and counted a total of 14 ratifications in the biennium. The Marrakesh Treaty continued its rapid progress as the fastest growing WIPO treaty in the modern era, with 84 contracting parties covering 110 countries, a 38 per cent increase as compared to 2019.

⁶ Based on the date of deposit of instrument.

⁷ Africa (Central African Republic, Comoros, Ethiopia, Rwanda, Sao Tome and Principe, United Republic of Tanzania, Togo); Asia and the Pacific (Afghanistan, Cambodia, Kiribati, Lao People's Democratic Republic, Vanuatu).

⁸ Cambodia, Indonesia, Lao People's Democratic Republic, the Philippines, Viet Nam (WSO).

In the area of patents, three States joined the Budapest Treaty, and one depositary institution in India obtained the status of International Depositary Authority under that Treaty. Turkmenistan joined the Patent Law Treaty. The Singapore Treaty on the Law of Trademarks saw one additional accession, bringing the total number of Contracting Parties at the end of the biennium to 51.



Beneficiaries selected under the Inventor Assistance Program (IAP) grew by 153 per cent in 2020/21. Central to the program's success was the newly launched IAP Online Platform in 2020 that allowed smooth operation during the pandemic, increased visibility into local implementations, and a shorter path to implementing the IAP in new countries. The IAP also welcomed Peru as the sixth participating country in the program. The network's pro bono patent attorneys assisted 84 additional inventors and SMEs in 2020/21, for a cumulative total of 139 beneficiaries. More than 125 volunteers supported

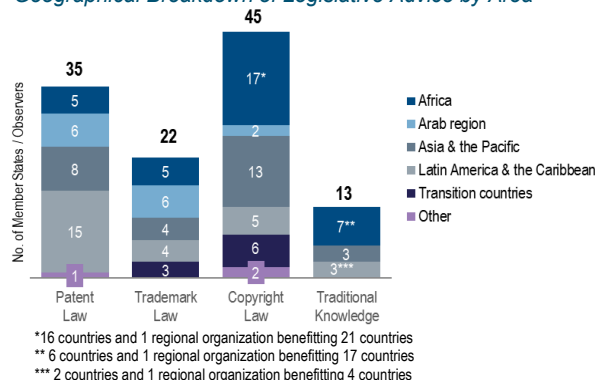
the program's inventors to navigate the patent system within the inventors' countries and in selected jurisdictions. By the end of 2021, 15 patents had been granted to innovators supported by the IAP.

The Organization's global network of judges expanded significantly over the biennium. Despite the challenges of fostering a transnational community of dialogue during the pandemic, the adaptation of the annual *WIPO Intellectual Property Judges Forum* to a virtual format allowed WIPO to reach a broader audience of judges. Three hundred judges from 86 countries and three jurisdictions participated in 2020, and 360 judges from 88 countries and six regional jurisdictions participated in 2021. As compared to 2019, an additional 20 jurisdictions were represented in 2021. The inauguration of a new *Webinars for Judges* series also allowed exchanges on topical issues in IP adjudication to continue to take place among more than 370 judges across all regions.

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

At its 56th session in 2020, the Paris Union Assembly adopted Guidance on Implementation of the Paris Convention relating to the Right of Priority in Emergencies, which illustrated the practices that may be considered by countries in implementing the right of priority in emergency situations, such as the COVID-19 pandemic.

Geographical Breakdown of Legislative Advice by Area



Progress in the balanced evolution of the international normative framework for IP was challenging due to the cancellation of meetings and the postponement of sessions of the Standing Committees and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) in the face of the COVID-19 pandemic. In response, the Secretariat implemented alternative, hybrid means for hosting the meetings.

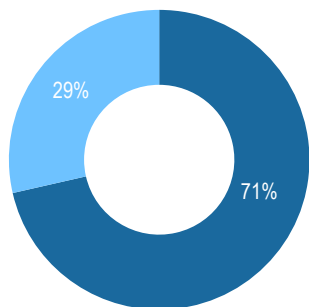
- The Standing Committee on the Law of Patents (SCP) continued its work on the five main topics on its agenda. In addition to reports-based discussions, the organization of sharing sessions facilitated the active dialogue among the SCP members and exchange of their views and experiences.
- The Standing 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.
- The Standing Committee on Copyright and Related Rights (SCCR) postponed substantive discussions on the items on its agenda due to the hybrid, truncated format, although many reports and studies were provided for future consideration. At its 41st session, the SCCR agreed to hold a half-day Information Session at its 42nd session on the topic of the impact of COVID-19 on the cultural, creative and educational ecosystem, including copyright, related rights, and limitations and exceptions. The process was to be guided by a holistic and balanced approach.
- Although the IGC did not meet in 2020, the 2021 General Assembly agreed to renew the IGC mandate for the 2022/23 biennium.

PROGRAM 1 Patent Law



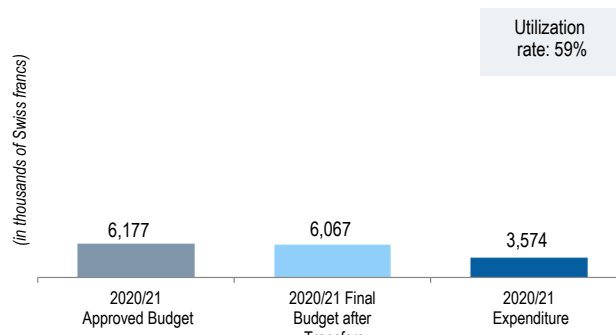
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program1.pdf>



Risks

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

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,695	3,692	2,058
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,152	2,036	1,325
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	330	338	191
Total	6,177	6,067	3,574

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

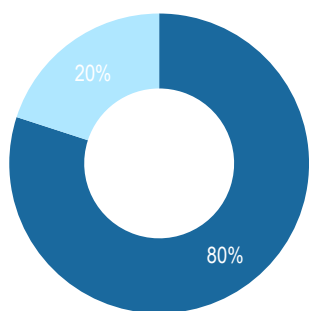
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	4,352	4,396	3,119	71%
Non-personnel Resources	1,825	1,670	455	27%
Total	6,177	6,067	3,574	59%

PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications



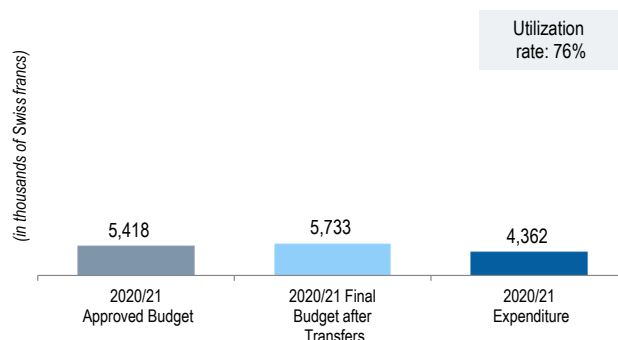
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program2.pdf>



Risks

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

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,989	2,018	1,357
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,488	1,660	1,349
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	770	781	667
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,171	1,274	989
Total	5,418	5,733	4,362

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

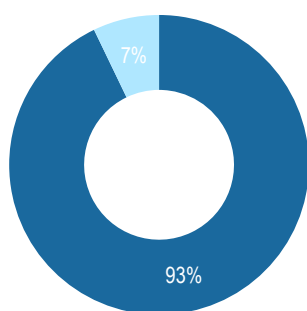
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	3,988	4,368	3,933	90%
Non-personnel Resources	1,430	1,366	429	31%
Total	5,418	5,733	4,362	76%

PROGRAM 3 Copyright and Related Rights



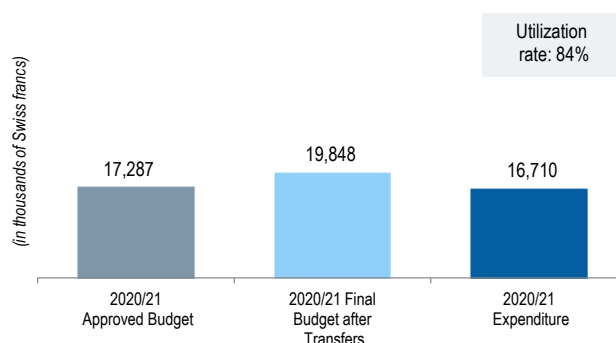
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program3.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The lack of appropriate legal and/or technical frameworks may restrict Member States' ability to benefit from the regional and international exchanges of copyrighted materials in a fast-evolving digital technological environment.	This risk remained stable throughout the biennium.	The steady support provided to Member States to enhance capacity and raise awareness enhanced cooperation among Member States on development of balanced international normative frameworks for IP facilitated by the work of the Secretariat.	The successful mitigation enabled the positive results achieved by the Program.
Lack of access to technical and proprietary information held by relevant stakeholders, which may be required for the implementation of the WIPO Connect project, leading to being unable to meet the core objectives.	The risk remained stable throughout the biennium.	The invitation of relevant stakeholders to participate in the WIPO Connect project to share information was effective.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,294	2,859	2,516
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,912	3,164	2,236
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,747	2,045	1,750
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,458	4,091	3,353
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	2,424	5,131	4,430
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	2,451	2,506	2,392
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	-	53	32
Total	17,287	19,848	16,710

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

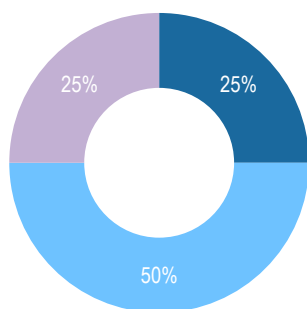
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	9,877	11,199	11,051	99%
Non-personnel Resources	7,410	8,649	5,659	65%
Total	17,287	19,848	16,710	84%

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



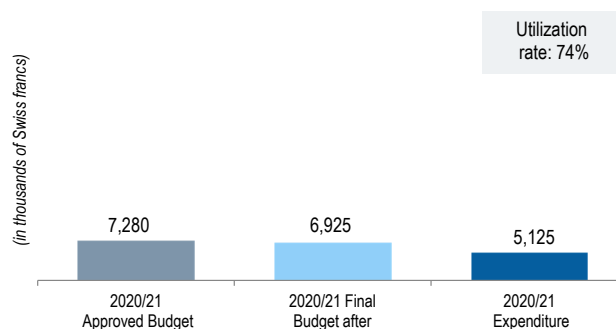
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program4.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Member States are expected to agree on the IGC mandate and schedule for the 2020/21 biennium at the GA in September/October 2019. The risk refers to their being unable to agree on the substance of the IGC's work pursuant to that mandate and work schedule.	The risk increased as the IGC only met once during the biennium due to COVID-19 pandemic-related safety measures.	Mitigating measures such as the participation of Member States and Observers in online intersessional activities in relation to the IGC, including the organization of a Seminar on IP and GRs and a series of informal information sessions, contributed effectively to keeping momentum of the IGC work.	The effective mitigation of the risk contributed to the 2021 General Assembly taking stock of the work done and agreeing to renew the IGC mandate for the 2022/23 biennium.

Resource Utilization

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

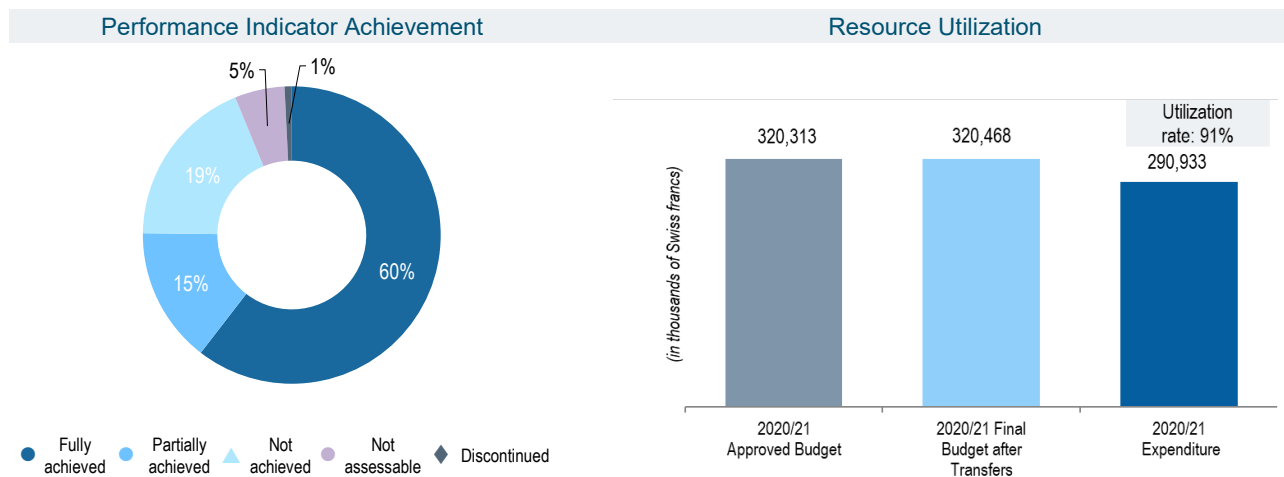
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,528	4,040	2,701
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,111	2,373	1,978
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	314	323	299
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	327	189	148
Total	7,280	6,925	5,125

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	4,686	4,381	4,143	95%
Non-personnel Resources	2,594	2,544	982	39%
Total	7,280	6,925	5,125	74%

Strategic Goal II PROVISION OF PREMIER GLOBAL IP SERVICES

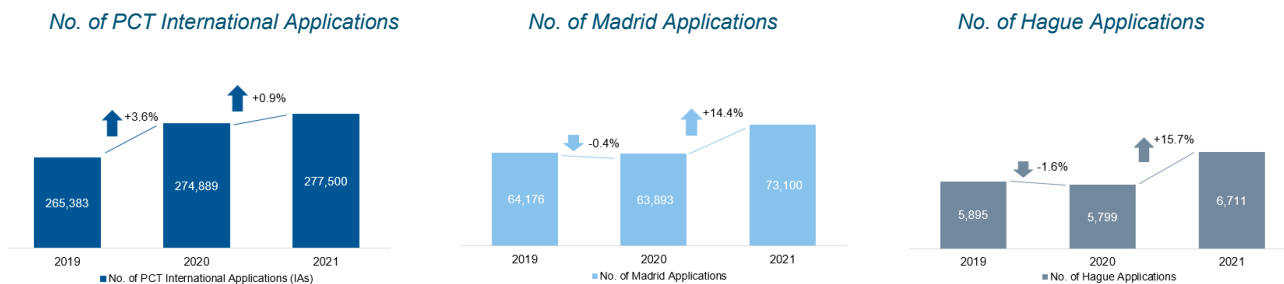
Performance Dashboard



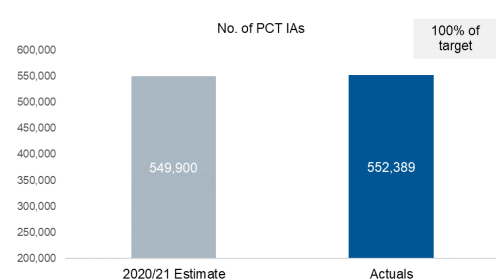
Contributing Programs: Programs 5, 6, 7, 9, 10, 20, 31, 32

Key Accomplishments

Growth in the demand for services under WIPO's Global IP systems performed in line with the forecasts in the biennium despite the unprecedented circumstances of the COVID-19 pandemic. International patent filings under the Patent Cooperation Treaty (PCT) continued to increase steadily both in 2020 and 2021. In 2020, a total of 274,889 applications were filed, representing a 3.6 per cent increase over 2019. With an estimated total of 277,500 international applications, 2021 saw an increase of 0.9 per cent over 2020. Following slight decreases in 2020 in comparison with 2019, both the Madrid and the Hague Systems strongly rebounded in 2021, with applications up respectively 14.4 and 15.7 per cent year-on-year.



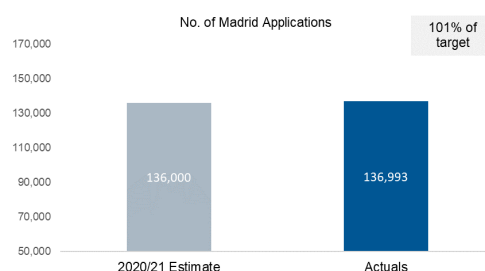
As compared to the targets set for services under the PCT, Madrid and the Hague Systems in the Program and Budget 2020/21, by the end of 2021:



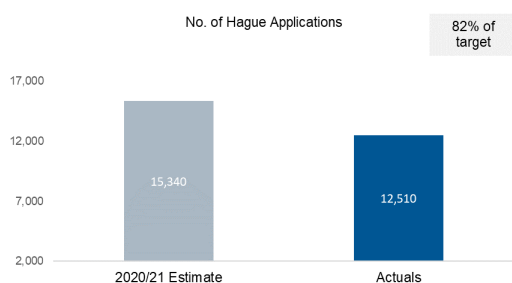
The number of international PCT international applications (IAs) reached 100 per cent of the target, with filings from Asia accounting for 53.7 per cent of all applications in 2020 and 54.1 per cent in 2021, up from 35.7 per cent in 2010. This was achieved despite the economic impact of the pandemic, which resulted in steep falls in economic output caused by the successive national containment measures. The top five origin countries of PCT applications were China, followed by the United States of America, Japan, the Republic of Korea, and Germany.

One country (Jamaica) deposited its instrument of accession to the PCT during the biennium, bringing the total number of PCT Contracting States to 154 at the end of 2021.

The number of applications under the Madrid System reached 101 per cent of the target for the biennium. As compared to the 2020/21 estimates, the biennial growth in the number of applications from the United States of America (+12 per cent), Germany (+3 per cent), the United Kingdom (+6 per cent), Australia and Turkey (+12 and 11 per cent respectively) offset decreases observed in China, Japan and France. The top five origin countries of Madrid applicants were the United States of America, followed by German, China, France and the United Kingdom.



Over the course of the biennium, Jamaica, Pakistan, Trinidad and Tobago and the United Arab Emirates deposited their instrument of accession to the Madrid Protocol, bringing the total membership of the Madrid System to 110 Members covering 126 countries by the end of 2021. In addition, the United Kingdom extended the application of the Protocol to the territories of Gibraltar and the Bailiwick of Guernsey.



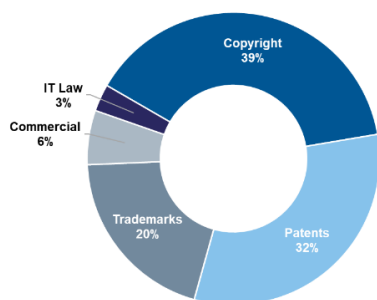
Despite the strong 2020 and 2021 year-on-year growth, which showed a regain in strength of the Hague System after a decrease in 2020 during the peak of the COVID-19 pandemic, the number of applications under the System reached 82 per cent of the biennial target, due *inter alia* to the delayed accession of China. Higher than estimated growth was observed in France, Japan, the Republic of Korea and the United States of America. Germany remained the biggest user of the Hague System with 8,135 designs contained in applications in 2020/21, followed by the United States of America, Switzerland, Italy and the Republic of Korea.

The Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications entered into force in February 2020. Since then, six new instruments of accession to the Geneva Act of the Lisbon Agreement were deposited by France, Ghana, Hungary, Lao People's Democratic Republic, Oman and Switzerland, bringing the total number of countries covered by the Geneva Act to 35 by end 2021.

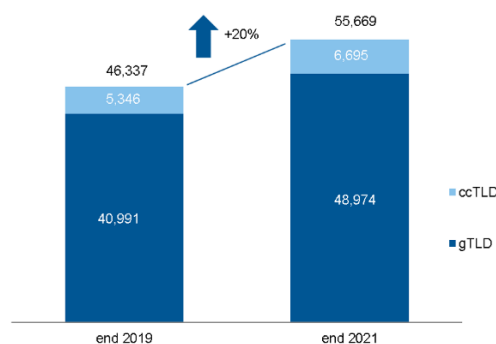
The 2020/21 biennium concluded two record years for the WIPO Arbitration and Mediation Center, with 240 mediation and arbitration cases received and the handling of 205 good-office requests, together representing a 33 per cent increase over the previous biennium. Copyright-related disputes were the most common in WIPO's caseload, followed by patent, trademark, ICT and commercial disputes. The WIPO Center also concluded agreements with six further Member State IP authorities and courts for the promotion and integration of ADR options, for a cumulative total of 57 such collaborations established, and it provided policy support to 28 such authorities. With the same goal of reducing business interference for IP stakeholders, the WIPO Center developed new ADR options for digital content disputes.

In 2020/21, trademark owners from 81 countries filed a record 9,332 cases under the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP). The cumulative total of cases under this WIPO service reached almost 56,000, covering over 101,000 domain names, up 20 per cent as compared to end 2019. This accelerated growth in cybersquatting cases followed trends observed by trademark owners reinforcing their online presence to offer authentic content and trusted sales outlets, with a greater number of people spending more time online, especially during the pandemic.

WIPO Center ADR Disputes Subject Matter in 2020/21



No. of WIPO UDRP Cases

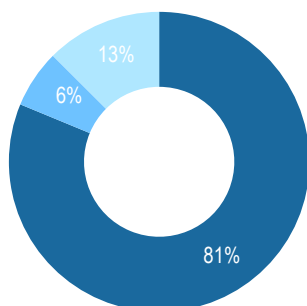


PROGRAM 5 The PCT System



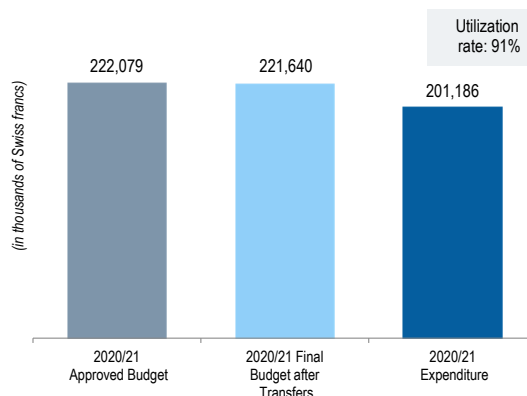
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program5.pdf>



Risks

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

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,974	28,138	22,268
II.2 Improved productivity and service quality of PCT operations	194,105	193,502	178,918
Total	222,079	221,640	201,186

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

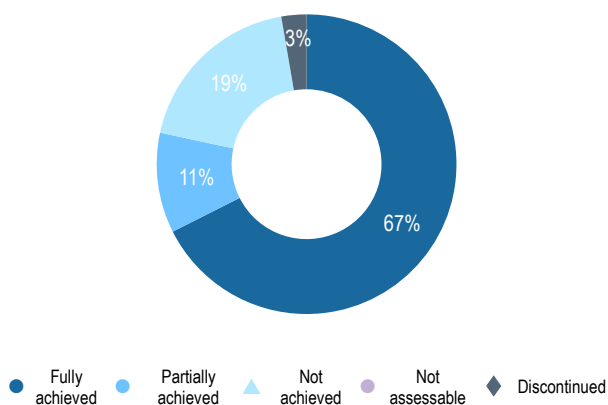
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	132,826	132,368	120,412	91%
Non-personnel Resources	89,253	89,272	80,774	90%
Total	222,079	221,640	201,186	91%

PROGRAM 6 Madrid System

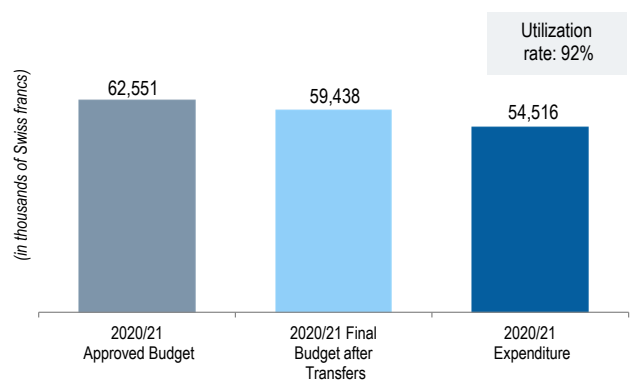


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program6.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Due to the inherent complexity of the System and the way it operates in practice, applicants may prefer to opt for the national route in respect of certain Contracting Parties.	The risk remained stable during the biennium.	The mitigation strategy to continue to enhance the effectiveness of the Madrid System through legal and practical adjustments and through promoting new accessions was effective. In addition, the use of enhanced data analysis allowed for a more granular understanding of the risk to further enhance the risk response.	Although there was a slight drop in filing rates in 2020, the effective mitigation of the risk contributed to a sharp rebound in 2021.
Because of insufficient improvements in the quality of the services offered by the IB, growing customer dissatisfaction may adversely affect the attractiveness of the System and thus its use.	The risk exposure has decreased during the biennium.	The continued focus on digitalization, including the deployment of new user functionality through the Madrid IT Platform Project, as well as the continuous improvements in working procedures, has mitigated this risk.	The effective mitigation of the risk resulted in no significant negative impact on customer satisfaction.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	13,078	12,978	10,559
II.6 Improved productivity and service quality of Madrid operations	49,473	46,460	43,957
Total	62,551	59,438	54,516

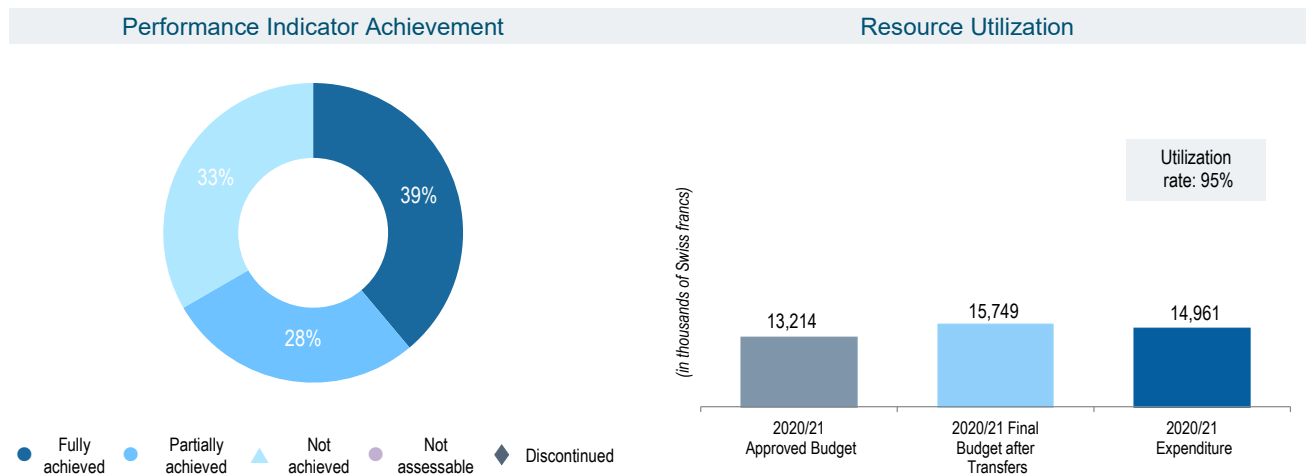
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	42,850	40,928	40,468	99%
Non-personnel Resources	19,701	18,510	14,048	76%
Total	62,551	59,438	54,516	92%

PROGRAM 31 The Hague System



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program31.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
With the growth in filing and the increase in elements to consider in an international design application, there is a risk to receive more customer queries than that with which the IB is able to cope.	The risk slightly increased during the biennium.	Simplifications introduced in the legal framework and examination processes of the IB, the development of IT solutions and the continued promotion of best practices and convergence among Offices were effective in yielding productivity gains.	The risk was effectively mitigated, and there was no negative impact on performance.
With the lack of harmonization in the substantive laws in place in examining jurisdictions, there is a risk that users find the differences irreconcilable and lose confidence in the Hague System.	The risk remained stable during the biennium.	Development of an information resource on the issue of unity of design requirements effectively mitigated the risk.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	4,092	5,482	5,342
II.4 Improved productivity and service quality of the Hague operations	9,122	10,266	9,618
Total	13,214	15,749	14,961

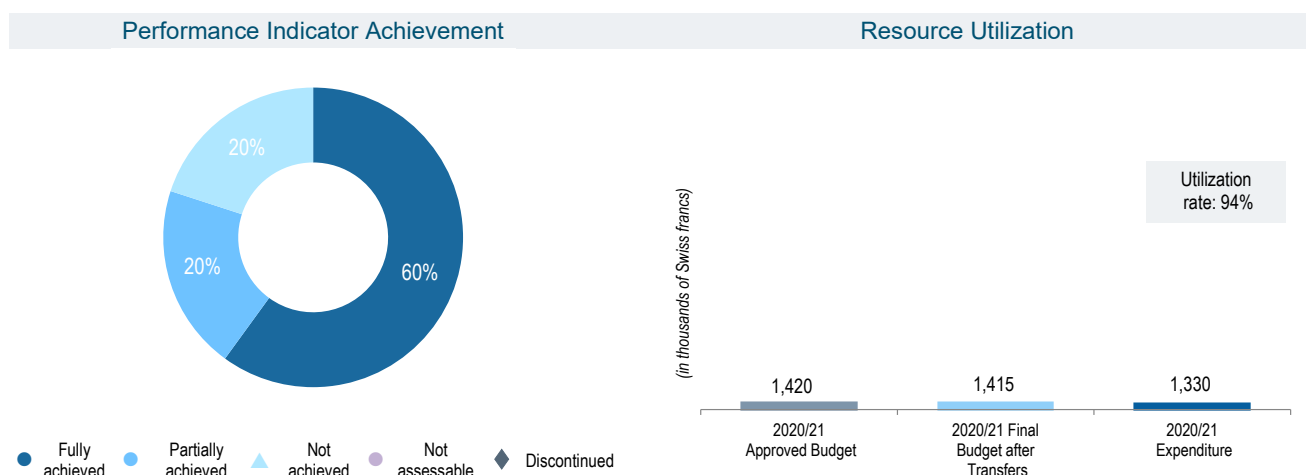
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	10,616	12,232	11,908	97%
Non-personnel Resources	2,598	3,517	3,053	87%
Total	13,214	15,749	14,961	95%

PROGRAM 32 **Lisbon System**



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program32.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The measured pace of adhesions to the Geneva Act by Member States that are already contracting parties to the Lisbon Agreement may have a negative influence over the interest of new contracting parties to adhere to the New Act, which could slow the pace of the Lisbon System's geographical expansion.	The risk gradually reduced over the biennium.	The two-pronged approach to mitigate the risk, namely to increase the diffusion of information on the advantages and flexibilities of the Geneva Act and to reinforce collaboration with interested Member States, international organizations and IGOs and improve access of information, was effective.	The mitigation actions contributed to the deposit of 6 new instruments of accession to the Geneva Act.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	822	697	633
II.10 Improved productivity and service quality of Lisbon operations	598	718	697
Total	1,420	1,415	1,330

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

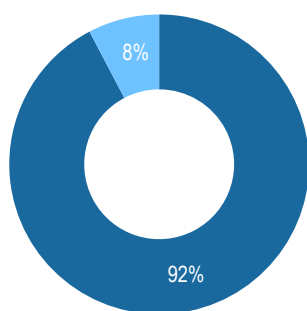
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	1,209	1,209	1,236	102%
Non-personnel Resources	211	206	94	45%
Total	1,420	1,415	1,330	94%

PROGRAM 7 WIPO Arbitration and Mediation Center



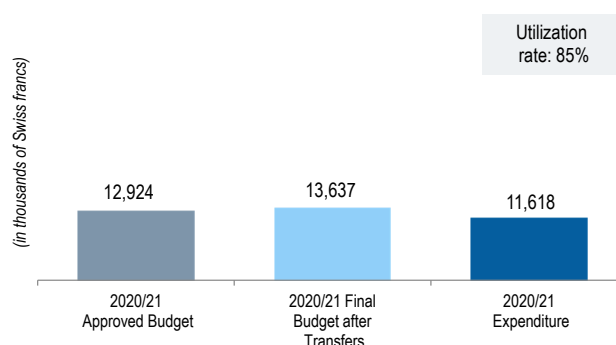
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program7.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Reduced market recognition of WIPO arbitration and mediation services in connection with the establishment of further providers.	The inherent risk remained stable throughout the biennium.	The mitigation actions, namely an extensive webinar and digital outreach program; ensuring the availability of WIPO online tools; increased collaboration with Member State IP institutions and WIPO External Offices; development of new tailored services (e.g. digital copyright, life sciences, SMEs) based on research of user practices; and use of FRAND disputes were effective in mitigating the risk.	The effective mitigation of the risk contributed to increased filings.
Decrease in UDRP filing, affecting WIPO DNS policy influence and Center status in DNS ADR; pressure on ICANN mechanisms (including from UDRP/URS review) and Center primacy in DNS ADR; challenge to Center case administration and policy development roles; URS use and further provider accreditation causing decrease in UDRP filing; fragmentation of and competition within DNS.	The inherent risk remained stable throughout the biennium.	The mitigation actions, namely increased partnering with IP and related associations; strengthened outreach for country-code Top Level Domains; and user-friendly WIPO online resources were effective in mitigating the risk.	The effective mitigation of the risk contributed to increased filings.

Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,735	5,033	4,135
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	8,189	8,604	7,482
Total	12,924	13,637	11,618

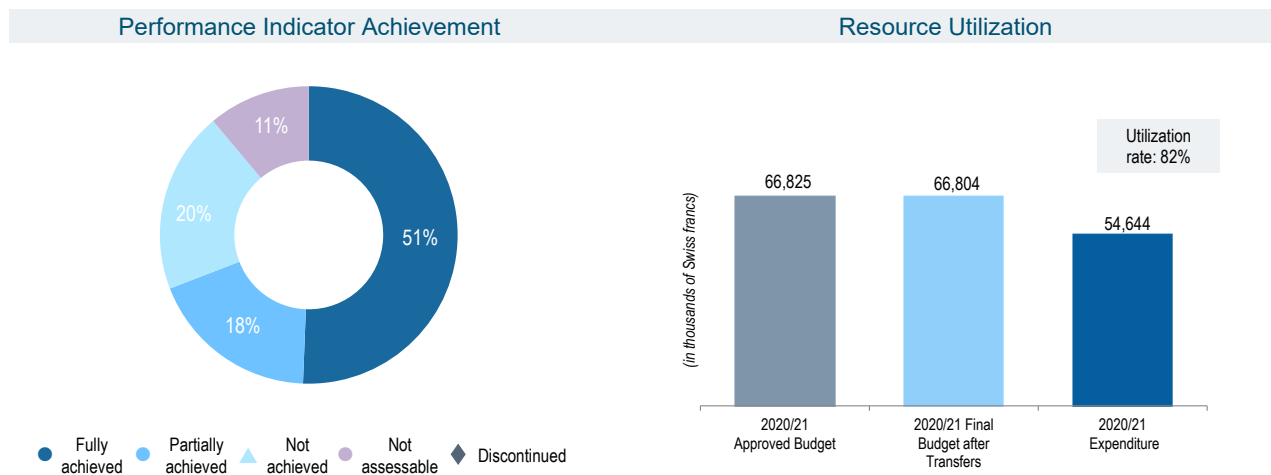
Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	9,284	9,931	8,488	85%
Non-personnel Resources	3,640	3,706	3,130	84%
Total	12,924	13,637	11,618	85%

Strategic Goal III FACILITATING THE USE OF IP FOR DEVELOPMENT

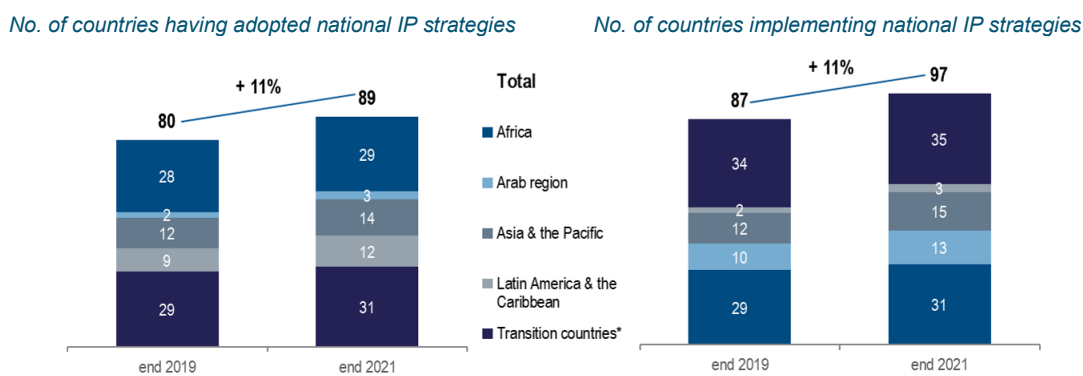
Performance Dashboard



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

Key Accomplishments

The adoption and implementation of national IP strategies provides the basis for a comprehensive approach to empowering developing and transition countries and LDCs to harness IP for enhancing national innovation potential. An additional nine national IP strategies/development plans were adopted in 2020/21, for a cumulative total of 89 countries overall, of which 25 in LDCs. The number of countries implementing national IP strategies/development plans grew by 11 per cent as compared to 2018/19 and included two additional LDCs. The Second edition of the *WIPO Methodology for the Development of National Intellectual Property Strategies*, aiming to provide support and guidance to Member States who are interested in developing a national IP strategy, was published. The methodology presents a step-by-step guidance through each phase of the lifecycle of a national IP strategy and its development options.



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

Dedicated programs focused on increasing the participation of women in the IP ecosystem remained a priority in the biennium:

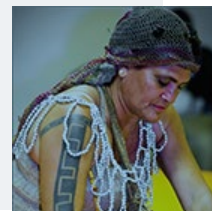
- WIPO facilitated the establishment of the Latin American Network of Intellectual Property and Gender to facilitate exchange of good practices, information and experiences to close the gender gap and empower women in the region concerning innovation and entrepreneurship. By the end of 2021, the network included IP Offices from eight Member States in the region.
- The Indigenous and Local Community Entrepreneurship Program matured further with the completion of the mentoring and matchmaking phase of the [WIPO Training, Mentoring and Matchmaking Program on IP for Women Entrepreneurs from Indigenous Peoples and Local Communities](#) (IPLCs) (the WEP) and the launch of the second cycle of the Program. Since its initiation in 2019, 47 participants and their communities had benefitted from the Program, eight of whom had or were in the process of registering trademarks as an outcome of the Program at the

end of 2021. Stories like that of Florence Jaukea from Papua New Guinea⁹ demonstrate the tangible impact of the initiative and how the strategic and effective use of IP tools support entrepreneurial activities.

- WIPO appointed a new Senior Advisor on IP and Gender who will be responsible for the implementation of the Organization's strategic vision of promoting and encouraging female engagement in IP through various education, research and capacity building programs, starting from early 2022.

Florence is an internationally recognized fiber artist and sits at the forefront of wearable Bilum. She is also the founder of the Goroka Bilum Festival, a platform that aims at preserving and celebrating the cultural practice of weaving bilum and which now provides women weavers in Papua New Guinea an opportunity to earn an income.

As a participant of the Program, Florence received Guidance on how to manage intellectual property issues that arise in the context of the Goroka Bilum Festival. Assisted by WIPO and INTA, she has also started the process of registering her own trademark to ensure that her work is easily identified and attributed to her and her culture.



The WIPO Academy continued its work to help build human capacity in IP, essential to both innovation and creativity, by providing a center of excellence for IP education, training and skills-building for developing countries, LDCs and countries with economies in transition. Innovative and transformative delivery approaches were implemented in the biennium, including blended learning formats to address the challenges generated by the COVID-19 pandemic.

Launched in 2020 as part of the [IP4Youth&Teachers](#) service, the WIPO [IP Youth Ambassadors](#) Program awarded Ambassadorships to several young inventors and creators in Peru, Georgia and Viet Nam. The Program aims to support young promising creators and inventors to promote IP education among young people in their country and region.

WIPO Academy awarded the 2021 IP Youth Ambassadorship for Georgia to 15-year-old Salome Tateshvili, her 17-year-old cousin Tamari Tateshvili, and their 18-year-old friend Saba Zedginidze - three teenagers at the First Public School of Akhaltsikhe for coming up with GoGeoGo - a mobile application to help tourists navigate the transport system - an idea to revolutionize tourism in their native Samtskhe-Javakheti region in Georgia. They promote IP among the youth in their country and in the Central European and Baltic States.

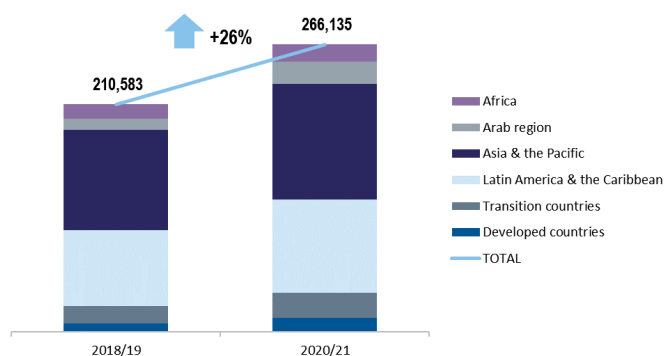


Overall, the Academy experienced strong growth in demand for its IP training, education courses and services.

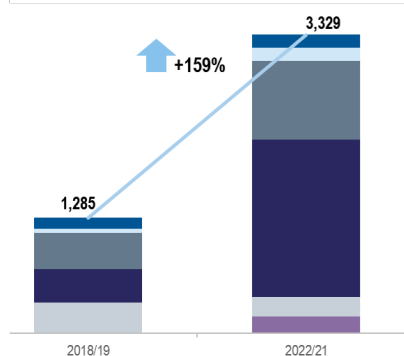
- The Distance Learning (DL) Program, which had an established reputation as a pioneer in the field of online and blended IP education, continued to show strong growth in 2020/21 with the total number of participants in DL courses reaching more than 266,000 participants from 199 countries, with 78 per cent coming from academia and the private sector. Women accounted for 54 per cent of participants with approximately 34,000 more women enrolled in the biennium, reaching 144,302, in comparison to 109,980 in the previous biennium, a 31 per cent increase.

- The number of participants in WIPO Summer Schools (WSS) increased to 3,329 in 2020/21 from 1,285 in the previous biennium, a 159 per cent increase.

Geographical Distribution of Participants in DL Courses



Geographical Distribution of Participants in WSS Courses



- By the end of 2021, three additional Intellectual Property Training Institutions (IPTIs)¹⁰ were considered sustainable, for a cumulative total of eight out of 12 established. Some 605 trainers from 29 countries (including participants from regional organizations) were certified, and over 160,000 participants from higher education institutions, schools, and the public and private sectors benefitted from trainings offered by IPTIs.

⁹ [Traditional bilum-making revisited by Jaukae Bilum Products \(wipo.int\)](#).

¹⁰ National start-up academies.

- Using a combination of distance learning and virtual classroom technologies, a total of 448 participants graduated from Joint Master's Degree programs during the biennium, as compared to 396 in the previous biennium, despite the COVID-19 pandemic.

An additional 22 IP policies were adopted and/or improved by universities or research institutions, representing a five per cent increase over 2019.



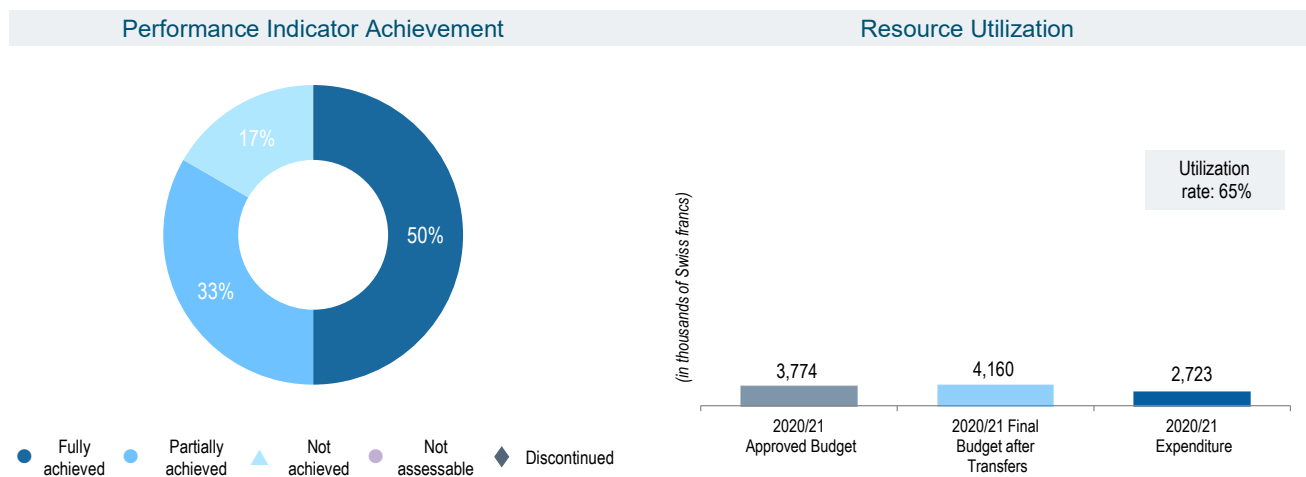
WIPO IP Diagnostics, a tool that enables SMEs to make a preliminary determination of the IP assets they possess and how to extract maximum value and competitive advantage from such assets, was launched in November 2021 at a joint event – WIPO IP Diagnostics Going Global – organized by WIPO in collaboration with the International Trade Center and the International Chamber of Commerce.



PROGRAM 8 Development Agenda Coordination



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program8.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Divergent Member States' views regarding the mainstreaming of DA recommendations in the work of WIPO.	The risk remained stable throughout the biennium.	The mitigation action to engage in regular consultations with Member States contributed to Member States' understanding of the mainstreaming modalities.	The mitigation was largely effective. There was no adverse impact on performance targets.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	261	405	253
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,513	3,755	2,471
Total	3,774	4,160	2,723

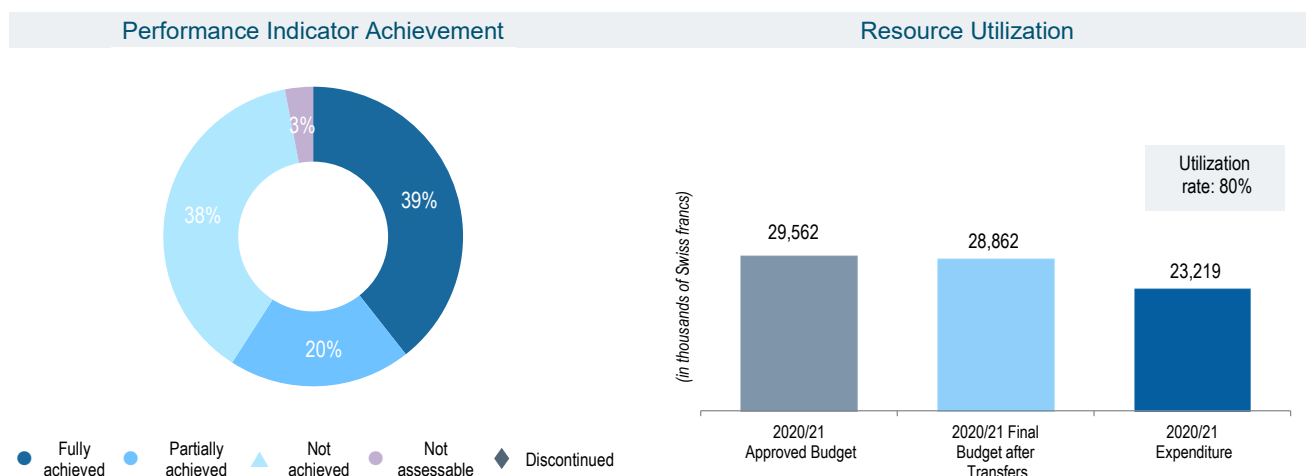
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	2,304	2,432	2,105	87%
Non-personnel Resources	1,470	1,727	618	36%
Total	3,774	4,160	2,723	65%

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



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program9.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Political change leading to changes to IP policy may cause revision to the work plans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Political change in some Member States and the impacts of the pandemic resulted in an increase in risk exposure.	The establishment of strong and broad relationships with national governments and stakeholders coupled with constant dialogue and incorporating flexibility in planning enabled the Divisions to adapt work plans to the situation in countries and maintain effective implementation.	Temporary slowdowns/delays in the implementation of work plans in a limited number of countries resulted in some targets not being fully achieved
Political instability in Member States and the resulting change in UN security assessment may result in delays in technical assistance delivery.	UN security assessments changed in a number of countries, causing an increase in risk exposure.	The Program effectively monitored the situation with Member States, including IP Offices, and was able to react to changes in UN security assessments. Nevertheless, some activities were delayed or cancelled, while in other cases alternative plans were developed as mitigation.	The risk was largely mitigated during the biennium resulting in only minimal delays in technical assistance delivery in some cases.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	700	1,334	1,113
II.1 Wider and more effective use of the PCT system for filing international patent applications	708	686	518
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	707	584	500
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	999	951	881
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	218	278	211
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	71	272	195
III.1 National IP strategies and plans consistent with national development objectives	6,043	5,859	4,864
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	8,433	6,432	4,535
III.3 Mainstreaming of the DA recommendations in the work of WIPO	311	583	604
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,030	4,762	3,860
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	1,816	2,112	1,779
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	4,116	3,686	2,977
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	1,409	1,322	1,180
Total	29,562	28,862	23,219

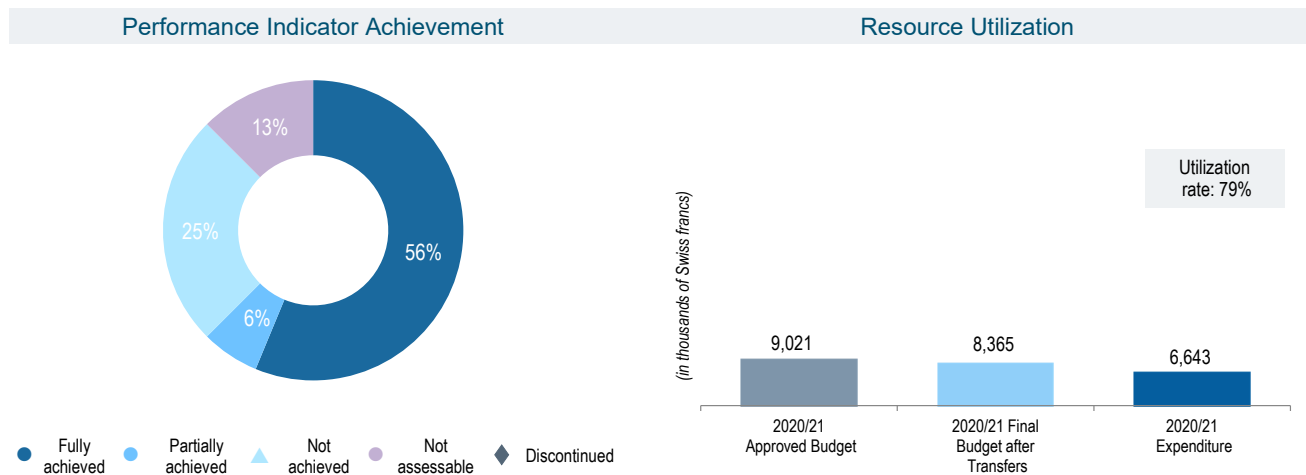
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	20,974	20,353	20,276	100%
Non-personnel Resources	8,588	8,509	2,943	35%
Total	29,562	28,862	23,219	80%

PROGRAM 10 Transition and Developed Countries



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program10.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Economic and political changes might hamper or slowdown the implementation of national IP strategies.	The risk remained stable throughout the biennium.	The mitigation strategies to follow-up communication when relevant change in country, to advance plan on all levels and to provide flexibility in the cooperation plans was effective.	The effective mitigation of the risk resulted in positive performance relating to the formulation of national IP strategies.
Decisions taken at the international or national levels result in the loss of stakeholder commitment to actively engage in the implementation of activities that affect long-term plans for enhancing human resource capacities in countries in transition.	The risk remained stable throughout the biennium	The mitigation strategies to work closely with beneficiaries, donors and Member States and to coordinate all IP related matters with other international and national organizations and partners was effective.	The effective mitigation of the risk resulted in positive performance relating to countries in transition having enhanced human resource capacities.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	905	785	585
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,451	1,213	1,105
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	633	658	572
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	838	776	688
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	521	554	486
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	10	142	119
III.1 National IP strategies and plans consistent with national development objectives	1,655	1,484	1,053
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,024	2,075	1,497
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	984	677	539
Total	9,021	8,365	6,643

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

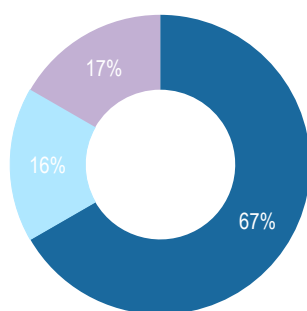
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	7,023	6,410	5,913	92%
Non-personnel Resources	1,998	1,955	730	37%
Total	9,021	8,365	6,643	79%

PROGRAM 11 The WIPO Academy



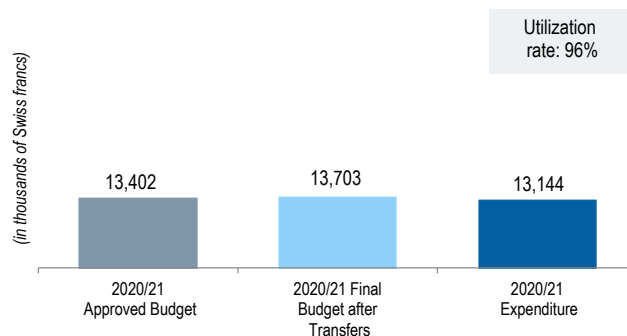
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program11.pdf>



Risks

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

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	13,402	13,703	13,144
Total	13,402	13,703	13,144

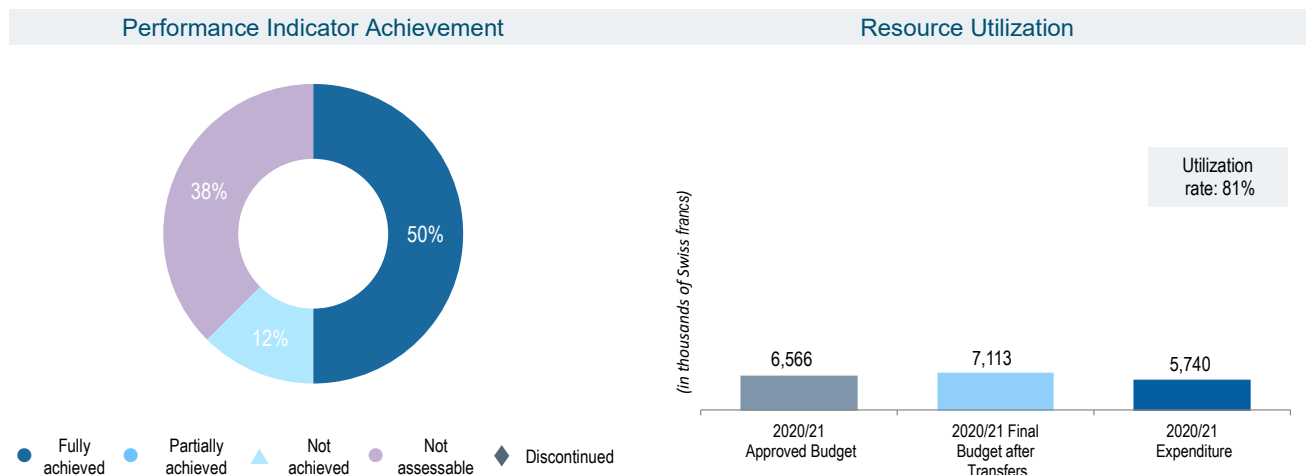
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	7,332	7,500	7,436	99%
Non-personnel Resources	6,070	6,204	5,709	92%
Total	13,402	13,703	13,144	96%

PROGRAM 30 SMEs and Entrepreneurship Support



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program30.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Economic or political changes may affect the delivery of capacity building programs.	The risk exposure increased throughout the biennium due to the impact of the pandemic.	The mitigation action to work closely with beneficiaries, donors and Members States was effective. In addition, in response to the restrictions on in-person delivery, the Program invested effort building on-line tools and materials in the form of guides and infographics.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

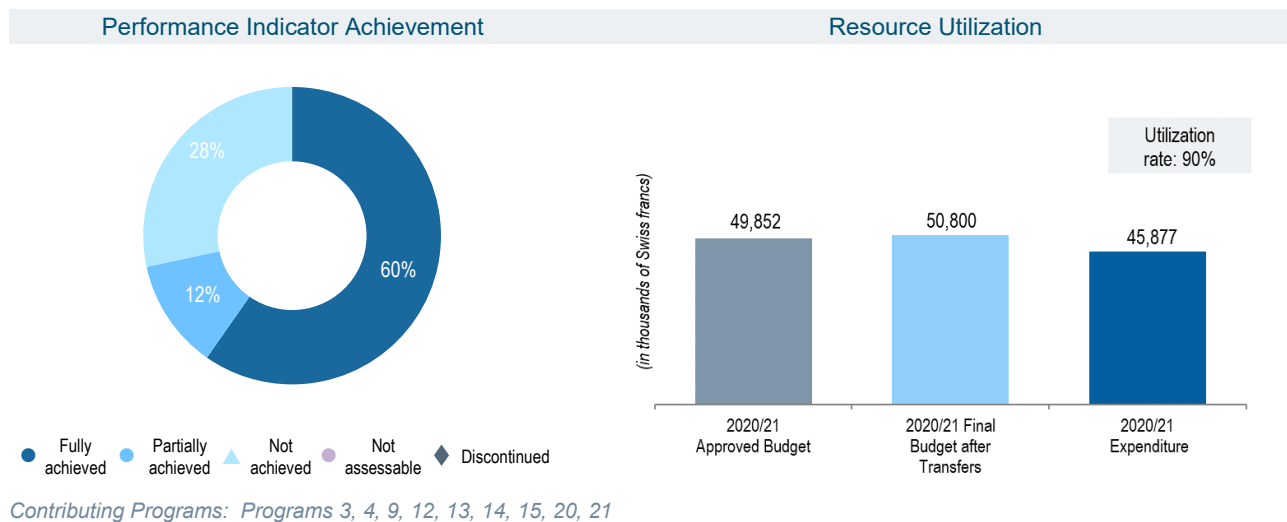
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	-	876	803
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,883	2,042	1,599
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	4,683	4,194	3,339
Total	6,566	7,113	5,740

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	4,825	5,528	5,115	93%
Non-personnel Resources	1,741	1,585	625	39%
Total	6,566	7,113	5,740	81%

Strategic Goal IV COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

Performance Dashboard



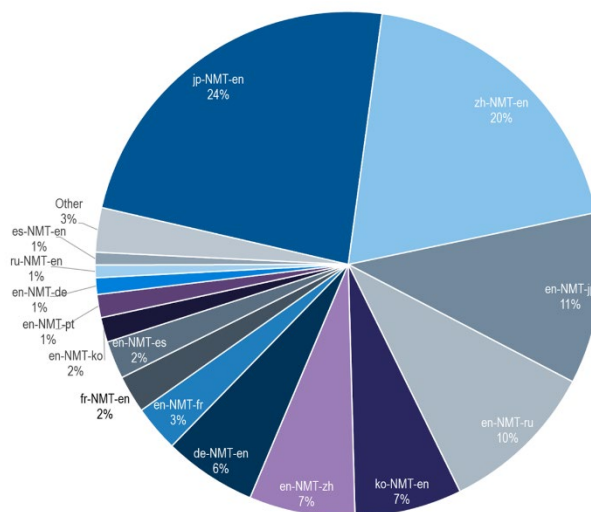
Key Accomplishments



Two versions of the WIPO Sequence Suite, including a desktop application that allows patent applicants to author their sequence listings in compliance with new WIPO Standard ST.26, were released for trial over the course of the biennium. The Standard will take effect on July 1, 2022 both at the national and international levels. By the end of 2021, 25 Offices were preparing to use the tool.

Digital transformation was also accelerated in the case of Nice Classification Revision, with the implementation of electronic voting. A new IT solution which included voting functionalities, the Nice Classification Revision Management Solution (NCLRMS), was developed and implemented in support of a more efficient and resilient revision process. Electronic voting was also adopted for the Vienna Union. The Advanced Technology Applications Center (ATAC) continued to embed cutting-edge Artificial Intelligence (AI)-based tools to enhance functions and processes of the Organization. The WIPO Speech-to-Text tool was expanded to record the verbatim of 18 of WIPO's official meetings in 2020/21, and to support eight languages (English, French, Spanish, Russian, Arabic, Chinese, Portuguese and Italian). WIPO Translate in PATENTSCOPE was used over 73 million times in 2020/21; the majority of usage was from Japanese to English and from Chinese to English. The WIPO Translate tool was also enhanced with two additional translation models for Finnish and Italian.

Usage of WIPO Translate in PATENTSCOPE – 2020/21

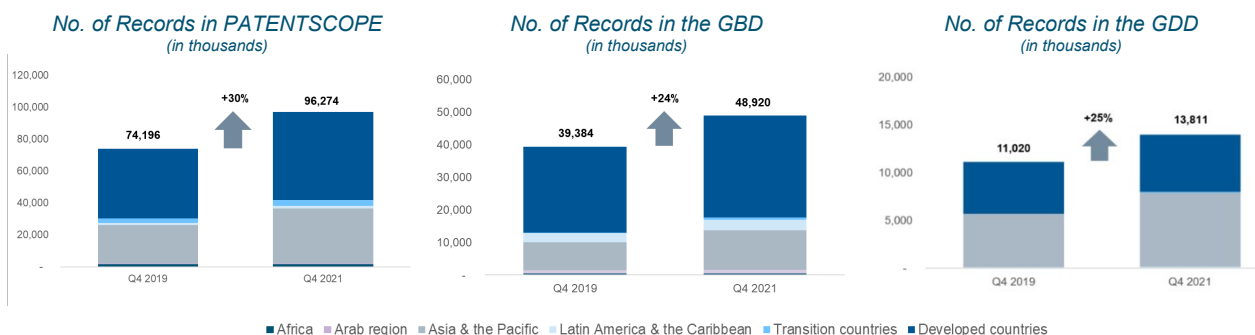


In 2020/21, WIPO also continued to support effective operations in partner international organizations, IP Offices and other entities through the licensing of WIPO developed AI applications. These included licenses for WIPO Translate, WIPO Speech-to-Text, and a WIPO Image Similarity Search related Application Programming Interface (API).

A new public private partnership [WIPO for Creators](#) was launched by WIPO and the Sweden-based Music Rights Awareness Foundation in 2020 to raise awareness and increase knowledge of creators' rights and related management practices, with a view to ensuring recognition and fair reward for all creators regardless of their geographical, cultural or economic conditions. WIPO for Creators welcomed a total of 20 partners in 2021.



The global IP databases continued to show strong growth in terms of numbers of records, geographical coverage and numbers of users. The number of Global Design Database (GDD) and Global Brand Database (GBD) users grew by 131 and 53 per cent respectively as compared to 2019, while the number of unique PATENTSCOPE searches recorded a 46 per cent increase in Q4 2021 versus Q4 2019. Over the course of 2021, two new functionalities were added to PATENTSCOPE: (i) the Markush structure search providing open access including for universities and SMEs; and (ii) the handling of Paris route patent families to allow easy search and consultation of patent family members published in different languages and jurisdictions.



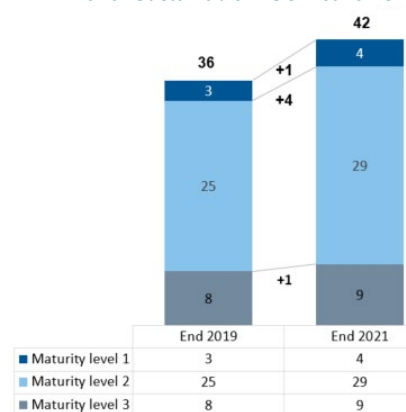
To contribute to a greater overall understanding of IP judgments and judicial administration structures, a free online database -- *WIPO Lex-Judgments* -- was launched in September 2020. Over the course of the biennium, the database was progressively expanded to cover 24 national and regional jurisdictions.

The number of Technology and Innovation Support Center (TISC) networks reached 88 national networks, of which 42 were considered sustainable by the end of 2021, an increase of 17 per cent as compared to the end of 2019. The number of individual TISCs listed in the TISC Directory¹¹ at the end of 2021 rose to 1,287, an increase of 44 per cent over the biennium.



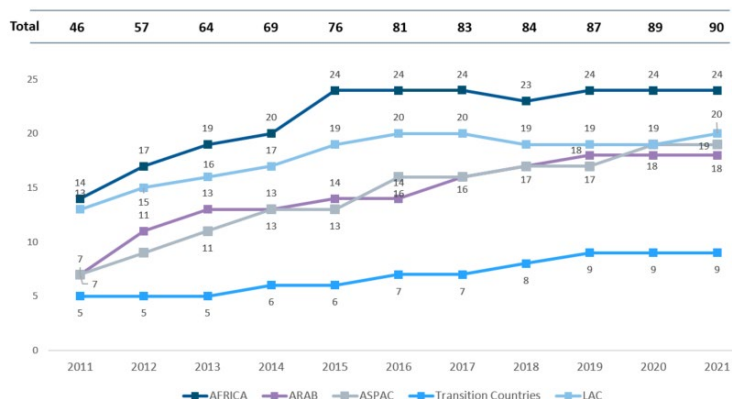
The second report in the WIPO Technology Trends (WITT) series was published in 2021. The report focused on *Assistive Technology* to support persons with functional limitations to participate in all aspects of life and covered both conventional and emerging assistive products in seven domains: mobility, hearing, vision, cognition, communication, the built environment and self-care.

No. of Sustainable TISC Networks



The steady increase in the usage of WIPO's IP Office Systems continued over the course of the biennium despite the difficulties generated by the pandemic. At the end of 2021, 90 IP Offices were using WIPO's IP Office Suite of business software solutions. In addition, the WIPO IP Office Suite was successfully migrated to cloud hosting and deployment to participating IP Offices was initiated. 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 for the biennium of 3.5, as compared to 3.3 at the end of 2019.

WIPO IPAS Suite of Applications - Usage by Region



An additional 17 CMOs in developing countries, including in 10 LDCs, adopted WIPO Connect during the biennium as their IT solution to manage copyrights and related rights, bringing the cumulative total to 24, a 243 per cent increase over 2019.

¹¹ <http://www.wipo.int/tisc/en/search/>

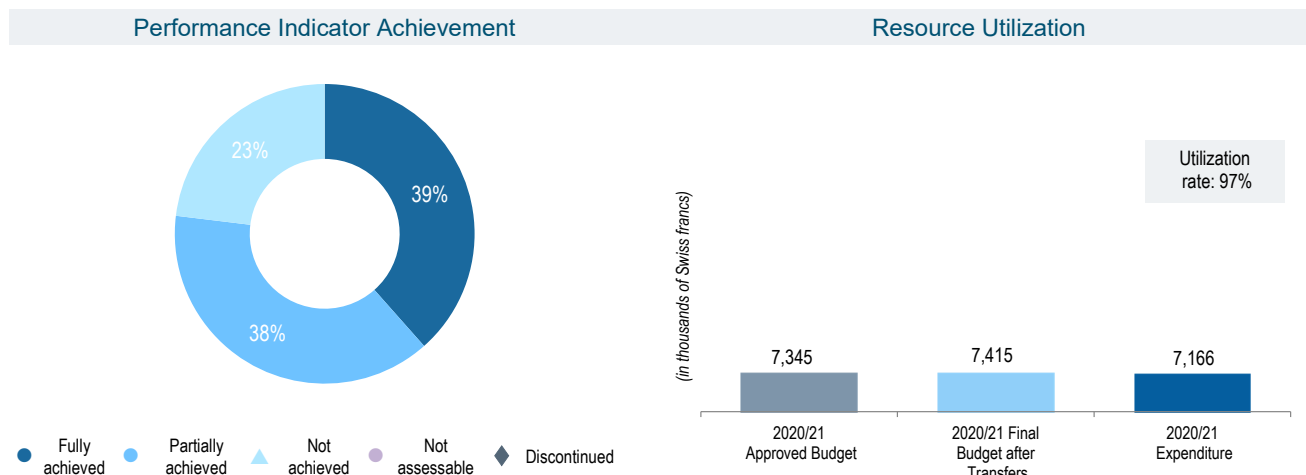


A new initiative, the WIPO Conversation on IP and Frontier Technologies, was launched in 2021, extending the scope of the previous WIPO Conversation on AI and IP Policy. Providing an open, inclusive forum to engage with and facilitate discussion and knowledge building among the widest possible set of stakeholders on the impact on IP of frontier technologies, including artificial intelligence (AI), the WIPO Conversation was established as a leading, global forum in this fast moving and complex field. In 2020/21, three sessions of the WIPO Conversation attracted more than 2,000 registrations from across government, academia and the private sector from over 117 countries. Summaries of the discussions, video on demand recordings and both the AI and IP Strategy Clearing House and Index of AI Tools provide practical resources to stakeholders seeking to make well informed policy decisions.

PROGRAM 12 International Classifications and Standards



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program12.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Divergent opinions between groups of countries result in limitation of technical development of standards and classifications.	The likelihood of the risk materializing decreased during the biennium.	The mitigation actions to discuss and resolve political issues outside of the Committees and to strengthen the technical discussions within the Committees were effective to lower the residual risk.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	7,345	7,415	7,166
Total	7,345	7,415	7,166

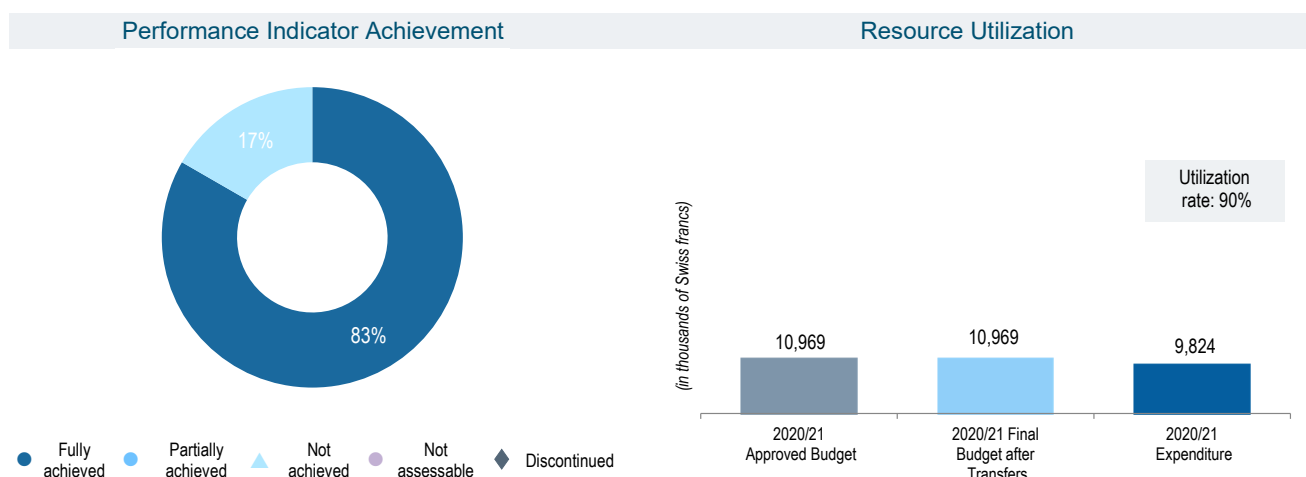
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	5,600	5,661	5,522	98%
Non-personnel Resources	1,745	1,754	1,643	94%
Total	7,345	7,415	7,166	97%

PROGRAM 13 Global Databases



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program13.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Loss of access to Global Databases owing to localized internet service disruption or technical failure at Geneva HQ.	The risk remained stable throughout the biennium.	The PATENTSCOPE mirror hosted in Asia contributed to the effective mitigation of the risk. The Global Brand Database and Global Design Database did not have back-up measures in place in 2020/21.	The successful mitigation ensured availability of PATENTSCOPE. There was also no negative impact on performance for the Global Brand Database and Global Design Database.
WIPO's Artificial Intelligence (AI) initiative represents a new area of innovation, and as such, there is an inherent risk that the return on investment may not be fully achieved.	The risk remained stable throughout the biennium.	Mitigation actions such as careful feasibility analysis before launching new projects as well as prototype validation contributed to the effective mitigation of the risk.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	8,395	8,274	7,346
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,385	2,552	2,391
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	189	143	88
Total	10,969	10,969	9,824

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

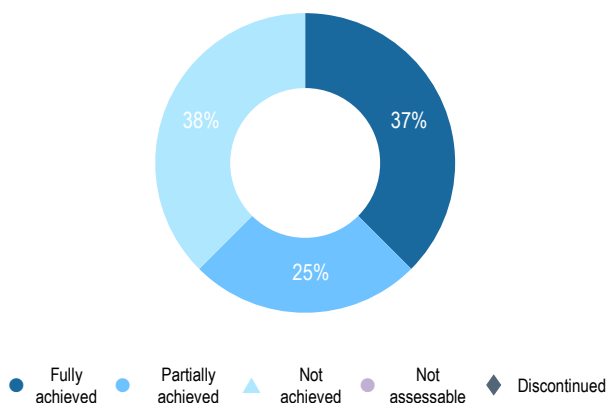
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	8,535	8,615	8,269	96%
Non-personnel Resources	2,434	2,354	1,555	66%
Total	10,969	10,969	9,824	90%

PROGRAM 14 Services for Access to Information and Knowledge

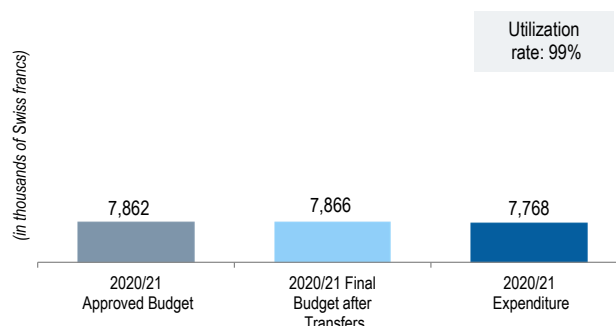


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program14.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Inability of the host country to sustain and continue self-supporting operation of TISC network. This could lead to closure of certain TISC centers and a reduction in the number of sustainable national networks.	The risk remained stable during the biennium.	Support provided in formal planning, monitoring and evaluation of project activities described in the national TISC project documentation, as well as closer cooperation and support to the national and local TISC focal points and coordinators effectively mitigated the risk.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	75	617	553
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	-	274	182
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	7,787	6,975	7,033
Total	7,862	7,866	7,768

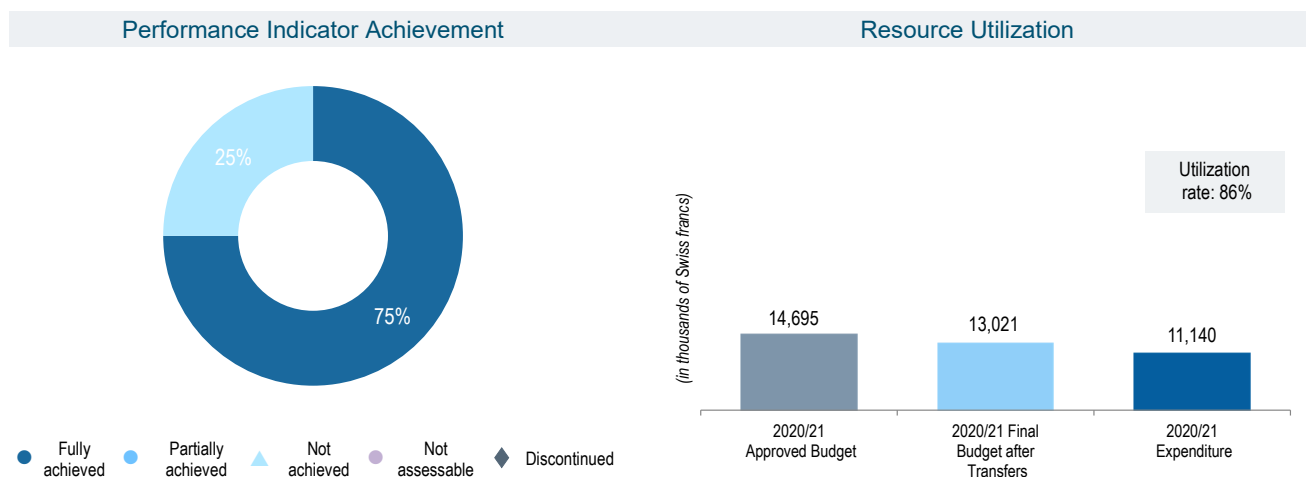
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	6,442	6,064	6,351	105%
Non-personnel Resources	1,420	1,802	1,417	79%
Total	7,862	7,866	7,768	99%

PROGRAM 15 Business Solutions for IP Offices



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program15.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Inability of IP offices to sustain and continue self-supporting operation of WIPO software systems used for their core business.	The risk remained stable throughout the biennium.	The mitigation strategy consisted of ensuring that local IP Office staff were trained and that formal procedures for software support and maintenance were established.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	14,695	13,021	11,140
Total	14,695	13,021	11,140

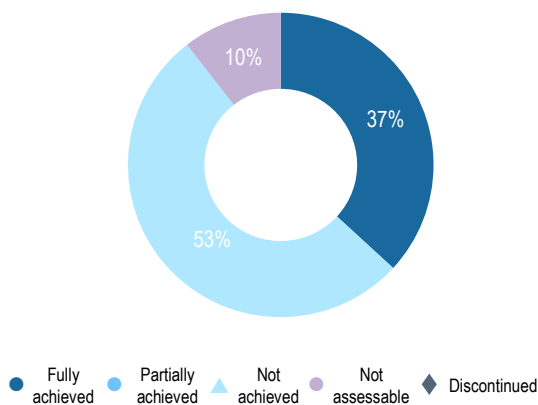
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	8,221	7,101	6,513	92%
Non-personnel Resources	6,473	5,920	4,626	78%
Total	14,695	13,021	11,140	86%

Strategic Goal V WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

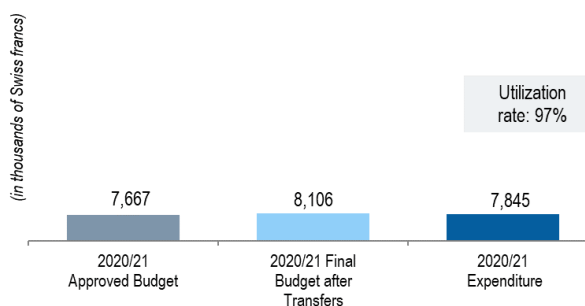
Performance Dashboard

Performance Indicator Achievement



Contributing Program: Program 16

Resource Utilization



Key Accomplishments

The 2020 and 2021 editions of the Global Innovation Index (GII) provided the most recent assessment of innovation performance of more than 130 economies worldwide. The 2021 edition also included a new Global Innovation Tracker that provides a data-driven perspective on the latest global innovation trends. Numerous heads of states and ministers from all regions joined WIPO in the virtual releases of the GII. Web traffic and the subsequent demand for national GII events indicated a substantial increase in the level of interest in the GII as compared to the 2018/19 biennium.



468,000 visits to the GII webpages and dedicated website in 2020 (+43% vs. 2019)



590,000 visits to the GII webpages and dedicated website in 2021 (+26% vs. 2020)

As the COVID-19 pandemic unfolded, WIPO's statistical reports – the World IP Indicators and the Yearly Reviews of the PCT, Madrid and the Hague Systems – provided insights into how the pandemic affected the demand for IP rights in national and regional IP Offices as well as under WIPO's international filing treaties. This offered timely input for IP Offices and innovation policymakers in assessing the consequences of the pandemic and responding to it.

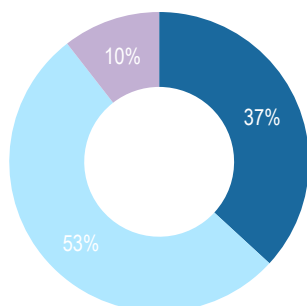
A new series of Creative Economy Notes was launched in 2020. The series draws on economic research to stimulate thinking on how the IP framework can best serve the creative industries. Three Notes focus on the franchising of comic characters, the staging of opera performances and media streaming challenges.

PROGRAM 16 Economics and Statistics



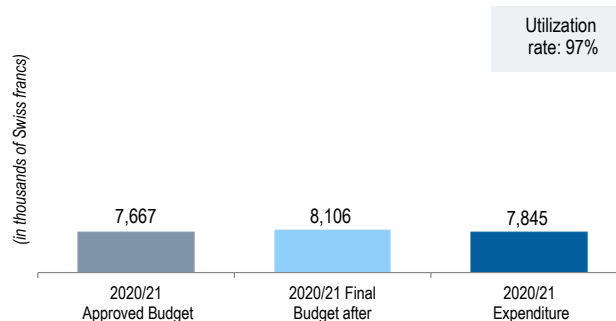
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program16.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Publication of incomplete statistical information (WIPI).	The risk increased slightly during the biennium, owing to the disruptions caused by the pandemic.	Effective planning, early communication and diligent follow-up with statistical counterparts proved effective in mitigating this risk.	The risk was effectively mitigated and there was no negative impact on performance.
WIPO publications misreport statistical data or reflect analytical shortcomings.	The risk remained stable during the biennium.	Careful review mechanisms for relevant statistical and analytical reports proved effective in mitigating this risk.	The risk was effectively mitigated and there was no negative impact on performance.

Resource Utilization

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

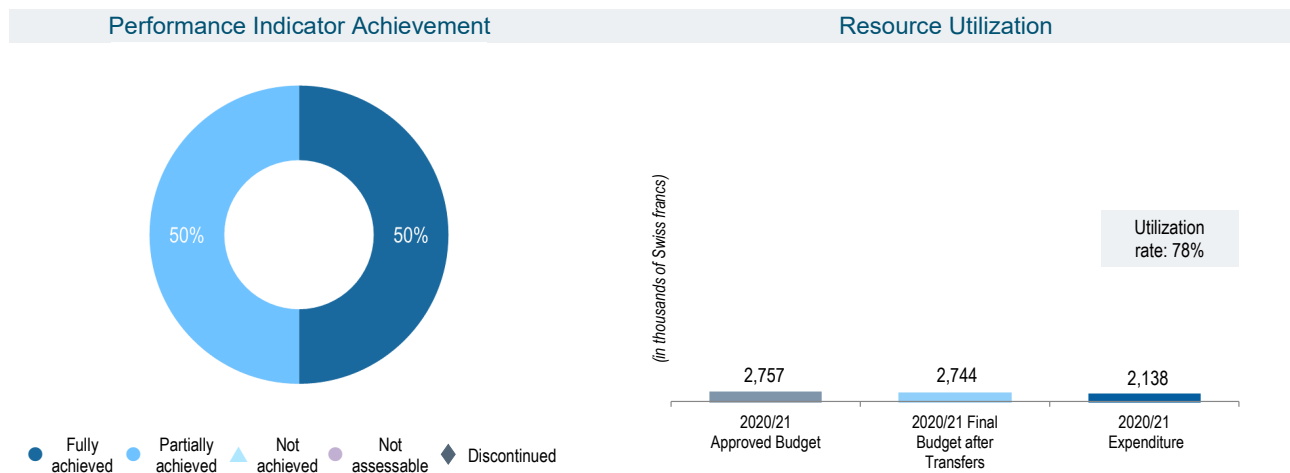
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
V.1 Wider and better use of WIPO IP statistical information	3,140	2,892	2,766
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,527	5,213	5,080
Total	7,667	8,106	7,845

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	6,467	6,820	6,712	98%
Non-personnel Resources	1,200	1,285	1,134	88%
Total	7,667	8,106	7,845	97%

Strategic Goal VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

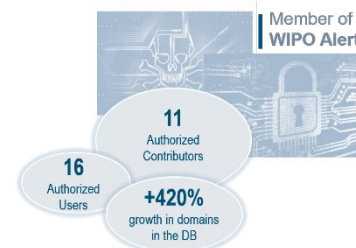
Performance Dashboard



Contributing Programs: Program 17, 18

Key Accomplishments

WIPO ALERT saw good growth in 2020/21, with eight 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 11¹². Fourteen advertising industry participants, including leading international firms, joined the initiative as Authorized Users, bringing the total to 16. The database grew to 7,196 domains during the biennium, representing a 420 per cent increase over 2019.



In September 2021, in the absence of a regular session of the Advisory Committee on Enforcement (ACE) during the biennium due to the health crisis, an ACE Online Dialogue was held. This virtual event discussed the topic of *New Developments in Combating Counterfeiting and Piracy on the Internet* through the contribution of seven geographically diverse speakers focusing, *inter alia*, on mechanisms to boost inter-agency collaboration, new legislative initiatives to regulate the role of online intermediaries, the importance of private sector collaboration and preventive measures in the form of digital awareness raising. The ACE Online Dialogue contributed to maintaining the ACE as a place of exchange of ideas and practices in the area of building respect for IP between the Member States.

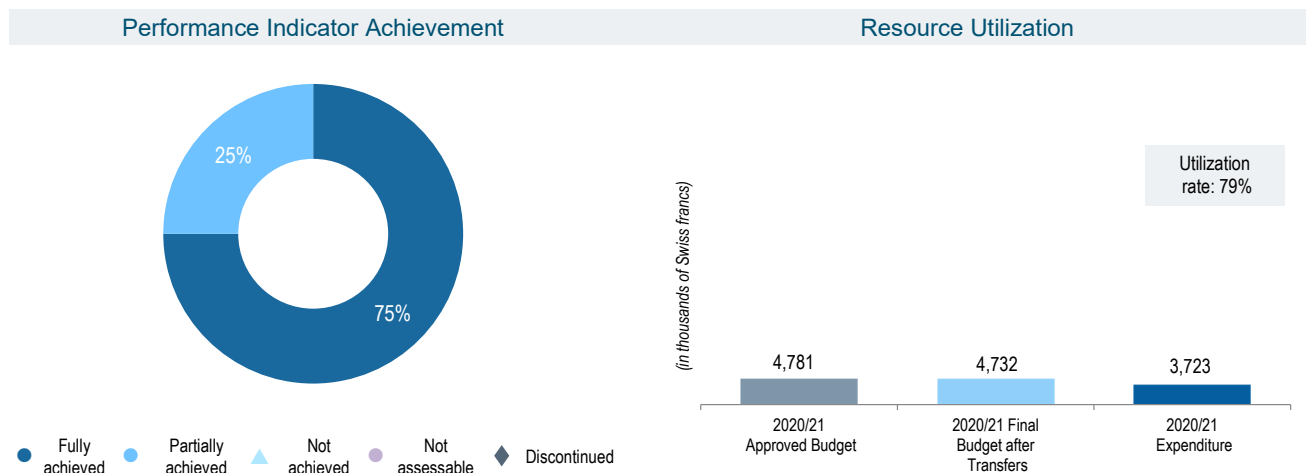
A [Casebook](#) on the enforcement of IP rights in the Arab region was published at the end of 2020. The Casebook provides a thorough analysis of carefully selected recent decisions on IP enforcement in the Arab region and aims at improving access to recent case-law developments for judges, public prosecutors, lawyers, researchers and IP enforcement officers.

¹² Brazil, Ecuador, Italy, Japan, Lithuania, Mexico, Republic of Korea, Peru, the Russian Federation, Spain, Ukraine.

PROGRAM 17 Building Respect for IP



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program17.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Lack of agreement among Member States in the work of WIPO in the field of building respect for IP. WIPO's role in building respect for IP may be compromised.	The risk remained stable throughout the biennium	The mitigation action to engage in regular consultations with Member States aiming at facilitating the convergence of views on the relevance was effective.	The effective mitigation contributed to maintaining Member States' consensus on the work of WIPO in the field of building respect for IP.
Countries/stakeholders turning away from WIPO to look towards other international or regional organizations developing activities in the area of building respect for IP.	The risk increased slightly during the biennium due to: (i) an increase in IP enforcement-focused activities of other international or regional organizations; and (ii) the decrease in some WIPO activities caused by COVID-19.	The mitigation actions, including leveraging partnerships and identifying and building synergies with clear and delineated roles between the partners were effective.	The effective mitigation contributed to maintaining relevance and usefulness of WIPO activities in the area of building respect for IP for its Member States.

Resource Utilization

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

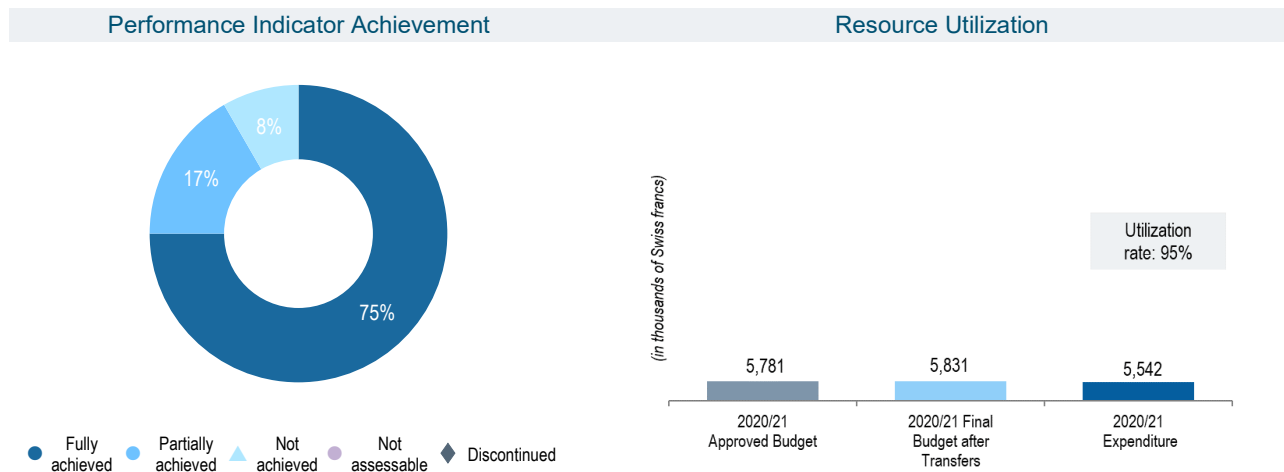
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	478	495	444
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,127	2,110	1,716
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	1,243	1,173	699
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	933	955	863
Total	4,781	4,732	3,723

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	3,840	3,840	3,643	95%
Non-personnel Resources	941	892	80	9%
Total	4,781	4,732	3,723	79%

Strategic Goal VII ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

Performance Dashboard



Contributing Programs: Programs 3, 4, 18, 20

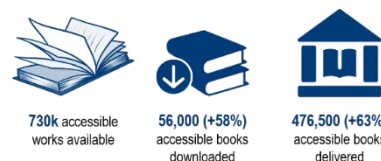
Key Accomplishments



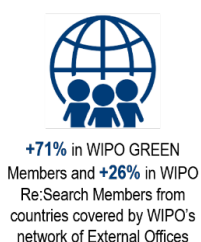
The Accessible Books Consortium (ABC) achieved an important milestone at the end of 2021, growing to more than 100 Authorized Entities (AEs). With more than 730,000 accessible works in 80 languages becoming available for cross-border, clearance-free exchange through the

Marrakesh Treaty, the ABC continued to benefit people around the globe who are blind, visually impaired, or otherwise print disabled. Over the course of the biennium, the number of accessible books downloaded through the ABC Global Book Service by participating libraries increased by 58 per cent, as compared to 2018/19.

The number of accessible books delivered via participating libraries to their patrons increased from 293,000 in 2019 to 476,500 titles in 2021, a 63 per cent increase.



Membership in WIPO GREEN – The Sustainable Technology Marketplace – increased by 36 new partners globally, including from countries not previously represented, bringing the total number of partners to 138, representing a 35 per cent increase over 2019. The revamped WIPO GREEN database was launched in 2021 and contained over 117,000 technologies for users to explore and adopt at end 2021. Improved features include a smart search, an automated matching capability, and options for visitors to create personalized user dashboards.



After welcoming its 150th member in 2020, WIPO Re:Search finished the biennium with a total of 160 members, representing a 10 per cent increase. Overall, the platform recruited an additional 15 members in the biennium, of which 10 from developing countries and LDCs. WIPO GREEN and WIPO Re:Search Members from countries covered by WIPO's network of External Offices saw 71 and 26 per cent increases over 2019, respectively.

WIPO Re:Search also established 16 new targeted collaborations addressing unmet needs over the course of the biennium, including two firsts in terms of disease categories – snakebite and leprosy. By the end of 2021, collaborations totaled 173, of which 55 were active and eight were advancing through key phases of the product development pathway.

Additionally, WIPO Re:Search celebrated its 10th anniversary with a virtual event showcasing how IP and innovation are driving improved health and economic development in Africa. The WIPO virtual exhibition [IP for a Healthier World](#) was also launched to celebrate ten years of advancing global health.

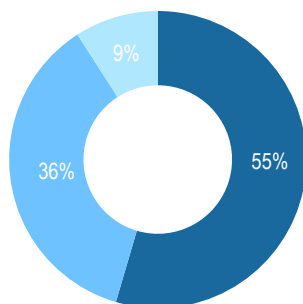
Under the Trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO), the second edition of the study [Promoting Access to Medical Technologies and Innovation - Intersections between Public Health, Intellectual Property and Trade](#) was published with a view to reinforcing the understanding of the interplay between the distinct policy domains of health, trade and IP, and of how they affect medical innovation and access to medical technologies. The trilateral cooperation also provided updated information on [An integrated health, trade and IP approach to respond to the COVID-19 pandemic](#) through a dedicated information note.

PROGRAM 18 IP and Global Challenges



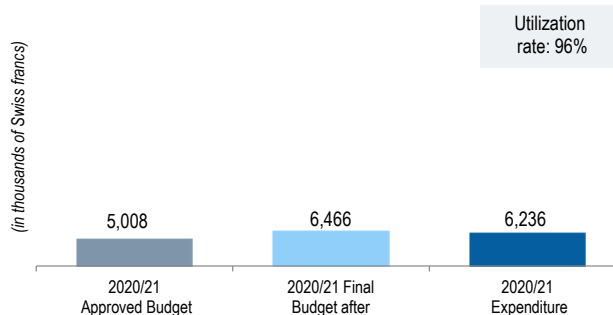
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program18.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Lack of commitment of members or partners of WIPO Re:Search and WIPO GREEN could result in insufficient collaborations and technology uploads and thus reduced credibility of the platforms.	The risk remained constant throughout the biennium.	The mitigation action to engage on a continuous basis with members/partners was effective in maintaining member/partner commitment.	The mitigation action resulted in an overall positive impact on performance.

Resource Utilization

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

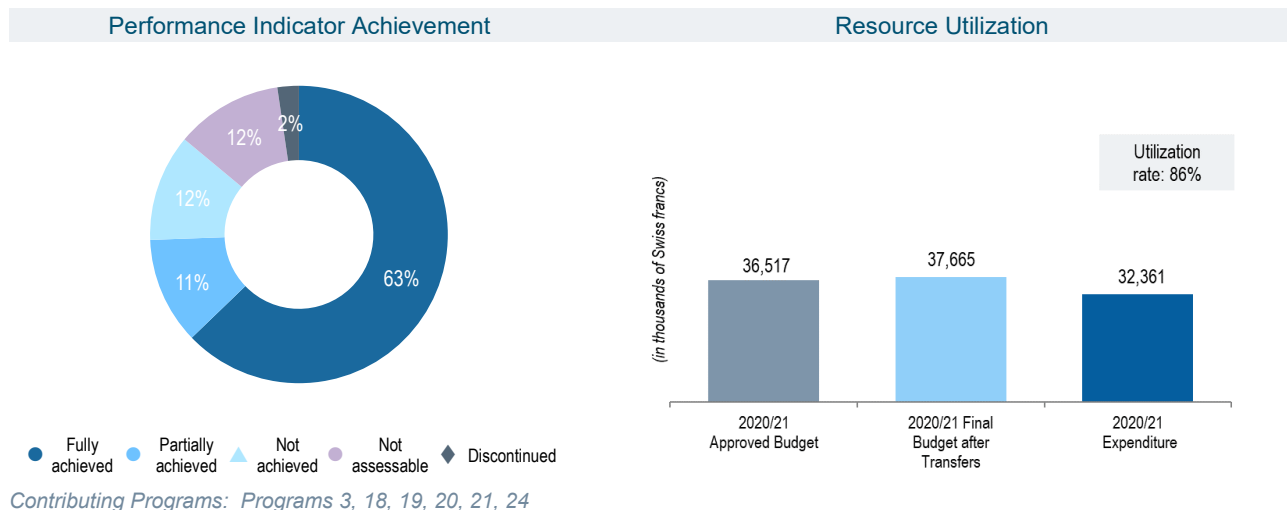
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	298	241	231
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10	420	414
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,548	2,222	2,141
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	433	468	444
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	148	149	132
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	2,408	2,524	2,464
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	-	44	44
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	163	398	367
Total	5,008	6,466	6,236

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	4,170	5,278	5,249	99%
Non-personnel Resources	838	1,187	988	83%
Total	5,008	6,466	6,236	96%

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

Performance Dashboard

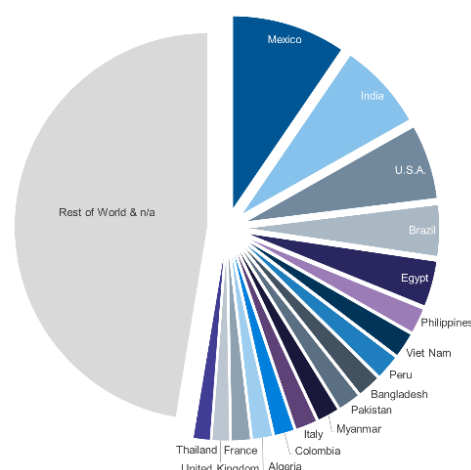


Key Accomplishments

Under the WHO-WIPO-WTO Trilateral Cooperation and in a spirit of cooperation, solidarity and shared responsibility for addressing the pressing global challenges at the intersection of public health, IP and trade, the Director Generals of WHO, WIPO and WTO met on June 15, 2021 and agreed on intensified cooperation in support of access to medical technologies worldwide to tackle the COVID-19 pandemic. Cooperation includes the organization of practical, capacity-building workshops to enhance the flow of updated information on current developments in the pandemic and responses to achieve equitable access to COVID-19 health technologies, and implementation of a joint platform for tripartite technical assistance to members relating to their needs for COVID-19 medical technologies in a coordinated and systematic manner. The platform will be launched in early 2022.

WIPO's comprehensive media presences supported the Organization's transition to remote operations and supplemented the digitization of many of WIPO's activities. In addition, the legacy corporate-focused news and media content was fully shifted to a new storytelling effort highlighting the effective use of IP worldwide, particularly by younger people and under-represented groups. In 2021, a new short-video production line was launched, working with subjects around the globe to remotely highlight their work, with 50-plus such social-media videos produced in nine months. Together with a new Instagram presence, the debut of WIPO podcasts (WIPODs), increased use of the new WIPO multimedia studio and a range of other new efforts, WIPO's social-media and global press presences grew rapidly during the biennium, with Twitter and LinkedIn both surpassing the 100,000-follower milestones, indicating a widening global interest in WIPO and the use of IP for national, economic and cultural growth. WIPO's presence on Facebook also recorded all-time highs, with a growth of over 50 per cent in content "likes" over the course of the biennium, as compared to 2018/19.

WIPO's Global Facebook Followers



Global press coverage of WIPO's programs and activities included mentions by major news outlets, such as *The New York Times*, *The Hindu*, CGTN, *Straits Times*, worldwide press agencies including Reuters, the Associated Press, *Agence France-Presse*, *Agencia EFE*, Bernama, *Deutsche Presse-Agentur*, as well as a wide range of premium regional and national-level media, with 95 per cent of coverage being positive or neutral.

Despite the unprecedented circumstances surrounding the COVID-19 pandemic, the 2020 World IP Day campaign - *Innovate for a Green Future* - saw record levels of engagement recording a year-on-year increase of 88 per cent with over 165,000 unique page views of the website. The interest in the World IP Day continued to grow with the 2021

campaign - *IP and SMEs: Taking your ideas to market*, with over 320,000 unique page views of the website, a further 95 per cent year-on-year increase, and virtual events reported in over 100 countries.

WIPO publications and the website continued to be valued sources of content with 24 per cent growth to 4.1 million downloads and 40 per cent growth to 98.4 million unique page views in 2021 respectively, as compared to 2019. With the objective to foster greater promotion of multilingualism, the first pilot for “on-the-fly” machine translation was launched for some of the IP advantage case studies on the WIPO website, translating content from English into the other five official UN languages, with an average satisfaction ratio of over 70 per cent.

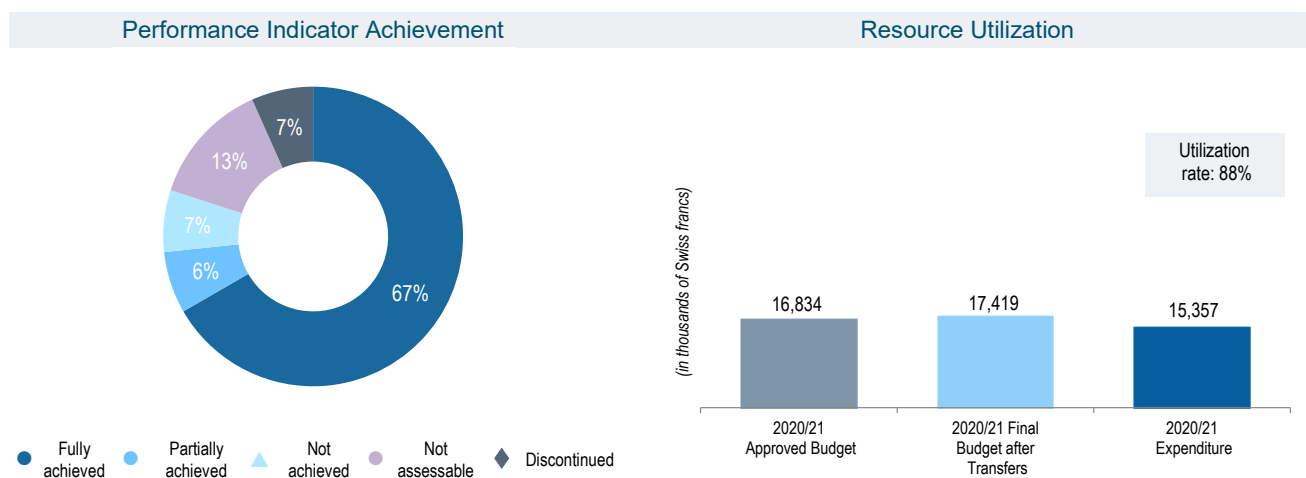
WIPO’s Customer Satisfaction Index (CSI), which measures customer satisfaction with WIPO’s services, remained stable in 2020/21, even in the face of the unprecedented challenges imposed by the pandemic. For the first time, the measurement of satisfaction included the assessment of all three of WIPO’s global IP Systems – the PCT, Madrid and the Hague – as well as the WIPO IP Portal-related services.



WIPO’s network of External Offices (EOs) continued to function as an integral part of the Organization, bringing WIPO’s services and cooperation closer to Member States, stakeholders and partners thus enhancing efficiency and effectiveness of program delivery, as well as responding to the specific needs and priorities of the countries and/or regions they serve. In 2020, the External Office in Nigeria became fully operational and work began in enhancing relationships with relevant Government Authorities and key IP stakeholders.

PROGRAM 19 Communications

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program19.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Reputational damage through negative publicity can cause significant harm to the credibility of the Organization and the WIPO brand and could adversely affect business and staff morale.	The risk increased slightly during the biennium, owing to the impact of the pandemic.	The mitigation strategies, including proactive provision of information and active responses to press and social media coverage, were effective.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	11,206	12,514	10,837
VIII.2 Improved service orientation and responsiveness to inquiries	5,628	4,905	4,520
Total	16,834	17,419	15,357

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

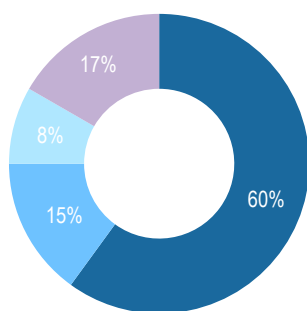
Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	14,170	12,837	11,305	88%
Non-personnel Resources	2,664	4,582	4,052	88%
Total	16,834	17,419	15,357	88%

PROGRAM 20 External Relations, Partnerships and External Offices



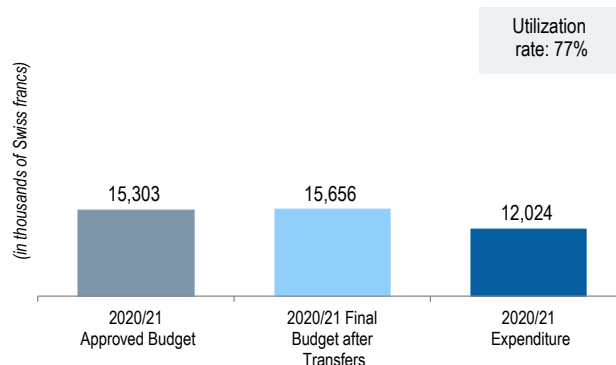
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program20.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Multilateral negotiations and meetings do not adequately consider WIPO's role.	The risk remained stable throughout the biennium.	WIPO's active engagement in major intergovernmental processes and its network of contacts with different IGO Secretariats effectively mitigated the risk.	The effective risk mitigation resulted in positive performance.
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	The onset of the pandemic and the resulting national conditions caused an increased risk exposure during the biennium.	Continuous and structured engagement with the External Office network was sustained and intensified. Existing coordination mechanisms were utilized and extended to connect colleagues from across Headquarters with all Offices to ensure the provision of all necessary support, from IT and health and safety to program implementation expertise.	The coordination and functioning of all Offices continued throughout the biennium with minimal disruption resulting in no adverse impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	704	681	487
II.1 Wider and more effective use of the PCT system for filing international patent applications	519	751	511
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	701	656	588
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	562	648	568
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	162	234	214
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	25	185	164
III.1 National IP strategies and plans consistent with national development objectives	-	161	141
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	3,599	2,594	1,532
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	397	502	442
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	54	57	55
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	595	613	538
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	1,181	1,829	1,393
VIII.2 Improved service orientation and responsiveness to inquiries	1,433	1,502	1,184
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	1,342	1,429	963
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,029	3,814	3,245
Total	15,303	15,656	12,024

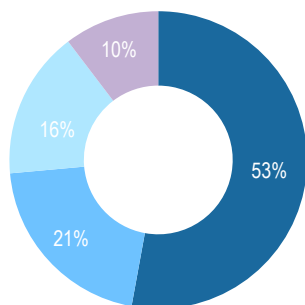
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	10,835	11,396	10,104	89%
Non-personnel Resources	4,468	4,260	1,920	45%
Total	15,303	15,656	12,024	77%

Strategic Goal IX EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

Performance Dashboard

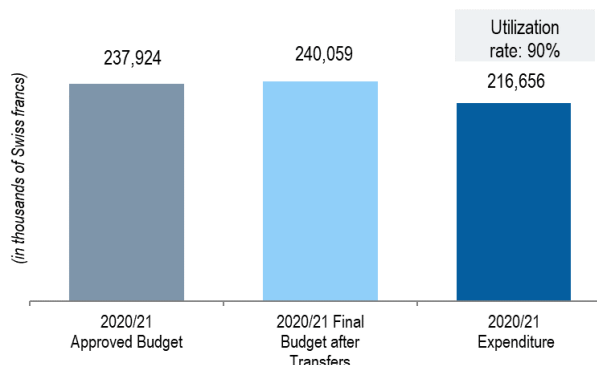
Performance Indicator Achievement



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

Contributing Programs: Programs 21, 22, 23, 24, 25, 26, 27, 28

Resource Utilization



Key Accomplishments

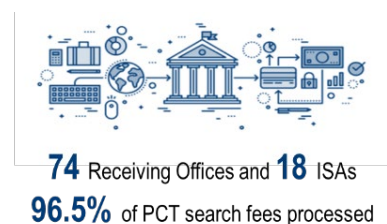
The impact of the COVID-19 pandemic presented unprecedented challenges in relation to the implementation of WIPO's programs within the framework of the approved Program and Budget for the biennium 2020/21. In response, the WIPO Secretariat adapted its work processes to ensure continued delivery of its IP services and program of work.



Orchestrated under the leadership of the Crisis Management Team, the Organization managed an unprecedented move to fully-remote working in a matter of weeks, allowing it to run at 90 per cent productivity three weeks after the beginning of the crises. Other examples of adaptation included the transition from physical to virtual/hybrid meetings, the implementation of new technologies and innovative technical solutions across all Divisions, the adaptation and digitization of processes and decision making procedures, and the provision of medical and psychosocial support to staff in need.

WIPO also published an online Crisis Management Dashboard in April 2020, allowing Member States to monitor the Organization's operations during the COVID-19 pandemic. The Dashboard provides monthly updates on the demand for WIPO's services, productivity, and evolution of its income and expenditure.

A comprehensive Information Assurance strategy was implemented over the period 2016-2021. The strategy resulted in the strengthening of WIPO's Cybersecurity posture with an improved capability to rapidly detect and respond to WIPO's threat environment, and allowing the Organization to prioritize and direct risk remediation efforts more efficiently.



The roll out of the Fee Transfer Service continued throughout the biennium reaching 74 PCT Receiving Offices (an increase of 90 per cent as compared to end 2019) and 18 ISA's by the end of 2021, representing a coverage of 96.5 per cent of PCT search fees volume. This expansion has led to the virtual elimination of claims, enabled process efficiencies in the administration of cash transfers, and improved management of currency exchange rate gains/losses related to search fee transfers.

Procurement activities continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in cost avoidance of more than 9 million Swiss francs in 2020/21, despite the disruption caused by the pandemic.

The WIPO IP Portal continued to be further developed throughout the biennium, with, *inter alia*, the integration of 12 additional WIPO applications, the migration of nine applications into the common look and feel, the deployment of a new version of the IP Portal pages with new and improved functionalities that improve the user experience, and the

introduction of live chat as a new customer support channel. Other major milestones included the deployment and implementation of an enterprise-oriented data analytics platform, the implementation of a web analytics solution that enables customer journey mapping across all applications and the development of Customer Analytics use cases which showcase the potential to increase operational efficiency.

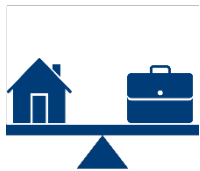
Results Based Management (RBM) reached a higher level of maturity at the end of 2021, and was an enabler for the design and implementation of the Director General's vision and key strategies, including the transformation of the Organization's Strategic Framework, which was restructured under four Strategic Pillars and the Foundation. The Medium Term Strategic Plan (MTSP) for 2022-2026 was reviewed by the Program and Budget Committee (PBC) and endorsed by Member States in 2021. The Organization's Program of Work and Budget for 2022/23 was restructured to move from a Program-based structure to a more strategic Sector-based structure, with a significantly reduced set of organizational Expected Results and KPIs.

Centered on an impact-based, strategic approach for the delivery of language services, the adoption of the Revised Language Policy in 2021 will foster greater promotion of multilingualism through embracing the evolving ways in which stakeholders access, receive and use information, and leveraging opportunities emerging from AI-based technologies. The implementation of the Revised Policy on Languages will be broken down into three phases, starting from 2022.

A new HR Strategy for 2022-2026 was developed over the course of 2021 and will provide the basis for transforming WIPO's human resource policies and practices over the coming five years. The Strategy outlines the work that will be undertaken to contribute to the development of a new organizational culture, the improvement of organizational agility, the further development of talent through learning and career development as well as the further enhancement of staff engagement and well-being.



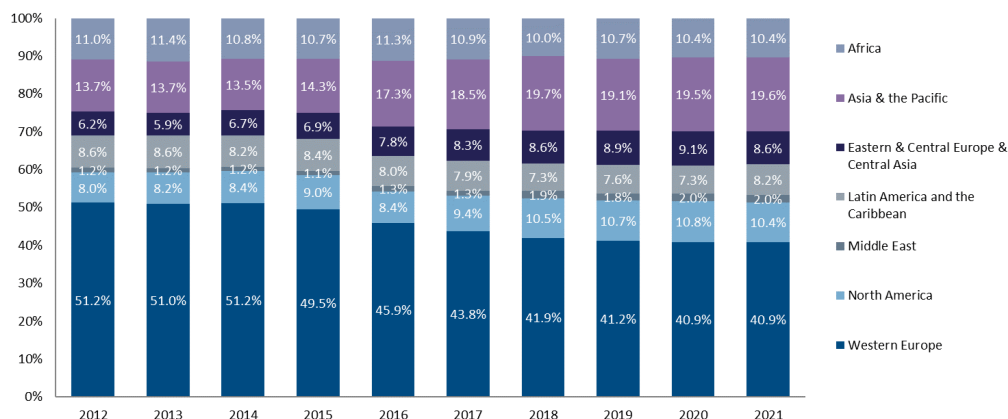
Of particular note, in October 2021, WIPO launched a new initiative – [the Young Experts Program \(YEP\)](#) - aimed at forging the next generation of intellectual property leaders. The two-year program hosted at WIPO is designed to expose young people with high potential, particularly from developing and least developed countries as well as countries in transition, to the technical and policy aspects of IP. The program aims to gear them up for leadership positions within the innovation and creative ecosystems of their home countries and regions. The first Young Experts cohort will join WIPO in early 2022.



Staff well-being and work-life balance remained at the heart of new initiatives. A reassessment of WIPO's working practices resulted in the introduction of a new hybrid work policy supporting office and remote working arrangements. In addition, significant revisions were also made to the parental leave policy having positive effects on staff engagement, gender equality and inclusion, and in making WIPO an employer of choice.

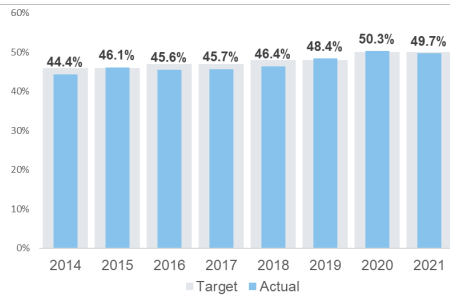
Due in part to the Focal Point Initiative, WIPO's geographical diversity continued to evolve during the 2020/21 biennium. The proportion of staff members from the Asia and the Pacific region, Latin America and the Caribbean, as well as the Middle East slightly increased as compared to 2019, while the percentage of staff members from Western Europe continued to decrease.

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

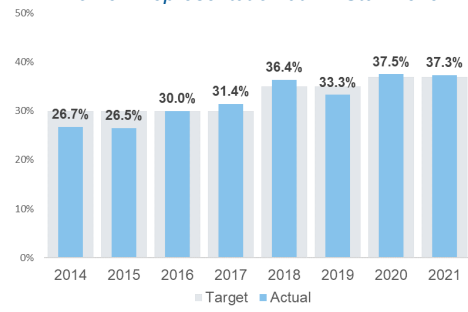


In its commitment to achieving gender balance at all staff levels, WIPO met the gender parity target set for the D1 level. The target at the P4 level was surpassed in 2020, but saw a slight dip in 2021.

Women Representation at P4 Staff Level

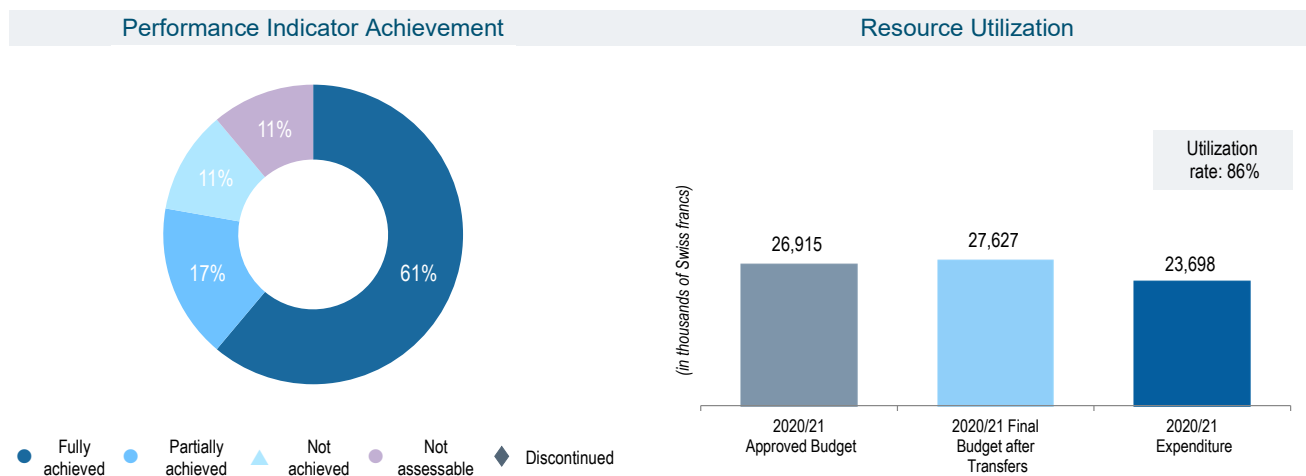


Women Representation at D1 Staff Level



PROGRAM 21 Executive Management

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program21.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	The onset of the pandemic and the resulting national conditions caused an increased risk exposure during the biennium.	Continuous and structured engagement with the External Office network was sustained and intensified. Existing coordination mechanisms were utilized and extended to connect colleagues from across Headquarters with all Offices to ensure the provision of all necessary support, from IT and health and safety to program implementation expertise.	The coordination and functioning of all Offices continued throughout the biennium with minimal disruption resulting in no adverse impact on performance.
WIPO's effective engagement with Member States is of paramount importance to the achievement of timely results. At risk is reduced progress in WIPO's inter-governmental processes, including in normative discussions, and increased cost or extended schedules for implementing related Programs. As the international rule-making body for IP, such a situation would negatively impact WIPO's credibility.	The risk materialized in 2020/21 due to the impact of COVID-19-related restrictions, which resulted in the disruption of multilateral negotiations and discussions.	While the mitigation measures for continued close, trusted and transparent coordination between the Secretariat and Member States continued, these were necessarily limited since many intergovernmental processes were virtual and truncated and therefore allowed little negotiations on substantive matters.	The risk materialized, and the mitigation strategies were partially successful. However, inter-governmental processes were negatively affected in 2020/21 mainly as a consequence of the COVID-19 pandemic.

Resource Utilization

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

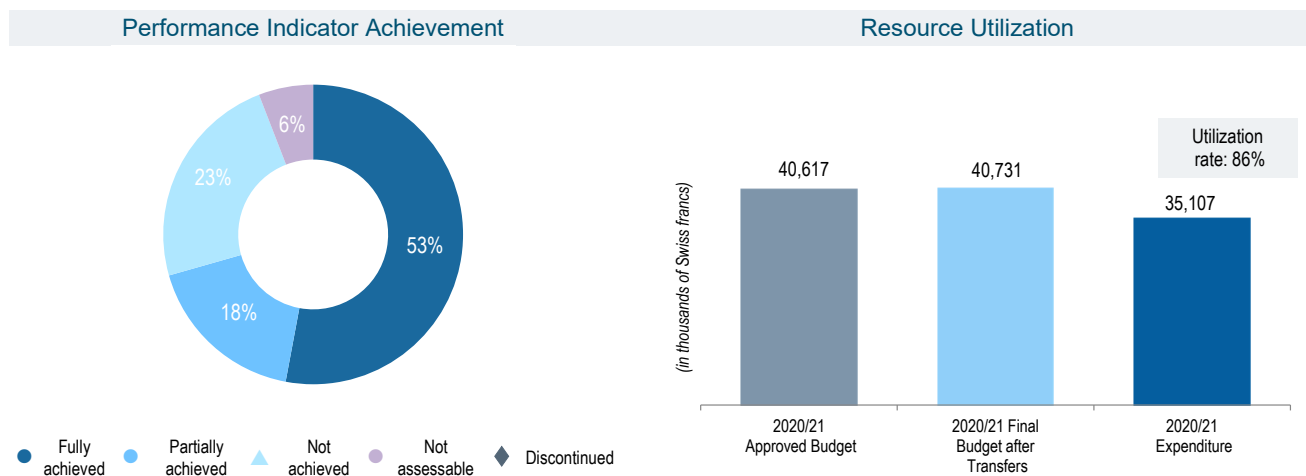
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	565	610	547
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,241	1,317	1,000
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	951	959	772
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	340	1,399	1,332
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	130	83	70
VIII.3 Effective engagement with Member States	8,193	8,607	7,515
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,131	454	399
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	6,740	8,035	7,007
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	6,230	4,624	3,715
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,394	1,540	1,341
Total	26,915	27,627	23,698

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	21,810	22,109	20,996	95%
Non-personnel Resources	5,105	5,519	2,702	49%
Total	26,915	27,627	23,698	86%

PROGRAM 22 Program and Resource Management

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program22.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
There is a risk that the value of some or all of the investments made under the investment strategies that were approved by Member States for operating, core and strategic cash pools could decrease, either temporarily or permanently, which could result in a reduction in net assets (reserves). The potential for a greater loss will be higher as the cash holdings in each of these cash pools increase over time.	In the context of an uncertain global economic landscape, the risks of greater losses increased throughout the biennium, principally owing to the increased portfolio size. Additionally, the risk probability increased due to the reduction of the thresholds protecting the Organization against negative interest rates.	The diversification of investments and the close monitoring of the ACI protected the portfolios from significant adverse impact from movements in the value of any one asset class. Regular monitoring of the portfolios enabled rebalancing on a timely basis. Negotiations concerning interest rate thresholds and careful selection of banking products reduced the negative interest impact. Member States were informed regularly about the portfolio performance, which proved effective in ensuring greater transparency with regard to investment activity.	The impact on performance was managed in a transparent manner and within the guidelines approved by Member States for operating, core and strategic cash pools. Risks associated with core and strategic portfolios were minimized, while the Organization outperformed the benchmark for operating cash.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	18,688	19,397	16,016
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	18,515	17,946	16,248
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,564	1,549	1,419
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,850	1,839	1,424
Total	40,617	40,731	35,107

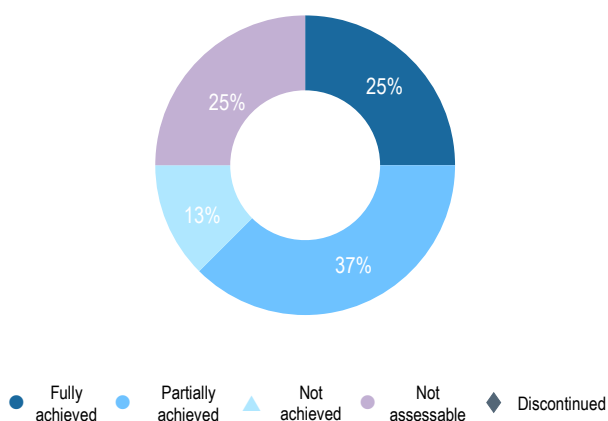
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	25,602	25,783	24,213	94%
Non-personnel Resources	15,015	14,948	10,895	73%
Total	40,617	40,731	35,107	86%

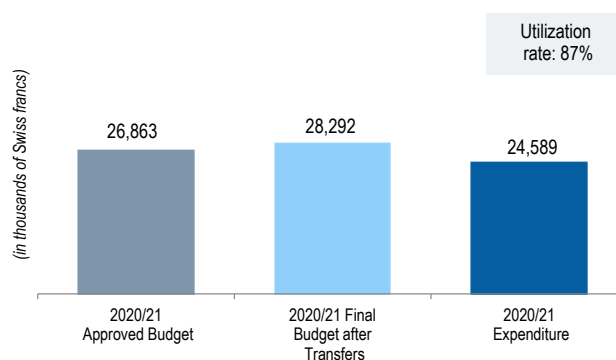
PROGRAM 23 Human Resources Management and Development

Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program23.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
WIPO's business needs and operations continue to evolve, reflecting a change in required job profiles, especially for language and technology related skills and expertise. Competitiveness in recruitment capabilities is critical in these areas of global skill shortages, and the UN common system's approach can represent hindrances to securing the right skills within the timeframes required. A further constraint may be posed by the Organization's inability to address profile changes at the pace required as a result of the implementation of the new retirement policy.	The risk did not materialize during the biennium.	The risk was effectively mitigated including through targeted outreach, use of executive search firms and of targeted recruitment incentives as well as through re-profiling of certain roles.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

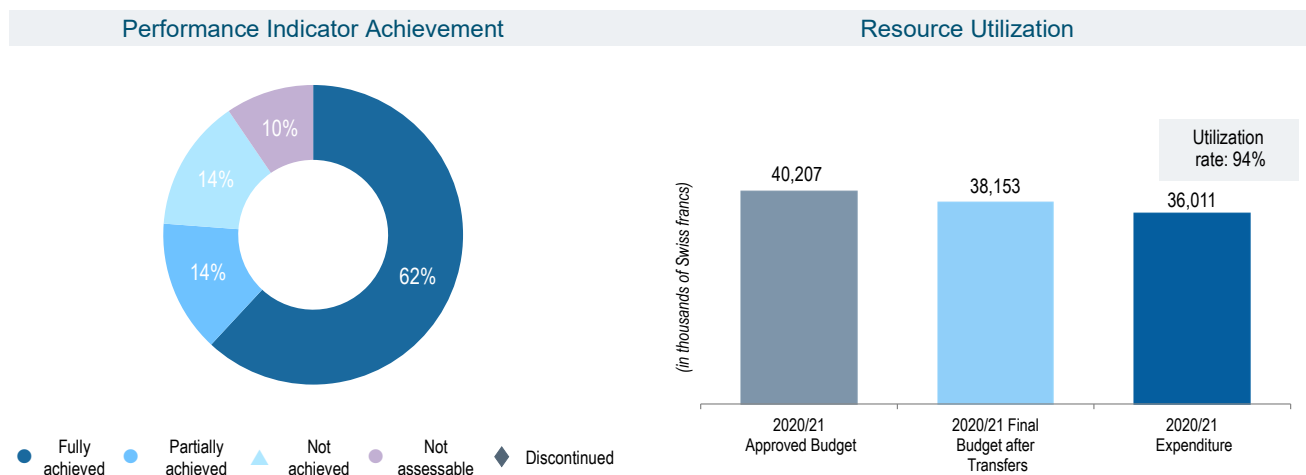
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,786	12,992	12,507
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	14,077	15,300	12,082
Total	26,863	28,292	24,589

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	21,249	20,934	19,046	91%
Non-personnel Resources	5,614	7,358	5,543	75%
Total	26,863	28,292	24,589	87%

PROGRAM 24 General Support Services

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program24.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Targeted efficiencies in the area of travel are not achieved due to under-optimized travel processes and/or external political factors.	The risk remained stable throughout the biennium.	The optimization and streamlining of travel-related processes through the implementation of the new travel tool, TAM as well as the removal or reduction of paper processes effectively mitigated the risk.	Some targeted efficiencies were achieved, however, the impact of the COVID-19 pandemic on the airline industry resulted in limited progress in this area.
Procurement and contract management processes underperform with relation to transparency, provision of value, or compliance.	This risk remained stable throughout the biennium.	Enhanced criteria to assess supplier performance: (i) clarification of duties and responsibilities; (ii) registration of Contract Managers as a formal designation in AIMS; and (iii) implementation of systematic Vendor Performance Reviews, which strengthened contract managers' control and effectively mitigated the risk.	The effective mitigation allowed the Organization to promptly identify problems with suppliers and implement timely and effective solutions, resulting in no adverse impact on performance.
Loss of safe access to, or inability to occupy, one or more buildings for a period of at least 7 days due to major building infrastructure breakdown.	The risk remained stable throughout the biennium.	The mitigation plan to ensure periodic verification of all key technical installations and regular assessments of maintenance measures was effective in preventing the risk from materializing.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

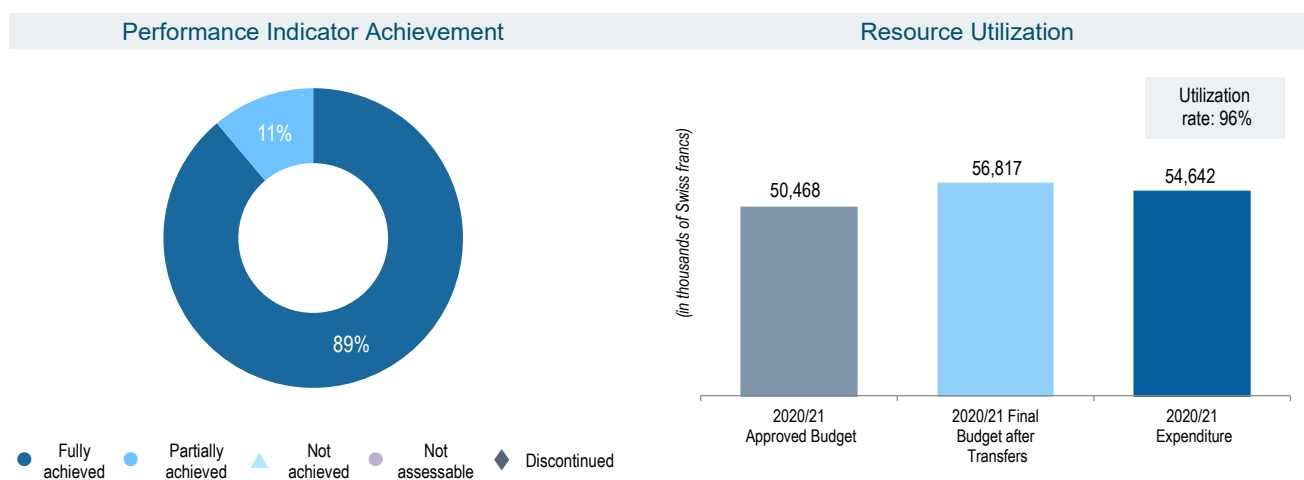
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	2,080	2,034	1,792
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	37,248	34,867	33,166
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	-	223	213
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	879	1,029	840
Total	40,207	38,153	36,011

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	17,424	17,361	17,279	100%
Non-personnel Resources	22,783	20,792	18,732	90%
Total	40,207	38,153	36,011	94%

PROGRAM 25 Information and Communication Technology

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program25.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Critical information systems experience unacceptable levels of interruption, resulting in a negative impact on the key activities of the Organization, including, <i>inter alia</i> , loss of vital records, filing data and reputational damage for the Organization.	The risk did not materialize during the biennium.	The validation of performance of systems through the annual ICT Service Continuity test contributed to the effective mitigation of the risk.	There was no adverse impact on performance.
With the migration of WIPO's IT business applications to the cloud, there is a potential overlap of service provision and related costs between the UN International Computing Centre (UNICC) and WIPO's cloud service provider.	The risk increased during the biennium because of the overlap of service provision.	While the close collaboration with UNICC was effective, the timely migration of systems was partly effective. Member State consultations continue as part of the mitigation strategy.	There was no adverse impact on performance.

Resource Utilization

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

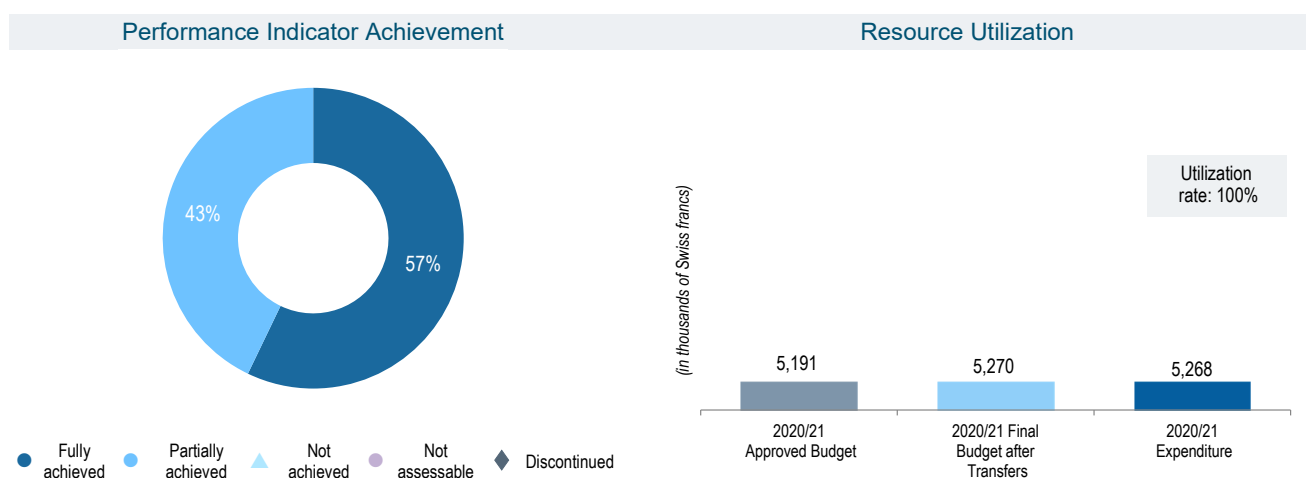
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	50,468	56,817	54,642
Total	50,468	56,817	54,642

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	14,294	15,118	14,610	97%
Non-personnel Resources	36,174	41,699	40,031	96%
Total	50,468	56,817	54,642	96%

PROGRAM 26 Internal Oversight

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program26.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Internal oversight activity is perceived to be or is not wholly objective and independent; impartiality and credibility of the work and trust in the oversight function is diminished.	The risk remained stable throughout the biennium.	Actions including adherence to the Internal Oversight Charter, periodic scheduled reporting to the IAOC and to the General Assembly of WIPO, and external assessment of the independence of the Oversight function were effective.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	5,191	5,270	5,268
Total	5,191	5,270	5,268

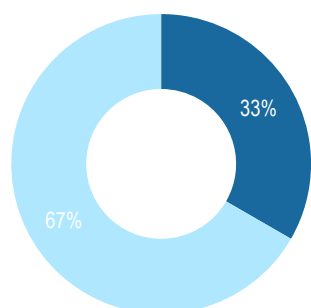
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	4,356	4,472	4,638	104%
Non-personnel Resources	835	799	629	79%
Total	5,191	5,270	5,268	100%

PROGRAM 27 Conference and Language Services

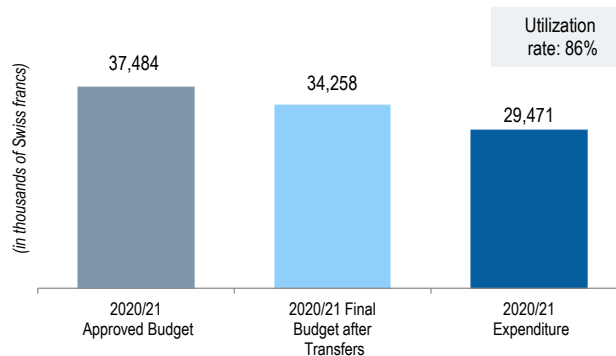
Program Dashboard

Performance Indicator Achievement



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

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program27.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Provision of interpretation services is compromised resulting in meeting disruption due to reliance on external interpreters and a scarcity of such skills and services in Geneva.	The risk increased slightly over the biennium as the scarcity of interpreters became greater due to COVID-19.	The mitigation strategy to provide potential interpretation surge capacity in line with needs was effective in ensuring the engagement of freelance interpreters for all the meetings in 2020/21. The use of hybrid and virtual conferencing platforms during the pandemic, however, introduced greater complexity to the provision of interpretation services and to the management of associated costs.	There was no adverse impact on performance.
The migration to the new conference management system causes unanticipated issues for meeting participants, affecting service delivery.	The risk remained stable throughout the biennium, noting that the date for migration was postponed.	The mitigation actions to: (i) conduct extensive testing and change management prior to external launch; and (ii) run the legacy tools in parallel as back-up remained valid and will be applied upon migration.	Due to the postponed migration to the conference management system, the risk did not materialize, and there was no adverse impact on performance.

Resource Utilization

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

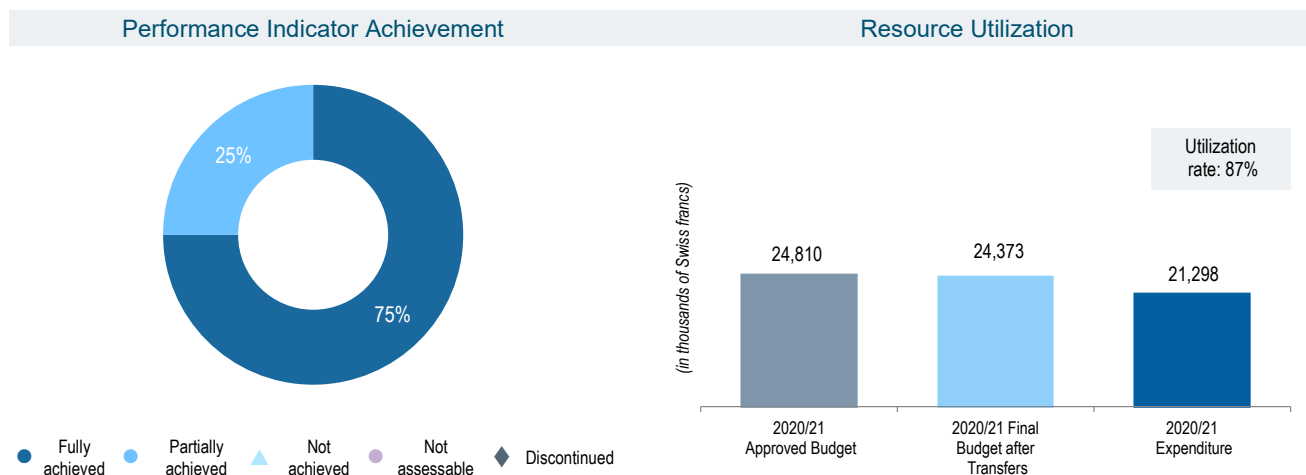
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	37,484	34,258	29,471
Total	37,484	34,258	29,471

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	27,028	24,604	21,195	86%
Non-personnel Resources	10,456	9,654	8,276	86%
Total	37,484	34,258	29,471	86%

PROGRAM 28 Information Assurance, Safety, and Security

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program28.pdf>



Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
Like other organizations, WIPO is exposed to the risk of cyber-attacks and the risk of malicious or accidental breach of data leading to unauthorized disclosure or misuse of WIPO's confidential information, or disruption of business operations. Such an event can potentially impact WIPO's reputation as a trusted advisor and service provider to its membership and clients.	The risk remained stable throughout the biennium.	The benefits realized from the implementation and closure of the Information Assurance Strategy ensured the effectiveness of risk mitigation.	The risk was effectively mitigated, and there was no negative impact on performance.
WIPO is accountable to protect the information assets and entrusted to it, as well as its own. With the move to the cloud, there is an increased reliance on external service providers and with that, a resultant increase in the risk of an unauthorized access, modification, or loss of data.	The risk remained stable throughout most of the biennium but materialized to a small extent at the end of the biennium.	Overall, the mitigation provided by WIPO's service provider policy was effective in managing this risk. The mitigation measures along with the support of the WIPO ICT teams were effective in containing the incident.	The overall impact to WIPO's performance was negligible.
Risk of a terrorist attack against WIPO.	The risk exposure was reduced given that travel, conferences and events were limited due to the COVID-19 pandemic.	The mitigation of continuously monitoring security events and security risk assessments, as well as implementing security threat information briefings and updates on developing global, regional, national or local threats was effective.	The risk was effectively mitigated, and there was no negative impact on performance.

Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020/21 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	2,309	2,916	2,343
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	22,501	21,457	18,955
Total	24,810	24,373	21,298

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

Cost Category	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources	5,622	6,291	6,470	103%
Non-personnel Resources	19,188	18,082	14,829	82%
Total	24,810	24,373	21,298	87%

III. ANNEXES

ANNEX I Expenditure by Expected Result and Program in 2020/21

(in thousands of Swiss francs)

Expected Result	Program																																TOTAL
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32		
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,058	1,357	2,516	2,701														231		547									803			10,213	
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,325	1,349	2,236						1,113	585							444	414		487	1,000											8,952	
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations		667																														667	
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	191																															191	
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs					22,268				518	1,105										511												24,402	
II.2 Improved productivity and service quality of PCT operations					178,918																												178,918
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs									500	572										588										5,342		7,003	
II.4 Improved productivity and service quality of the Hague operations																														9,618		9,618	
II.5 Wider and more effective use of the Madrid system, including by developing countries and LDCs						10,559			881	688										568												12,696	
II.6 Improved productivity and service quality of Madrid operations						43,957																										43,957	
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods								4,135	211	486										214												5,047	
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs								7,482																								7,482	
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs									195	119										164										633	1,111		
II.10 Improved productivity and service quality of Lisbon operations																														697	697		
III.1 National IP strategies and plans consistent with national development objectives									4,864	1,053										141												6,057	
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		989	1,750	1,978				253	4,535	1,497	13,144		553			1,716	2,141		1,532	772								1,599			32,459		
III.3 Mainstreaming of the DA recommendations in the work of WIPO								2,471	604																							3,075	
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs			3,353						3,860	539																						7,752	
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation									1,779					182															3,339			5,301	
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world													7,166																			7,166	
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity				299					2,977				7,346	7,033						442	1,332										19,428		

Expected Result	Program																																TOTAL	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32			
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases													2,391																				2,391	
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration			4,430						1,180				88		11,140					55													16,892	
V.1 Wider and better use of WIPO IP statistical information																2,766																	2,766	
V.2 Wider and better use of WIPO economic analysis in policy formulation																5,080																		5,080
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda																	699	444															1,143	
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP																	863	132															995	
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges				2,392	148													2,464		538													5,542	
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role				32																10,837	1,393	70											12,332	
VIII.2 Improved service orientation and responsiveness to inquiries																				4,520	1,184												5,704	
VIII.3 Effective engagement with Member States																						7,515											7,515	
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders																		44		963													1,007	
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations																		367	3,245	399			1,792										5,803	
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																					7,007	16,016	12,507	33,166	54,642		29,471	2,343				155,152		
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																						3,715	16,248	12,082	213							32,258		
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																						1,341	1,419										2,760	
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																								840				18,955						19,794
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																							1,424				5,268							6,692
TOTAL BY PROGRAM	3,574	4,362	16,710	5,125	201,186	54,516	11,618	2,723	23,219	6,643	13,144	7,166	9,824	7,768	11,140	7,845	3,723	6,236	15,357	12,024	23,698	35,107	24,589	36,011	54,642	5,268	29,471	21,298	5,740	14,961	1,330,676,018			

Note: 2020/21 Expenditure refers to actual expenditure pre-IPSAS adjustments.

ANNEX II Budget after Transfers by Program in 2020/21

(in thousands of Swiss francs)

Program	2020/21 Approved Budget	Transfers ¹			2020/21 Final Budget after Transfers	Transfers as % of Approved Budget of Receiving Program	Transfers as % of Total Approved Budget
		Transfers In	Transfers Out	Total Net Transfers			
1 Patent Law	6,177	301	(411)	(110)	6,067	-1.8%	-0.0%
2 Trademarks, Industrial Designs and Geographical Indications	5,418	505	(189)	315	5,733	5.8%	0.0%
3 Copyright and Related Rights	17,287	3,278	(717)	2,562	19,848	14.8%	0.3%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,280	141	(496)	(355)	6,925	-4.9%	-0.0%
5 The PCT System	222,079	806	(1,244)	(438)	221,640	-0.2%	-0.1%
6 Madrid System	62,551	479	(3,592)	(3,113)	59,438	-5.0%	-0.4%
7 WIPO Arbitration and Mediation Center	12,924	764	(51)	713	13,637	5.5%	0.1%
8 Development Agenda Coordination	3,774	496	(111)	385	4,160	10.2%	0.1%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	29,562	72	(772)	(700)	28,862	-2.4%	-0.1%
10 Transition and Developed Countries	9,021	385	(1,041)	(656)	8,365	-7.3%	-0.1%
11 The WIPO Academy	13,402	329	(28)	302	13,703	2.2%	0.0%
12 International Classifications and Standards	7,345	80	(11)	70	7,415	0.9%	0.0%
13 Global Databases	10,969	962	(962)	0	10,969	0.0%	0.0%
14 Services for Access to Information and Knowledge	7,862	1,362	(1,358)	4	7,866	0.0%	0.0%
15 Business Solutions for IP Offices	14,695	1,105	(2,778)	(1,674)	13,021	-11.4%	-0.2%
16 Economics and Statistics	7,667	560	(121)	438	8,106	5.7%	0.1%
17 Building Respect for IP	4,781	-	(49)	(49)	4,732	-1.0%	-0.0%
18 IP and Global Challenges	5,008	1,591	(133)	1,458	6,466	29.1%	0.2%
19 Communications	16,834	1,017	(432)	585	17,419	3.5%	0.1%
20 External Relations, Partnerships and External Offices	15,303	696	(343)	353	15,656	2.3%	0.0%
21 Executive Management	26,915	1,485	(773)	712	27,627	2.6%	0.1%
22 Program and Resource Management	40,617	644	(530)	114	40,731	0.3%	0.0%
23 Human Resources Management and Development	26,863	1,922	(493)	1,430	28,292	5.3%	0.2%
24 General Support Services	40,207	566	(2,619)	(2,054)	38,153	-5.1%	-0.3%
25 Information and Communication Technology	50,468	6,558	(209)	6,349	56,817	12.6%	0.8%
26 Internal Oversight	5,191	116	(36)	79	5,270	1.5%	0.0%
27 Conference and Language Services	37,484	307	(3,533)	(3,226)	34,258	-8.6%	-0.4%
28 Information Assurance, Safety and Security	24,810	669	(1,106)	(437)	24,373	-1.8%	-0.1%
30 SMEs and Entrepreneurship Support	6,566	1,173	(626)	547	7,113	8.3%	0.1%
31 The Hague System	13,214	2,684	(149)	2,534	15,749	19.2%	0.3%
32 Lisbon System	1,420	-	(5)	(5)	1,415	-0.4%	-0.0%
Unallocated	14,707	7,358	(13,489)	(6,132)	8,575	-	-
TOTAL	768,401	38,409	(38,409)	-	768,401	-	-

¹WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 5.5: "The Director General may make transfers from one program of the program and budget to another for any given financial period, up to the limit of 5 per cent of the amount corresponding to the biennial appropriation of the receiving program, or to 1 per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the services."

ANNEX III Budget after Transfers and Resource Utilization by Expected Result in 2020/21

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure			Final Budget after Transfers vs. Expenditure	Budget Utilization	
			Personnel	Non- Personnel	Total			
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	14,368	14,336	8,187	2,025	10,213	(4,123)	71%
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	10,589	11,893	7,977	976	8,952	(2,941)	75%
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	770	781	667	-	667	(114)	85%
I.4	Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	330	338	189	2	191	(147)	56%
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	30,653	30,789	23,288	1,114	24,402	(6,387)	79%
II.2	Improved productivity and service quality of PCT operations	194,105	193,502	99,021	79,897	178,918	(14,584)	92%
II.3	Wider and more effective use of the Hague system, including by developing countries and LDCs	6,134	7,380	6,410	594	7,003	(377)	95%
II.4	Improved productivity and service quality of the Hague operations	9,122	10,266	7,051	2,567	9,618	(648)	94%
II.5	Wider and more effective use of the Madrid system, including by developing countries and LDCs	15,477	15,353	8,107	4,589	12,696	(2,657)	83%
II.6	Improved productivity and service quality of Madrid operations	49,473	46,460	34,435	9,522	43,957	(2,502)	95%
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	5,636	6,099	4,468	579	5,047	(1,052)	83%
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs	8,189	8,604	4,930	2,553	7,482	(1,122)	87%
II.9	Wider and more effective use of the Lisbon system, including by developing countries and LDCs	928	1,296	1,056	55	1,111	(184)	86%
II.10	Improved productivity and service quality of Lisbon operations	598	718	616	81	697	(21)	97%
III.1	National IP strategies and plans consistent with national development objectives	7,698	7,505	5,272	785	6,057	(1,448)	81%
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	39,331	38,850	23,294	9,165	32,459	(6,391)	84%
III.3	Mainstreaming of the DA recommendations in the work of WIPO	3,824	4,338	2,709	366	3,075	(1,264)	71%
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	9,473	9,530	6,620	1,132	7,752	(1,778)	81%
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	6,498	6,580	4,388	913	5,301	(1,279)	81%
IV.1	Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	7,345	7,415	5,522	1,643	7,166	(249)	97%

Expected Result	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure			Final Budget after Transfers vs. Expenditure	Budget Utilization
			Personnel	Non-Personnel	Total		
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	21,350	21,159	16,202	3,226	19,428	(1,730)	92%
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,385	2,552	2,322	69	2,391	(162)	94%
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration	18,771	19,674	10,068	6,825	16,892	(2,782)	86%
V.1 Wider and better use of WIPO IP statistical information	3,140	2,892	2,640	125	2,766	(126)	96%
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,527	5,213	4,071	1,008	5,080	(134)	97%
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	1,676	1,641	1,132	11	1,143	(498)	70%
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	1,081	1,103	970	25	995	(108)	90%
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	5,781	5,831	3,776	1,766	5,542	(290)	95%
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	12,517	14,479	9,389	2,943	12,332	(2,147)	85%
VIII.2 Improved service orientation and responsiveness to inquiries	7,061	6,407	3,688	2,016	5,704	(703)	89%
VIII.3 Effective engagement with Member States	8,193	8,607	6,314	1,201	7,515	(1,092)	87%
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	1,342	1,473	984	24	1,007	(465)	68%
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	7,404	6,700	4,993	809	5,803	(897)	87%
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	165,723	169,281	76,645	78,506	155,152	(14,130)	92%
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	38,822	38,093	26,197	6,061	32,258	(5,835)	85%
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	2,958	3,089	2,138	623	2,760	(328)	89%
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	23,379	22,487	6,395	13,399	19,794	(2,692)	88%
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	7,041	7,109	5,584	1,108	6,692	(417)	94%
Unallocated	14,707	8,575	-	-	-	(8,575)	-
TOTAL	768,401	768,401	437,717	238,301	676,018	(92,383)	88%

Note: 2020/21 Expenditure refers to actual expenditure pre-IPSAS adjustments.

ANNEX IV Estimated Income for 2020 and 2021

(in thousands of Swiss francs)

Income	2020 Income Estimates ¹			2020 Updated Estimates ²			Updated Estimates vs. Income Estimates	
	2020	2021	2020/21	2020	2021	2020/21	Amount	%
Income on accrual basis								
Fees								
PCT	327,230	338,346	665,575	356,190	362,300	718,490	52,915	8.0%
Madrid	79,375	82,663	162,039	76,680	84,040	160,720	(1,319)	-0.8%
Hague	6,067	6,572	12,639	5,730	5,570	11,300	(1,339)	-10.6%
Lisbon	25	25	50	25	25	50	-	-
<i>Sub-total</i>	<i>412,697</i>	<i>427,606</i>	<i>840,303</i>	<i>438,625</i>	<i>451,935</i>	<i>890,560</i>	<i>50,257</i>	<i>6.0%</i>
Income on a cash basis								
Contributions (unitary)	17,377	17,377	34,754	17,377	17,377	34,754	-	-
Arbitration	1,650	1,650	3,300	1,650	1,650	3,300	-	-
Publications	384	384	767	384	384	767	-	-
Miscellaneous Income ³	1,822	1,822	3,645	1,822	1,822	3,645	-	-
<i>Sub-total</i>	<i>21,233</i>	<i>21,233</i>	<i>42,466</i>	<i>21,233</i>	<i>21,233</i>	<i>42,466</i>	<i>-</i>	<i>-</i>
Total Income after IPSAS adjustments	433,930	448,839	882,769	459,858	473,168	933,026	50,257	5.7%

¹ Income Estimates are based on the annual income table in Annex VII of the Program and Budget 2020/21.

² Updated estimates for the PCT, Madrid and the Hague Systems fees as per the October 2021 Forecast by the Chief Economist. All other income is estimated based on the annual budgets reflected in Annex VII of the Program and Budget 2020/21.

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

Note: Investment Revenue is not included in the income estimates for 2020/21

ANNEX V 2020 and 2021 Approved Budget and Budget after Transfers by Program

(in thousands of Swiss francs)

Programs	Approved Budget ¹			Final Budget after Transfers		
	2020	2021	2020/21	2020	2021	2020/21
1 Patent Law	3,046	3,131	6,177	2,895	3,171	6,067
2 Trademarks, Industrial Designs and Geographical Indications	2,676	2,742	5,418	2,644	3,090	5,733
3 Copyright and Related Rights	8,579	8,708	17,287	8,609	11,240	19,848
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,616	3,664	7,280	3,412	3,513	6,925
5 The PCT System	110,231	111,848	222,079	107,312	114,328	221,640
6 Madrid System	31,030	31,521	62,551	27,494	31,944	59,438
7 WIPO Arbitration and Mediation Center	6,390	6,533	12,924	6,317	7,320	13,637
8 Development Agenda Coordination	1,874	1,900	3,774	1,628	2,531	4,160
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	14,590	14,972	29,562	13,285	15,577	28,862
10 Transition and Developed Countries	4,446	4,575	9,021	4,290	4,075	8,365
11 The WIPO Academy	6,652	6,750	13,402	6,026	7,678	13,703
12 International Classifications and Standards	3,637	3,708	7,345	3,208	4,207	7,415
13 Global Databases	5,428	5,542	10,969	5,426	5,543	10,969
14 Services for Access to Information and Knowledge	3,894	3,969	7,862	3,447	4,419	7,866
15 Business Solutions for IP Offices	7,245	7,449	14,695	5,534	7,487	13,021
16 Economics and Statistics	3,760	3,907	7,667	3,839	4,266	8,106
17 Building Respect for IP	2,371	2,410	4,781	2,346	2,386	4,732
18 IP and Global Challenges	2,483	2,525	5,008	2,457	4,008	6,466
19 Communications	8,336	8,497	16,834	7,464	9,955	17,419
20 External Relations, Partnerships and External Offices	7,560	7,743	15,303	7,034	8,622	15,656
21 Executive Management	13,290	13,625	26,915	12,386	15,241	27,627
22 Program and Resource Management	20,144	20,473	40,617	17,413	23,318	40,731
23 Human Resources Management and Development	13,339	13,524	26,863	13,114	15,179	28,292
24 General Support Services	20,007	20,200	40,207	16,743	21,410	38,153
25 Information and Communication Technology	25,160	25,308	50,468	27,031	29,786	56,817
26 Internal Oversight	2,548	2,643	5,191	2,324	2,946	5,270
27 Conference and Language Services	18,586	18,899	37,484	16,329	17,929	34,258
28 Information Assurance, Safety and Security	12,359	12,451	24,810	10,887	13,486	24,373
30 SMEs and Entrepreneurship Support	3,248	3,318	6,566	2,755	4,358	7,113
31 The Hague System	6,540	6,674	13,214	7,670	8,078	15,749
32 Lisbon System	703	717	1,420	698	717	1,415
Unallocated	7,354	7,354	14,707	862	7,713	8,575
TOTAL	381,121	387,280	768,401	352,880	415,521	768,401

¹ Total Approved Budgets for 2020 and 2021 reflect the total annual budgets in Annex VII of the Program and Budget 2020/21.

ANNEX VI Summary of Results by Union

(in thousands of Swiss francs)

Key Financials	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
Income after IPSAS adjustments	36,084	35,556	667,565	721,831	164,345	161,422	13,995	13,481	779	(231)	882,768	932,059
Expenditure												
Direct Union	25,761	23,311	242,701	217,980	79,150	68,750	19,900	21,347	1,591	2,034	369,104	333,421
Direct Admin	12,750	11,383	117,630	99,496	56,206	47,379	11,786	12,262	846	1,032	199,218	171,552
<i>Sub-total, Direct</i>	38,511	34,693	360,332	317,476	135,357	116,129	31,686	33,609	2,437	3,066	568,322	504,973
Indirect Union	-	708	120,651	101,911	11,384	11,692	-	-	-	-	132,035	114,311
Indirect Admin	-	363	62,178	50,577	5,867	5,794	-	-	-	-	68,044	56,734
<i>Sub-total, Indirect</i>	-	1,071	182,828	152,488	17,251	17,486	-	-	-	-	200,079	171,045
Total Expenditure	38,511	35,765	543,160	469,964	152,607	133,615	31,686	33,609	2,437	3,066	768,401	676,018
IPSAS adjustment to expenditure	928	2,574	13,090	34,020	3,678	9,617	764	2,411	59	220	18,518	48,842
Total Expenditure after IPSAS adjustments	39,439	38,339	556,250	503,984	156,285	143,232	32,450	36,020	2,496	3,286	786,919	724,860
Operating Result	(3,355)	(2,782)	111,315	217,847	8,060	18,190	(18,455)	(22,539)	(1,717)	(3,517)	95,849	207,199
Reserve-Funded Projects		181		17,613		2,649		1,858		(8)		22,295
IPSAS adjustments to projects financed from reserves		(54)		(2,289)		(591)		(729)		-		(3,662)
Reserve-Funded Projects after IPSAS adjustments	-	128	-	15,324	-	2,059	-	1,129	-	(8)	-	18,632
Special accounts contributions												17,574
IPSAS adjustment to Special accounts contributions												(6,301)
Special accounts expenditures												12,410
IPSAS adjustment to Special accounts expenditures												(1,212)
Special accounts after IPSAS adjustments	-	-	-	-	-	-	-	-	-	-	-	75
Investment gains/(losses)	-	2,531	-	47,277	-	6,335	-	-	-	-	-	56,143
Surplus / (Deficit)	-	(379)	111,315	249,799	8,060	22,467	(18,455)	(23,668)	(1,717)	(3,509)	95,849	244,784
Net assets												
Net Assets as at December 31, 2019 - Actuarial Gains/(losses) excluded		26,370		427,233		75,532		(43,660)		(2,699)		482,777
Surplus / (Deficit)		(379)		249,799		22,467		(23,668)		(3,509)		244,709
Revaluation Reserve Surplus		99		1,277		361		91		8		1,836
Net Assets as at December 31, 2021 - Actuarial Gains/(losses) excluded		26,090		678,310		98,359		(67,236)		(6,200)		729,323
Actuarial Gains/(Losses) through Net Assets as at December 31, 2021		(14,826)		(228,273)		(62,684)		(13,854)		(1,263)		(320,900)
Net Assets as at December 31, 2021 - Special accounts excluded		11,265		450,036		35,675		(81,091)		(7,463)		408,423
<i>Special accounts - Surplus/(deficit)</i>												75
Net Assets as at December 31, 2021												408,497

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

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

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

Note4: 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, the PCT Union has assumed the financing of the deficit of the Lisbon Union in 2020/21; b) the PCT Union has assumed the financing of the deficit of the Hague Union amounting to 23,667,978 Swiss francs. 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, 2021 have been allocated based on the relative share of headcounts for 2021.

ANNEX VII Posts by Program in 2020/21

Programs	2020/21 Approved Budget					2020/21 Final Budget after Transfers					Difference				
	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total
1 Patent Law	-	1	5	3	9	-	1	8	2	11	-	-	3	(1)	2
2 Trademarks, Industrial Designs and Geographical Indications	-	1	6	2	9	-	1	8	2	11	-	-	2	-	2
3 Copyright and Related Rights	1	3	13	5	22	1	4	15	5	25	-	1	2	-	3
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	-	2	5	3	10	-	1	5	2	8	-	(1)	-	(1)	-2
5 The PCT System	1	8	159	205	373	1	8	160	197	366	-	-	1	(8)	-7
6 Madrid System	1	6	46	66	119	1	6	47	60	114	-	-	1	(6)	-5
7 WIPO Arbitration and Mediation Center	-	1	13	7	21	-	2	13	7	22	-	1	-	-	1
8 Development Agenda Coordination	-	1	3	2	6	-	1	3	2	6	-	-	-	-	-
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1	6	26	14	47	1	6	27	14	48	-	-	1	-	1
10 Transition and Developed Countries	-	2	10	4	16	-	1	8	3	12	-	(1)	(2)	(1)	-4
11 The WIPO Academy	-	2	10	6	18	-	2	12	5	19	-	-	2	(1)	1
12 International Classifications and Standards	-	1	10	3	14	-	1	10	3	14	-	-	-	-	-
13 Global Databases	-	1	15	4	20	-	2	14	3	19	-	1	(1)	(1)	-1
14 Services for Access to Information and Knowledge	1	2	8	4	15	1	2	11	2	16	-	-	3	(2)	1
15 Business Solutions for IP Offices	-	1	14	2	17	-	1	10	2	13	-	-	(4)	-	-4
16 Economics and Statistics	-	2	11	2	15	-	2	11	2	15	-	-	-	-	-
17 Building Respect for IP	-	1	6	2	9	-	1	6	2	9	-	-	-	-	-
18 IP and Global Challenges	1	1	3	4	9	1	4	6	5	16	-	3	3	1	7
19 Communications	-	1	21	15	37	-	2	20	14	36	-	1	(1)	(1)	-1
20 External Relations, Partnerships and External Offices	-	8	16	4	28	-	7	18	6	31	-	(1)	2	2	3
21 Executive Management	2	7	19	23	51	1	4	23	27	55	(1)	(3)	4	4	4
22 Program and Resource Management	-	5	33	34	72	-	5	34	35	74	-	-	1	1	2
23 Human Resources Management and Development	-	2	21	25	48	-	2	21	24	47	-	-	-	(1)	-1
24 General Support Services	1	2	18	28	49	1	2	19	28	50	-	-	1	-	1
25 Information and Communication Technology	-	3	18	14	35	-	3	21	14	38	-	-	3	-	3
26 Internal Oversight	-	1	7	2	10	-	1	7	2	10	-	-	-	-	-
27 Conference and Language Services	-	2	33	35	70	-	2	30	28	60	-	-	(3)	(7)	-10
28 Information Assurance, Safety and Security	-	1	10	4	15	-	1	10	4	15	-	-	-	-	-
30 SMEs and Entrepreneurship Support	-	1	8	2	11	1	1	9	3	14	1	-	1	1	3
31 The Hague System	-	2	11	11	24	-	2	14	12	28	-	-	3	1	4
32 Lisbon System	-	1	1	1	3	-	1	1	1	3	-	-	-	-	-
Unallocated	-	-	3	4	7	-	1	-	3	4	-	1	(3)	(1)	-3
TOTAL	9	78	582	540	1,209	9	80	601	519	1,209	0	2	19	-21	.

ANNEX VIII Indicators for the Global IP Systems

Indicators of the PCT System

General

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

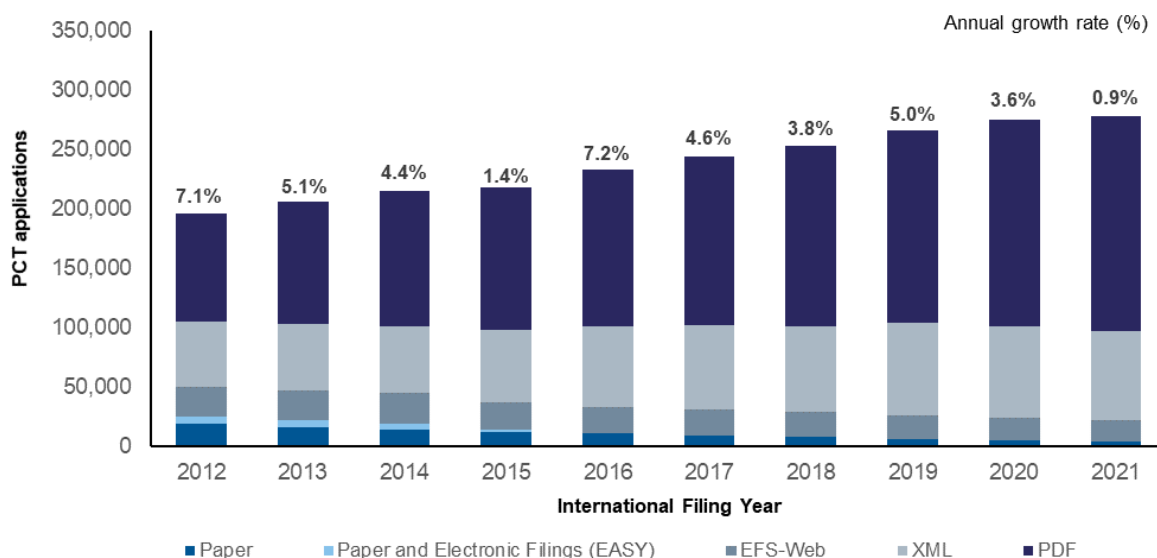
- Workloads;
- Language distribution of those workloads;
- Unit cost of processing an application;
- Productivity of formalities examination;
- Quality of formalities examination;
- Quality of translation;
- Quality of software development; and
- RO/IB filings.

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

Workloads

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

Evolution of PCT applications by Medium of Filing



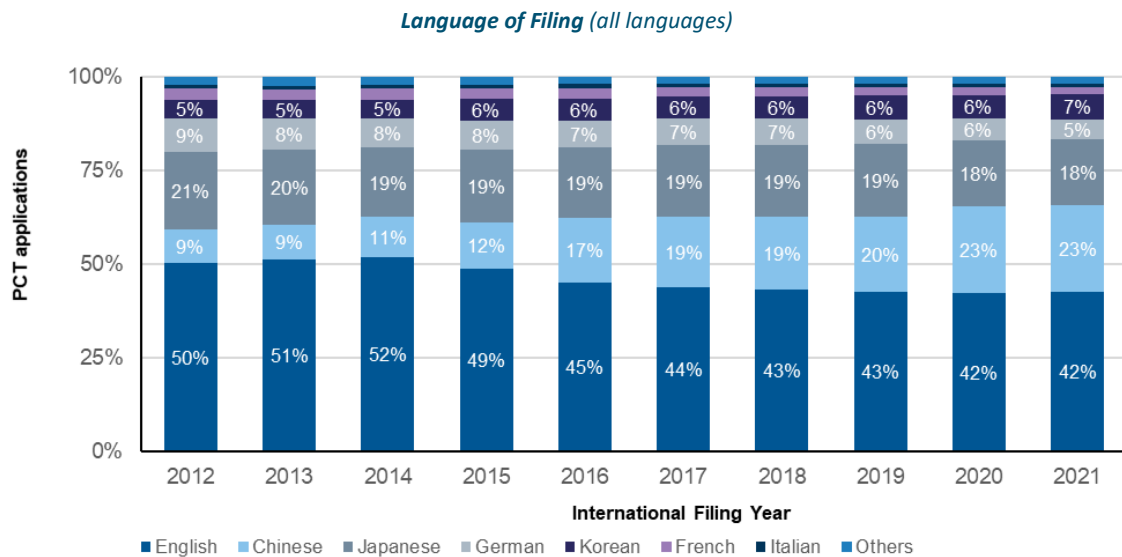
Note: Data for 2021 are WIPO estimates. PDF, EFS-Web and XML are the three fully electronic filing mediums.

Source: WIPO Statistics Database, March 2022

- In 2021, 277,500 PCT applications were filed, representing an increase of 0.9 per cent compared to the previous year.
- In 2021, electronic filing methods, which represented 98.7 per cent of total filings, were composed of PDF (65 per cent), XML (27.3 per cent) and EFS-Web (6.4 per cent) filings.

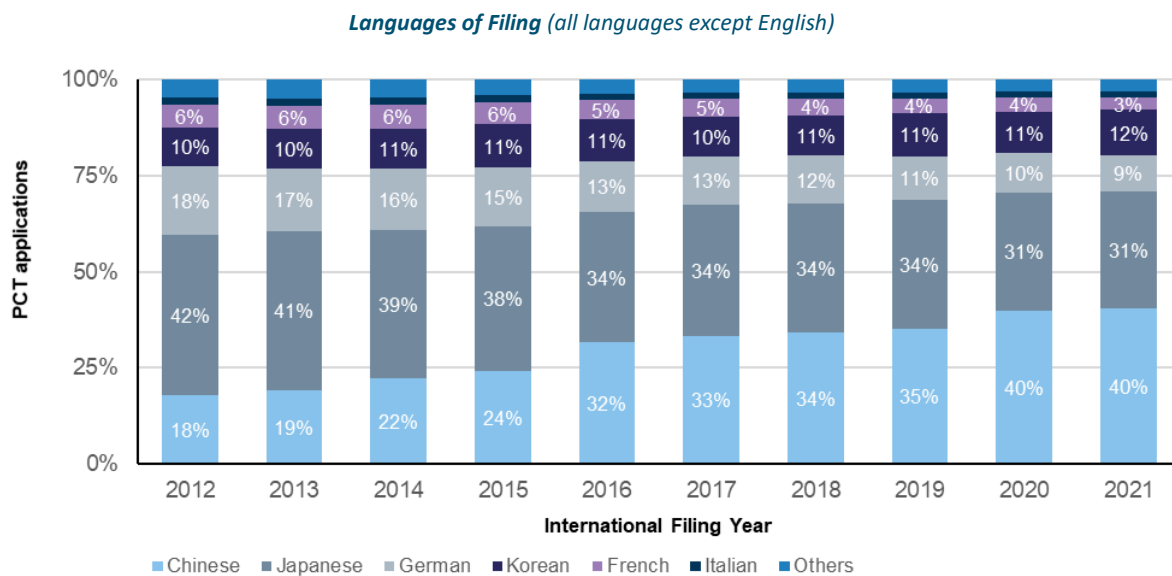
Language Distribution

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 2022

English and Chinese accounted for the two-thirds of filings in 2021, with 42.5 per cent and 23.3 per cent of the total, respectively. The share of Asian languages has increased sharply over the past decade. The combined share of the PCT applications filed in Chinese, Japanese and Korean increased from 34.5 per cent in 2012 to 47.6 per cent in 2021. Zooming in on languages other than English provides the following picture:



Source: WIPO Statistics Database, March 2022

The sharp increase in the number of applications filed in Asian languages in recent years puts a considerable strain on the IB due to the limited number of staff resources able to work in these languages. Mitigation of this issue has consisted of automation of certain tasks and recruitment of staff able to work in these 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 total cost of production comprises expenditure relating exclusively to the PCT System and expenditure relating to activities supporting the System.

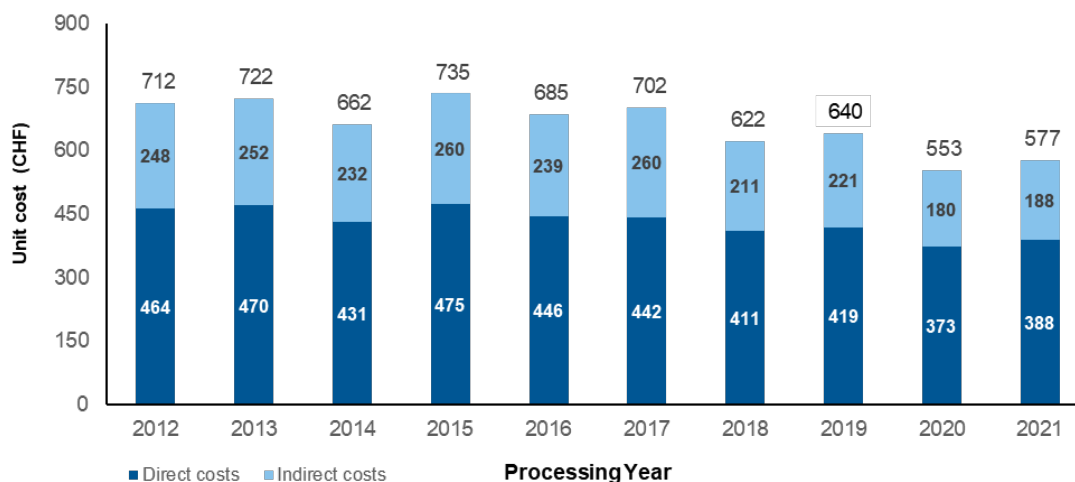
Expenditure of activities supporting the PCT System comprises the following services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting 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 supporting operations).

Formally, 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)



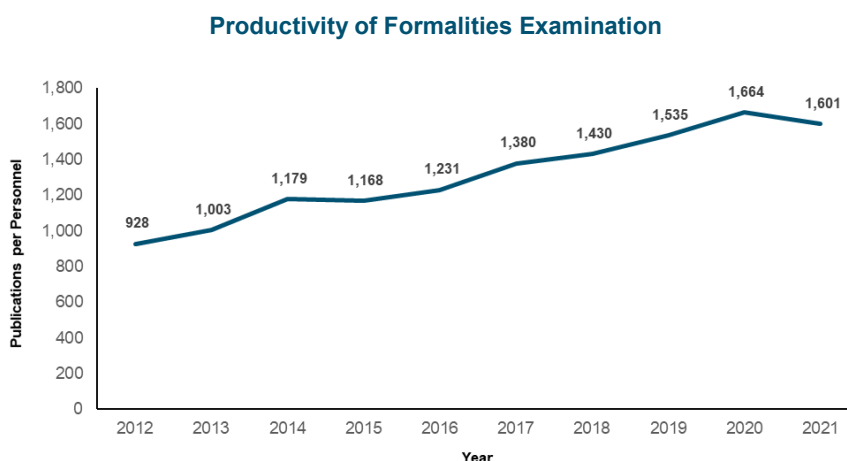
Note: The average cost of processing a published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications.

Source: WIPO Statistics Database, March 2022

The average cost of processing a published PCT application was 577 Swiss francs in 2021, representing an increase of 4.3 per cent compared to 2020. The unit cost in 2021 increased as a result of a 0.5 per cent decrease in the number of published PCT applications combined with a 3.8 per cent increase in total costs as compared to 2020.

Productivity of Formalities Examination

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

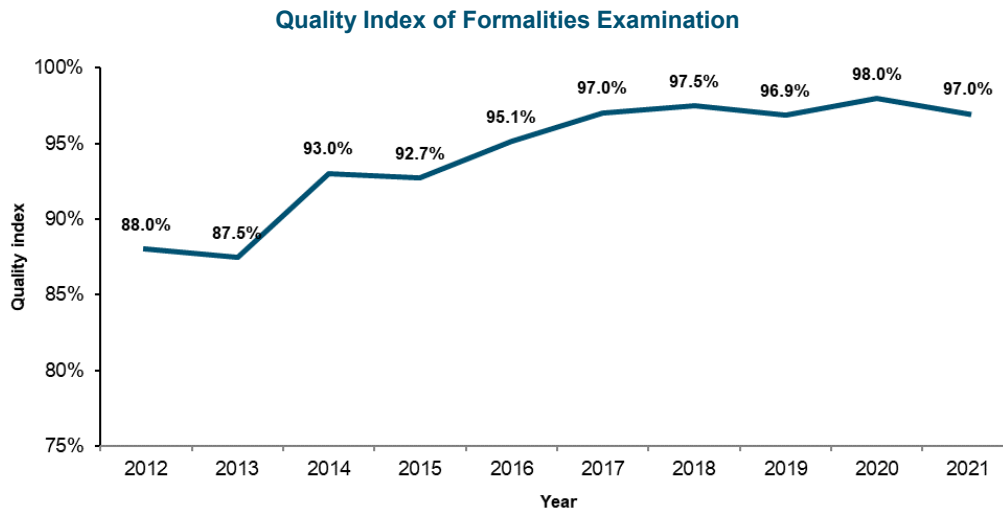


Source: PCT Services Department and WIPO Statistics Database, March 2022

- Productivity of formalities examination increased steadily from 928 in 2012 to 1,601 in 2021, mainly due to automation, which permits the processing of much larger workloads with a limited workforce.

Aggregate Quality of Formalities Examination

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

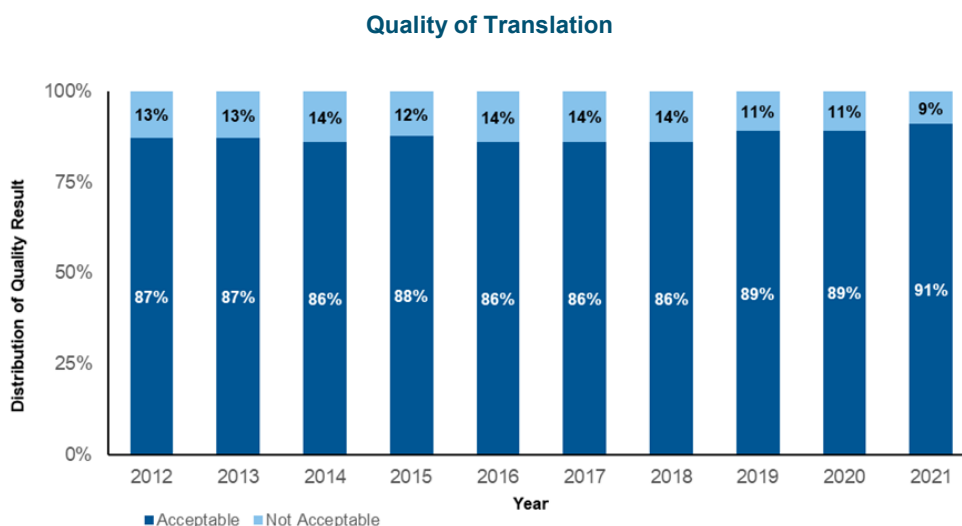


Source: WIPO Statistics Database, March 2022

- The overall quality, as measured by the aggregate index, improved markedly from an average of 88 per cent in 2012 to 97 per cent in 2021.

Quality of Translation

Statistically calculated numbers of documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with external agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued. In 2021, 91 per cent of translations were determined to have been of acceptable quality.



Source: PCT Services Department, March 2022

Quality of Software Development

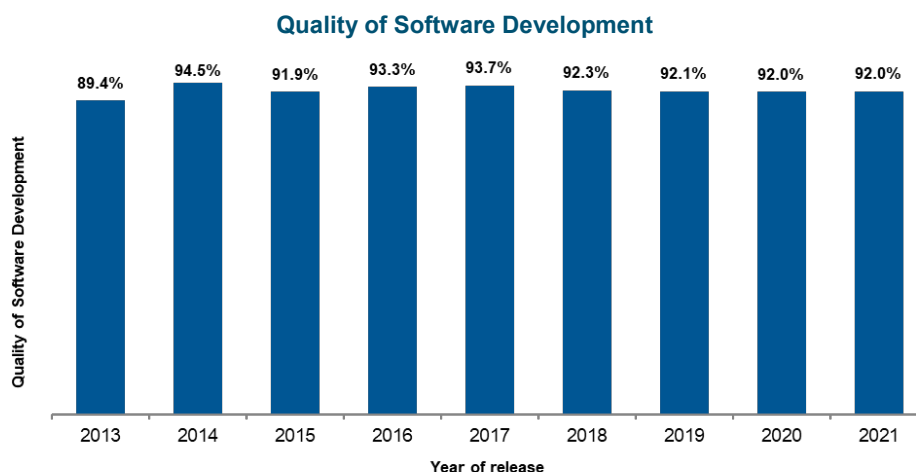
The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework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

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

The QSD is defined as:

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

In 2021, the quality of major releases, as defined by the QSD, was 92 per cent, which remained stable as compared to the QSD of 2020.



Source: PCT Services Department, March 2022

Filings

This table presents PCT filings by the top 10 receiving Offices (by numbers of applications filed) over the past five years to 2021. 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, as well as its market share are shown in this table.

PCT applications received by the top 10 receiving Offices

Receiving Offices	International Filing Year					2021 Share (%)	Changed compared to 2020 (%)
	2017	2018	2019	2020	2021		
China	50,655	55,204	60,997	72,338	73,434	26.5	1.5
United States of America	56,310	55,343	56,232	55,886	56,494	20.4	1.1
Japan	47,425	48,630	51,652	49,313	49,137	17.7	-0.4
European Patent Office	36,619	37,937	37,998	38,872	38,407	13.8	-1.2
Republic of Korea	15,790	16,990	18,885	19,675	20,570	7.4	4.5
International Bureau	10,204	12,239	12,901	13,430	13,538	4.9	0.8
United Kingdom	3,933	3,885	3,827	3,446	3,536	1.3	2.6
France	3,804	3,539	3,206	2,536	2,366	0.9	-6.7
Canada	1,876	1,913	2,067	1,927	1,989	0.7	3.2
Turkey	894	1,088	1,374	1,520	1,790	0.6	17.8
Others	16,022	16,011	16,244	15,946	16,239	5.9	1.8
Total	243,532	252,779	265,383	274,889	277,500	100.0	0.9

Note: Data for 2021 are WIPO estimates

Source: WIPO Statistics Database, March 2022

Indicators of Madrid Operations

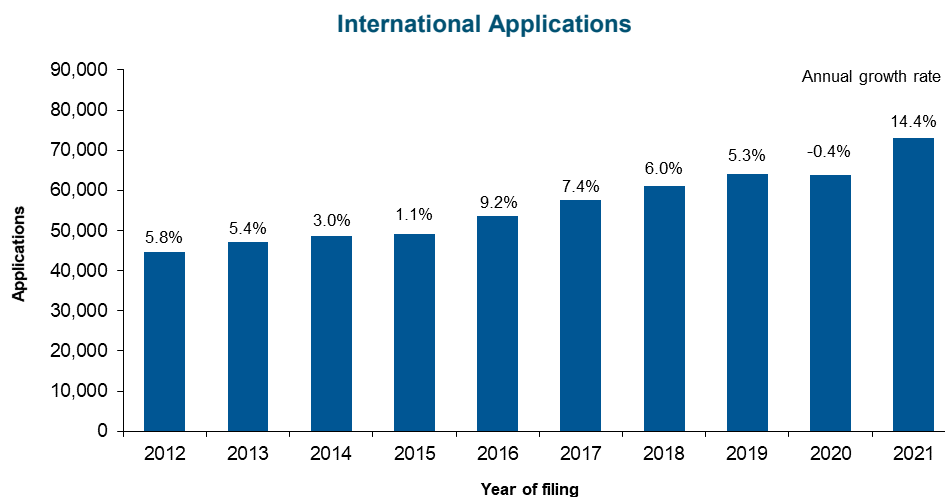
General

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

- Incoming workload;
- Total processed workload;
- Level of automation;
- Unit cost;
- Productivity;
- Pendency; and
- Quality of examination.

Incoming Documents

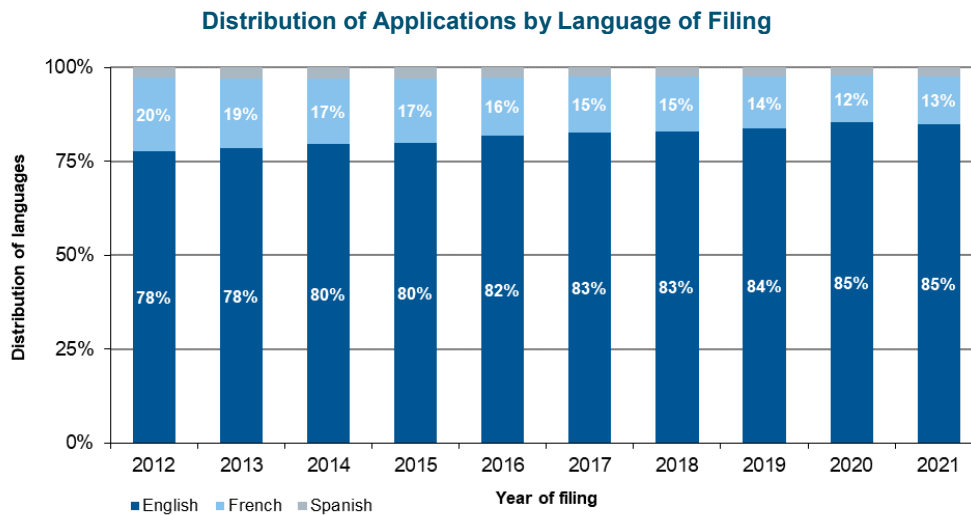
The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for international applications and renewals received by the IB is presented below. Information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



Note: Data for 2021 are WIPO estimates.

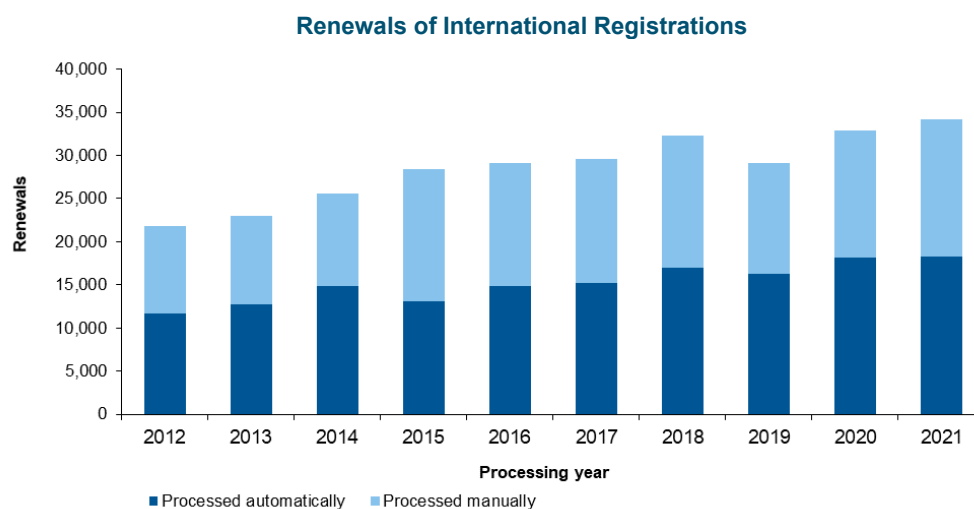
Source: WIPO IP Statistics Database, March 2022.

- In 2021, an estimated 73,100 applications were filed, representing a sharp growth of 14.4 per cent compared to 2020.
- The increase in filings in 2021 is the fastest year-on-year growth since 2005.



Source: WIPO IP Statistics Database, March 2022.

- In 2021, 85 per cent of all applications were filed in English. This share has remained stable compared to 2020.



Source: WIPO IP Statistics Database, March 2022.

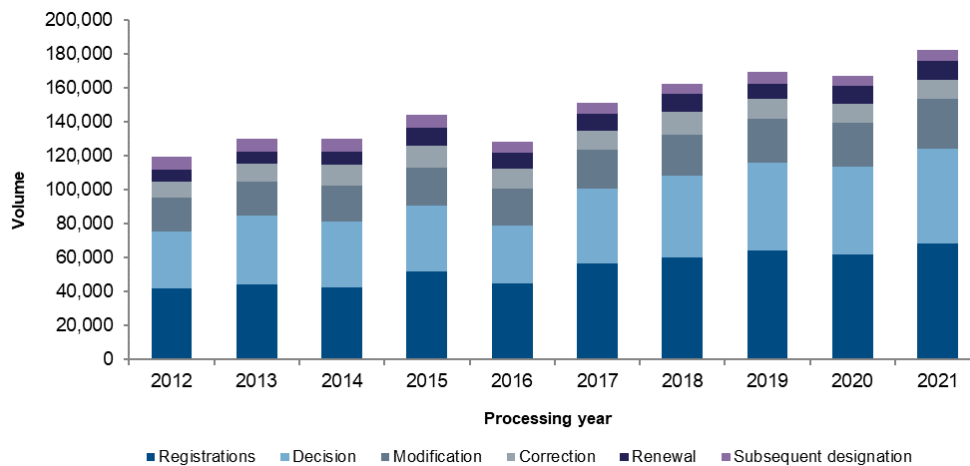
- In 2021, the IB received 34,218 renewals, up 4.2 per cent from 2020.
- The decrease observed in 2019 was a consequence of the decline in applications in 2009, due to the financial crisis.

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. Similarly, for documents processed automatically, one IT system support FTE is required to process 17 documents.

Total Processed Workload



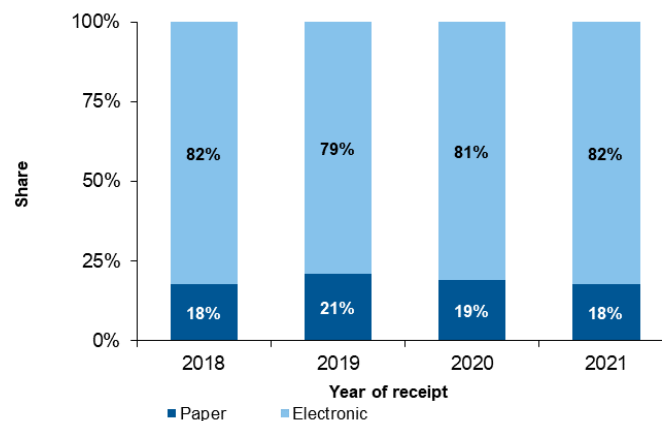
Source: Madrid Registry and WIPO IP Statistics Database, March 2022.

- In 2021, the total processed workload increased by 9.2 per cent compared to 2020.

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.

Distribution of incoming documents by medium of transmission



Source: Madrid Registry, March 2022.

- In 2021, 82 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 using two different units of output.

The methodology for calculating direct and indirect Madrid costs are aligned with the methodologies for calculating PCT and the Hague unit costs. The weighted system, described in Section II, 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.¹³

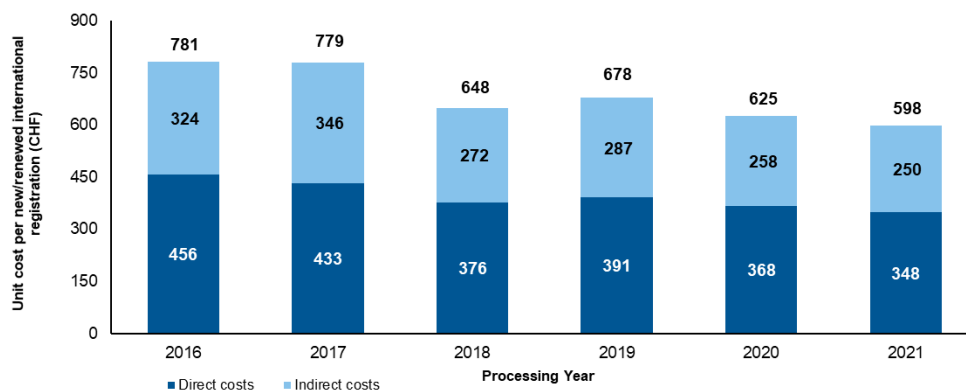
The headcount count calculation used to estimate the indirect costs include personnel working as fixed term staff, temporary staff, fellows and agency workers supporting operations.

¹³ See "Total processed workload" above.

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.

Unit Cost per New/Renewed International Registration
(in Swiss francs)



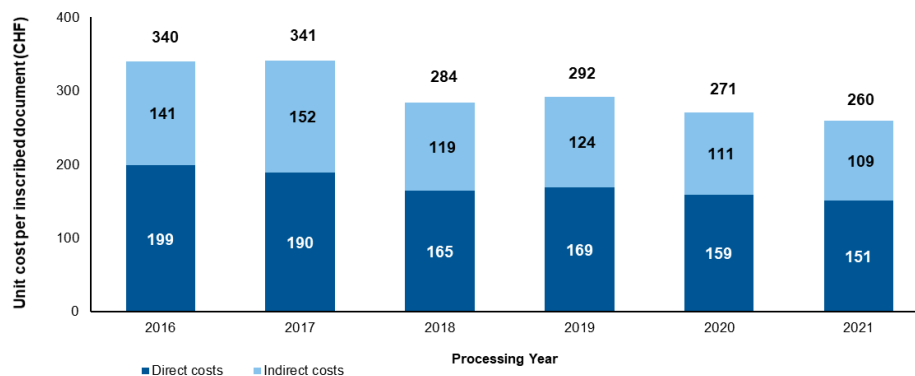
Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2022.

- The average cost of processing a new/renewed international registration dropped to 598 Swiss francs in 2021 as a result of an increase of new and renewed registrations, without a corresponding increase in the resources required to process them.

Unit Cost per Document Inscribed in the Register

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

Unit Cost per Document Inscribed in the Register
(in Swiss francs)



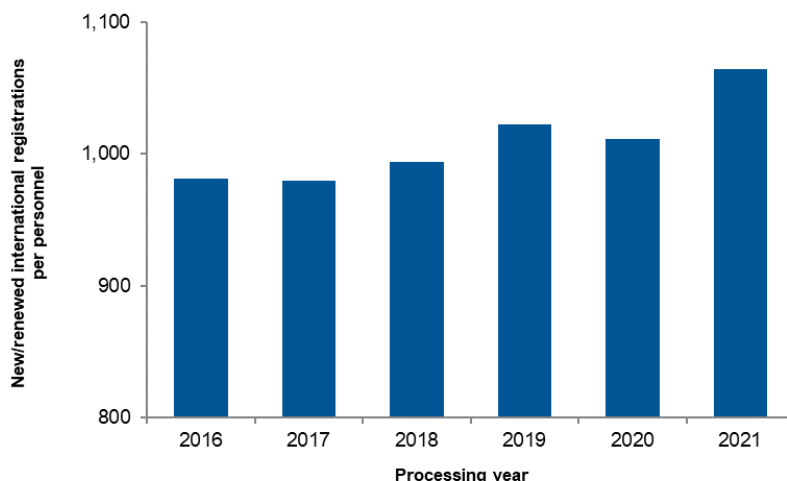
Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2022.

- The average cost of inscribing a document was dropped to 260 Swiss francs in 2021 as a result of an increase of the number of documents inscribed in the registry, without a corresponding 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.

Productivity of Examination



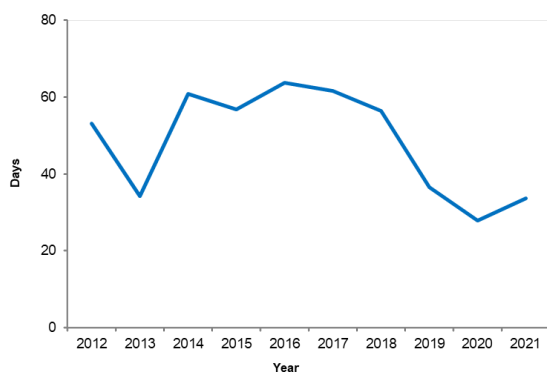
Source: ERP systems and WIPO IP Statistics Database, March 2022.

- In 2021, the productivity of examination increased by 5.2 per cent compared to 2020, due to sharp increase in the number of registrations and renewals, without a corresponding increase in the number of personnel to process them.

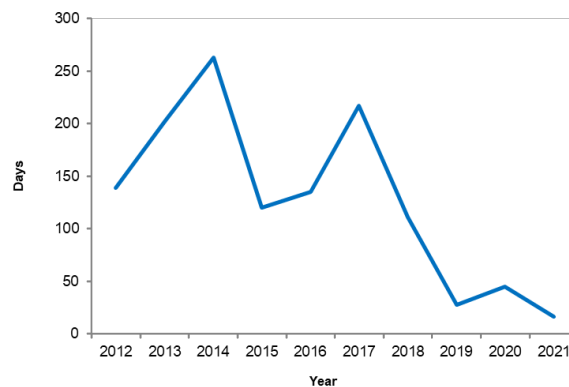
Pendency

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.

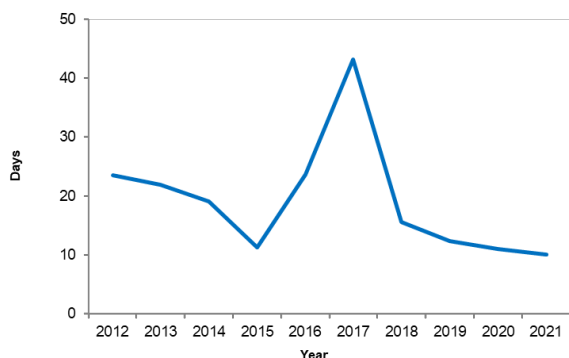
Average Pendency of Applications



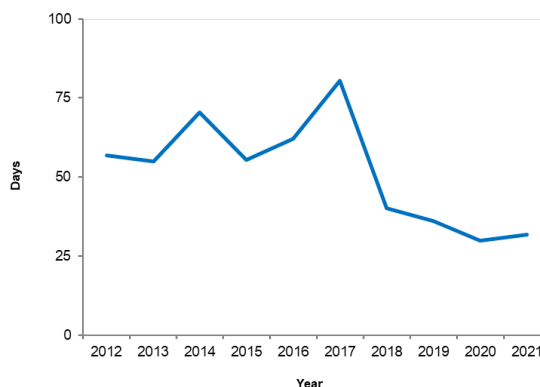
Average Pendency of Corrections



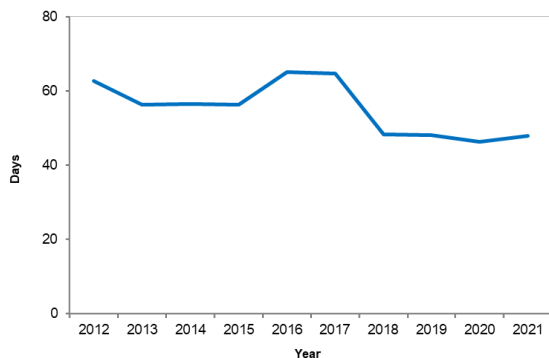
Average Pendency of Decisions



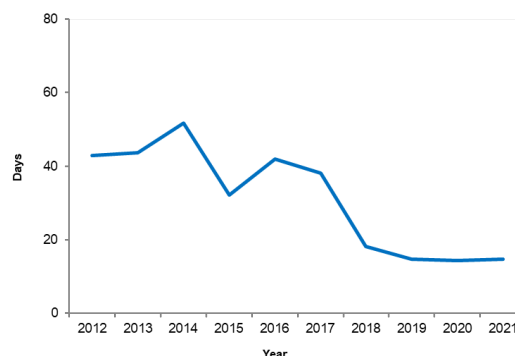
Average Pendency of Modifications



Average Pendency of Renewals



Average Pendency of Subsequent Designations



Source: Madrid Registry, March 2022.

- After four years of consecutive decreases, the average pendency for registering applications has slightly increased in 2021. In contrast, the average pendency of processing corrections decreased sharply in 2021, as compared to 2020.

Quality of Examination

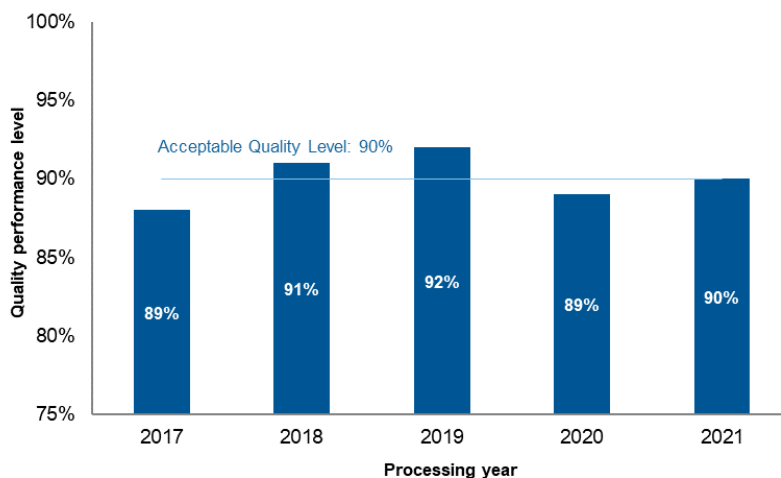
The overall quality of trademark examination is monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance¹⁴. Two sources of information on the quality of the examination work produced by the IB are presented:

- The results of the internal review of Nice classification work; and
- 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 1,882 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.

Quality Performance: Nice Classification



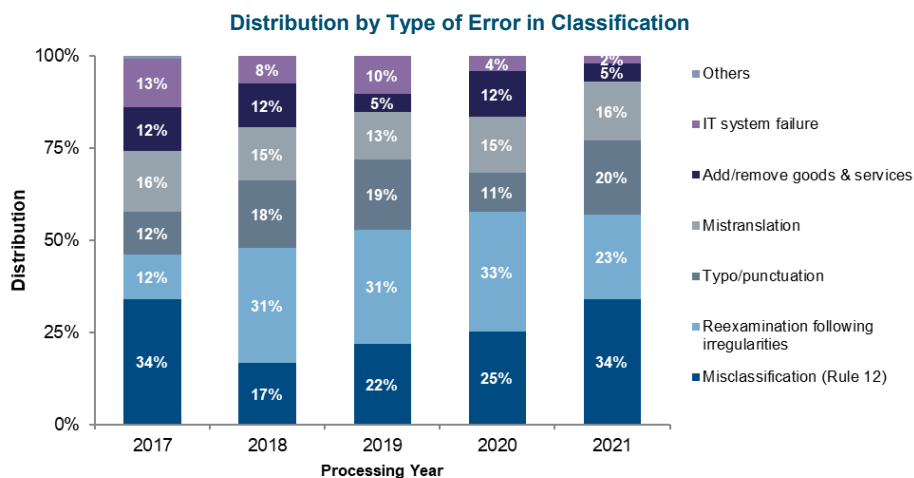
Source: Madrid Registry, March 2022.

- The overall qualitative performance in 2021 for Nice classification was at the acceptable quality level.

¹⁴ The Madrid Registry QMF is available on request at madrid.qp@wipo.int.

Errors Made by the IB

The distribution of errors presented in the charts below is based on a sample of 385 classifications¹⁵. The samples include transactions that were processed both manually and in an automated way.



Source: Madrid Registry, March 2022.

- Misclassification, reexamination following irregularities and typo accounted, combined, for 77 per cent of total errors in 2021.

Indicators of the Hague Operations

General

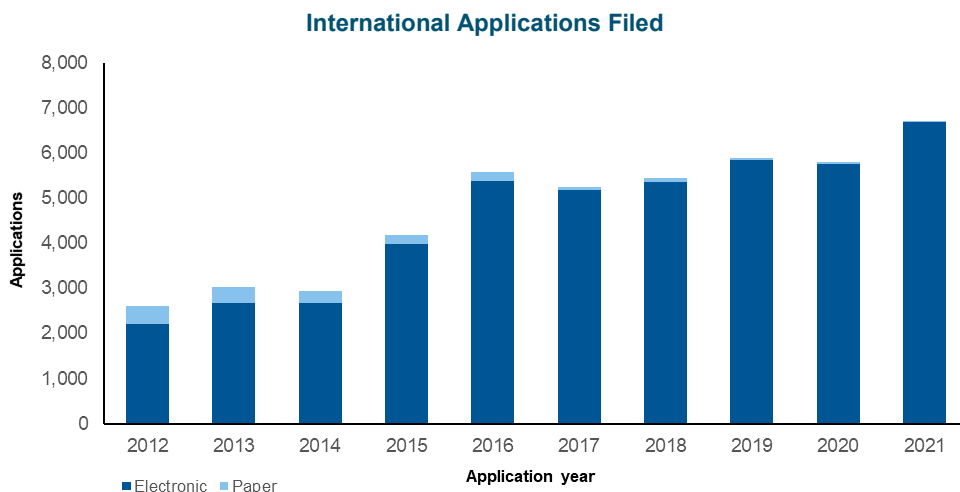
This annex provides an overview of the following indicators for Hague Operations:

- The Hague System workloads;
- Total processed workload;
- Unit cost; and
- Pendency.

Incoming Documents

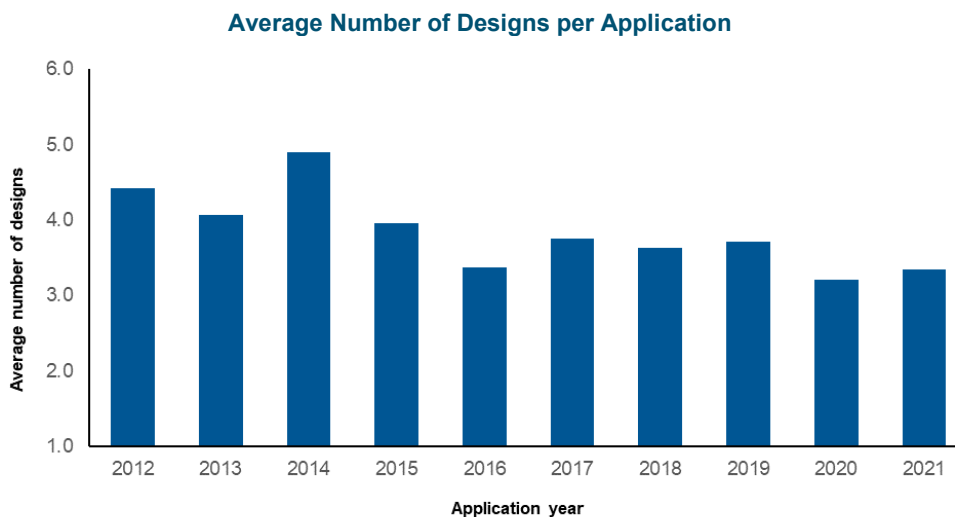
The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend for international applications and renewals received by the IB is presented below. Information on other types of documents can be found in the Hague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

¹⁵ Transactions which contain one or more errors.



Source: WIPO IP Statistics Database, February 2022.

- In 2021, applicants filed 6,711 international applications, up 15.7 per cent from 2020.
- In 2021, 99.7 per cent of applications were filed electronically, representing a 15.3 percentage point increase over 2012.
- In 2021, 92.2 per cent of applications were filed directly with the IB and the remaining 7.8 per cent indirectly with Offices.



Source: WIPO IP Statistics Database, February 2022.

- An application filed in 2021 contained, on average, 3.3 designs.

Renewals



Source: Hague Registry, February 2022.

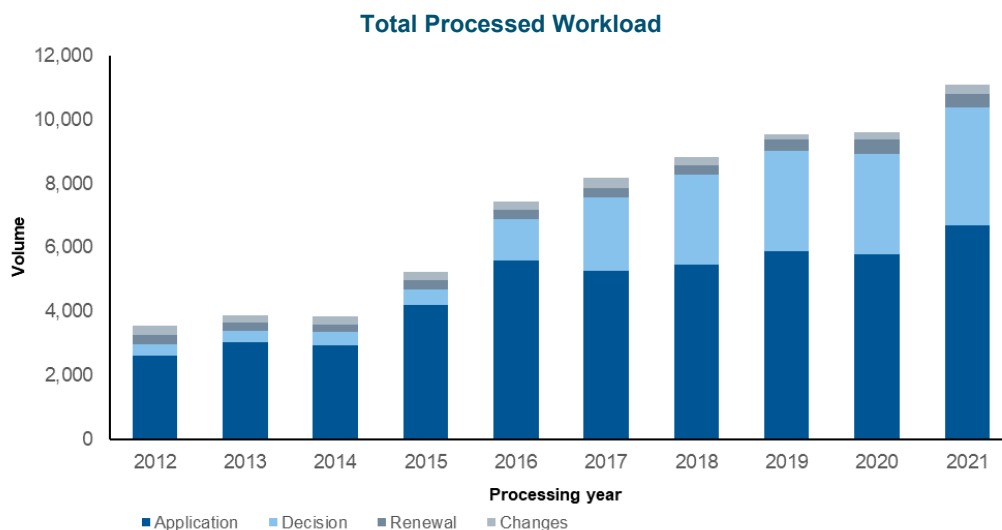
- In 2021, the number of renewals recorded increased by 14.8 per cent, to a total of 5,461 renewals. Increases observed in 2020 and 2021 are tied to a significant increase in filings in 2015 and 2016.
- Since 2012, the majority of renewals have been processed electronically, except for 2019, where the transition to the new IT system resulted in a temporary decrease in automated processing. In 2021, 91.3 per cent of the renewals were recorded automatically.

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 the equal amount 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 eight renewals, four changes or four decisions (a 1:8:4:4 workload ratio).

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



Source: Hague Registry and WIPO IP Statistics Database February 2022.

- In 2021, the total processed workload increased by 15.4 per cent compared to 2020.
- The increase in workload in 2021 was still mainly due to the increase in the number of applications received, although decisions continued growing at a higher rate (+17.1 per cent) and represented a third of the total.

Unit Cost

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

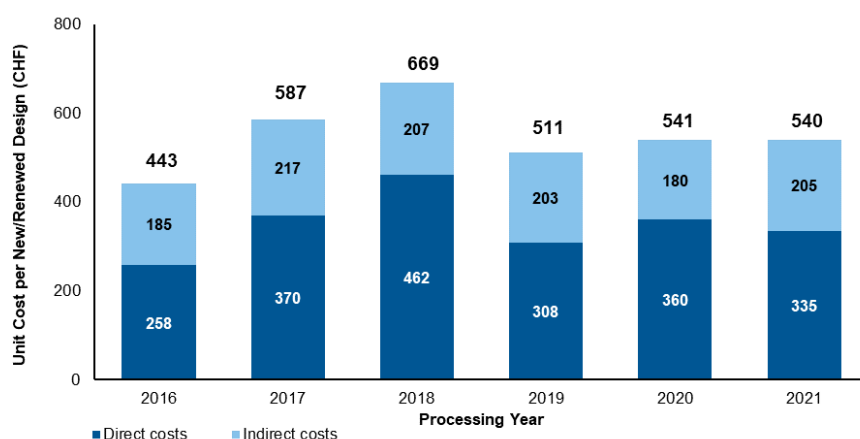
As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

Unit Cost per New/Renewed Design

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

As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently¹⁶. The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

Unit Cost per New/Renewed Design
(in Swiss francs)



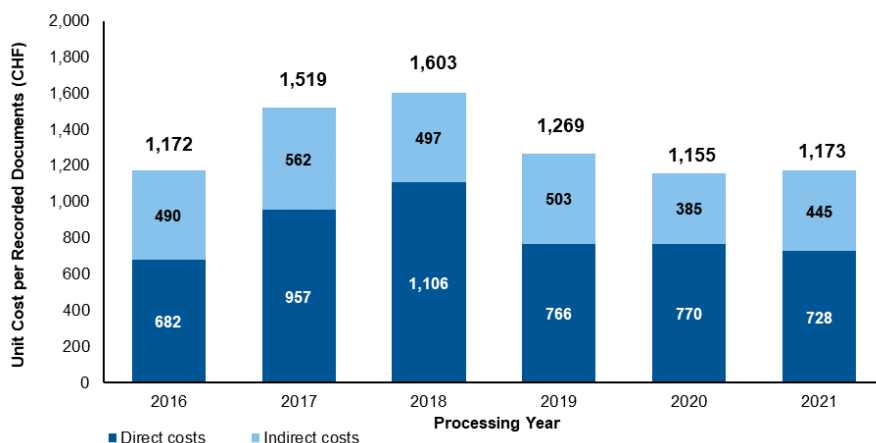
Source: Hague Registry ERP systems and WIPO IP Statistics Database, March 2022.

- The average cost of processing a new/renewed design remained stable at 540 Swiss francs as compared to 541 Swiss francs in 2020.

Unit Cost per Document Recorded in the Register

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

Unit Cost per Recorded Documents
(in Swiss francs)



Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2022.

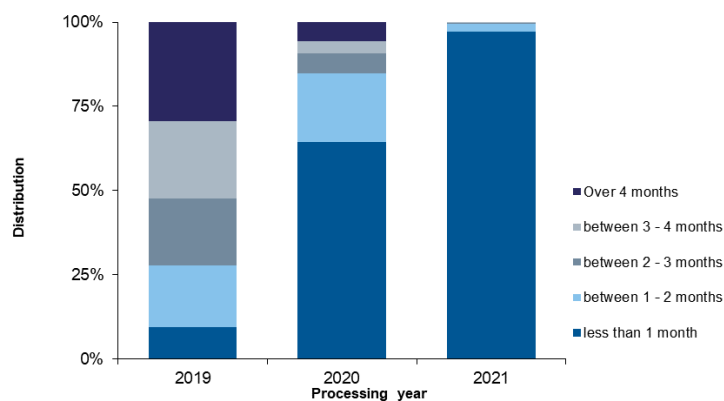
¹⁶ See the ratios for applications and renewals in "Total Processed Workload", above.

- The average cost of recording a document in the Register amounted to 1,173 Swiss francs in 2021, representing an increase of 1.5 per cent compared to 2020. This is due to an increase of 15.5 per cent of total recorded documents on the one hand, combined with an increase of 17.3 per cent of total processing costs on the other hand.

Pendency

This indicator reflects the time required by the IB to process regular applications since the new IT System became operational, at the end of 2018. The timeliness is calculated between the time elapsed between the date of receipt of an application and the date it was registered.

Timeliness to Process Regular International Applications



Source: Hague Registry, February 2022

- In 2021, the share of regular applications processed within one month was 97.3 per cent. The significant improvement in processing time from 2019 to 2021 is a result of increased examination capacity, introduction of timeliness standards, the gradual improvement of the IT system after the 2018 transition and revised production targets for examiners.
- In 2021, only 41.4 per cent of total processed applications were regular, as compared to 47.2 per cent in 2020. This is mainly explained by a return to normal from the intensive backlog reduction exercise in 2020, which prioritized the processing of regular applications.

ANNEX IX Report on WIPO's Cybersecurity framework

Background and Context

In response to JIU's recommendation no. 1 in its report on Cybersecurity in the UN System Organizations (JIU/REP/2021/3), this report represents a comprehensive self-assessment of WIPO's cybersecurity framework. The assessment should be read in conjunction with the Internal Oversight Division's (IOD) audit of Cybersecurity Management at WIPO¹⁷ conducted in 2021.

WIPO's business operations are increasingly digitized aiming at providing cutting-edge global IP services. While the digital transformation carries great benefit, it also carries increasing risk from a cybersecurity perspective. Combatting the continually shifting threat landscape requires a mature, resilient and flexible cybersecurity capability, fully supported by WIPO's leadership and governing bodies.

Box 1: Cybersecurity as defined by the International Telecommunication Union (ITU)

"Cybersecurity is the collection of tools, policies, security concepts, security safeguards, guidelines, risk management approaches, actions, training, best practices, assurance and technologies that can be used to protect the cyber environment and organization and user's assets. Organization and user's assets include connected computing devices, personnel, infrastructure, applications, services, telecommunications systems, and the totality of transmitted and/or stored information in the cyber environment. Cybersecurity strives to ensure the attainment and maintenance of the security properties of the organization and user's assets against relevant security risks in the cyber environment. The general security objectives comprise the following: availability; integrity, which may include authenticity and non-repudiation; and confidentiality."

ITU Recommendation ITU-T X.1205, Overview of cybersecurity.

WIPO's existing [Risk Appetite Statement](#)¹⁸ stipulates a LOW risk appetite for compromises to the confidentiality, integrity and availability of information assets. The risk of a cyber-attack is considered a HIGH organizational risk and is actively tracked by WIPO's Risk Management Group (RMG) chaired by the Director General, due to the potential significant impact that a successful attack could have on the business operations and reputation of the Organization.

In view of its LOW risk appetite, WIPO has focused on consistently maturing its cybersecurity capabilities over several years, while remaining cognizant of keeping "secure enough" through risk-informed protections, rather than being prohibitively secure.

A comprehensive Information Assurance strategy was implemented over the period 2016-2021. The strategy resulted in the strengthening of WIPO's Cybersecurity posture with an improved capability to rapidly detect and respond to WIPO's threat environment, and allowing the Organization to prioritize and direct risk remediation efforts more efficiently.

Given the rapid evolution and sophistication of the threat environment, advancements in technology and the digital transformation efforts at WIPO, WIPO's Cybersecurity program will need to continue to evolve. In recognition of this need, WIPO Member States approved the phased implementation of the Next Generation Cybersecurity Strategy in the Program of Work and Budget for 2022/23. The Next Generation Cybersecurity strategy focuses on optimizing the capabilities implemented by the Information Assurance strategy and building on these capabilities to both enhance and extend them to enable the secure and resilient delivery of WIPO's mandate.

Current State of Cybersecurity Capabilities

The following section provides an overview of the current cybersecurity capabilities, which contribute to improved cyber resilience¹⁹. WIPO self-assesses its cybersecurity program at Level 4 maturity (Managed). This indicates that the program has progressed beyond simple definition and implementation of processes (Level 3) to active governance and performance reporting of the relevant processes (see Figure 2). Maintaining a high level of maturity ensures tangible and demonstrable value for WIPO and its customers as WIPO benefits from improved reputation as a trusted advisor and data custodian,

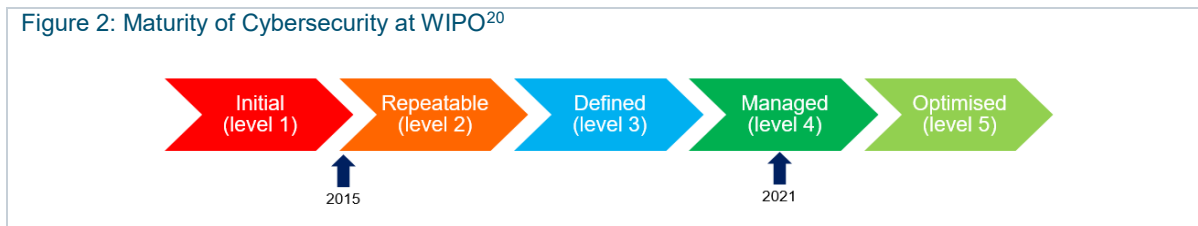
¹⁷ The IOD report on Cybersecurity Management at WIPO has not been published on WIPO's website due to confidentiality reasons, in line with the [Internal Audit Policy](#). The report is available to Member States upon request.

¹⁸ An update of WIPO's Risk Appetite Statement (WO/PBC/34/13) will be submitted to the 34th session of the PBC.

¹⁹ These capabilities broadly align with the elements noted in the JIU report (JIU/REP/2021/3 pg. 22).

ensuring that customer's data is protected to the highest relevant level. Customers benefit from having a high level of assurance that any sensitive information is being continually and reasonably protected.

Figure 2: Maturity of Cybersecurity at WIPO²⁰



Internal Governance and Engagement with Governing Bodies

WIPO has a robust, inclusive and comprehensive governance structure to oversee its cybersecurity program and operations. Oversight, management review and direction is provided by the ICT and Information Assurance (ICTIA) Board chaired by the Director General, and the Security and Information Assurance Steering Committee (SIASC), chaired by the ADG for the AFM Sector. The governance structure ensures effective, transparent and informed decision making regarding the design and execution of cybersecurity strategies, with broad participation of relevant business stakeholders from across WIPO Sectors. The internal governing mechanisms are supported by Business Security Contacts (BSC) or security focal points.

In addition, WIPO has a well-defined cybersecurity incident response process that includes escalations of high severity incidents to the WIPO Crisis Management Team (CMT), chaired by the Director General. The CMT may decide to report on active cybersecurity incidents to WIPO's governing bodies based on their impact on WIPO's operations, its customers and the public nature of the incident. To date, WIPO has not had a high severity cybersecurity incident that required reporting to its governing bodies.

The performance of WIPO's cybersecurity program, including the evolution of cybersecurity risks, is reported to WIPO's governing bodies annually in the WIPO Performance Reports (WPRs).

Cybersecurity Metrics Reporting

WIPO has established a cybersecurity metrics program, which includes operational metrics, trends and analyses, with a view to support WIPO's decision-making on the prioritization of cybersecurity risks and related activities. WIPO intends to further enhance these metrics by using an outcome-driven approach and advanced data analytics across all cybersecurity domains, as part of its Next Generation Cybersecurity Strategy.

Mainstreaming of Cybersecurity into WIPO's Enterprise Risk Management

Cybersecurity risks are consistently tracked by WIPO's Risk Management Group. WIPO has been independently certified to the ISO/IEC 27001 standard for information security management since 2013. In compliance with the standard, WIPO has implemented an information risk management process that is integrated into WIPO's Enterprise Risk Management (ERM) process feeding Sector and organizational level information risk information into ERM.

Cybersecurity is being successfully mainstreamed when the processes related to the identification, implementation and verification of security controls are closely integrated into business and business ICT processes. WIPO has deployed an information security Governance, Risk and Compliance (GRC) solution to register and track the mitigation of cybersecurity risks. The GRC is used to implement a number of information risk management processes, including annual information risk assessments; service provider risk management; and certification and accreditation of applications (both Commercial Off The Shelf (COTS) applications and those developed in-house). For example, the service provider risk management process is mainstreamed into WIPO's procurement evaluation processes for external suppliers, and provides an additional layer of assurance against the risk of compromise of data by WIPO suppliers.

Convergence of Physical and Cybersecurity functions with a Dedicated and Empowered Workforce

In 2015, recognizing the growing convergence between physical security and cybersecurity, WIPO merged the two functions under a single division led by the Chief Security Officer (CSO). In its role as the second line of defense, the Division is responsible for defining and implementing WIPO's cybersecurity strategy and directing the planning, deployment and operation of several information security capabilities. To ensure a proper segregation of duties, the Division is separate from the ICT Department. The CSO is supported by a dedicated workforce of seven qualified professional staff complemented by

²⁰ Maturity model based on Carnegie-Mellon Capability Maturity Model Integration (CMMI).

external cybersecurity experts. Additionally, cybersecurity related activities are regularly conducted by all WIPO's ICT functions, in their role as the first line of defense.

Box 2: Cybersecurity Services

CYBERSECURITY SERVICES	Security Awareness and Training	Security Engineering
	Information Risk Management	Application Security
	Third Party Information Risk Management	Vulnerability Management
	Enterprise Security Architecture	Policy and Compliance Management
	24/7 Information Security Monitoring and Incident Response	Investigation Support

The underlying security concepts of risk management, threat monitoring and response, access management, and promoting a security culture are similar for both the physical and cybersecurity domains. WIPO is one of the first UN organizations to realize the benefits of such a convergence. WIPO's physical security systems are more than 90 per cent digitized and, therefore, exposed to the same cyber threats as its corporate ICT environment. Some examples where increased convergence has been realized include the monitoring of safety/security systems for cyber vulnerabilities and threats. WIPO has regularly trained physical security staff on information security topics, making it part of their annual development plans. Both the functions have been certified to the ISO/IEC 27001 standard for information security management. Staff traveling on official missions are provided both travel safety and cybersecurity advisory or briefings, as relevant. Both the physical security and cybersecurity programs are governed internally by joint governance mechanisms and report on physical security/safety and cybersecurity risks to the RMG (recognized by JIU in its report JIU/REP/2021/3 para 114).

Compliance to Policy and Standards

WIPO's information security policies and standards, which form part of WIPO's internal regulatory framework, are reviewed and updated every two years, or on a needs basis, to ensure relevance to business needs. The policies define roles and responsibilities for implementing and complying with WIPO's information security requirements and set out obligations for users to protect WIPO information assets. Ad-hoc reviews are triggered by cybersecurity incidents, emerging threats and vulnerabilities, and changes to WIPO ICT and business processes, internal regulations, or industry standards.

Continuous compliance to security policies and standards is ensured through the mainstreaming of cybersecurity review activities into leading business processes such as procurement, project management, business continuity or application development lifecycle processes. As regards application development, this ensures that security requirements are identified early on during the development phase, and that code and dynamic security testing are carried out both during the development and release phases. Non-compliances or risks identified through the reviews are mostly mitigated, or in exceptional cases, accepted by relevant senior management in accordance with WIPO's Risk Management Policy.

Non-compliances to cybersecurity policies by staff are subject to disciplinary measures depending on the severity of the non-compliance. WIPO believes that by promoting a culture of security, staff will be increasingly aware of the resulting consequences of non-compliance. Through various cybersecurity awareness communication channels, users are encouraged to report cybersecurity events or incidents even if they have inadvertently caused them. Repeated or severe offenses are referred to the Internal Oversight Division (IOD) for further investigation.

Leveraging Oversight Mechanisms

WIPO relies on its IOD as the third line of defense, to assess, in an independent manner, the adequacy of WIPO's controls and business systems and processes. IOD regularly considers cybersecurity risks in consultation with the Chief Security Officer as part of its annual oversight planning exercise. Security reviews also appear prominently in the implementation approaches of WIPO's [Internal Oversight Strategy](#) (2022-23). As a permanent observer in the RMG, IOD receives regular information on physical and cybersecurity risks and incidents.

In recent years, IOD has conducted an audit of the Information Assurance Strategy (IA 2018-06) and an audit of Cybersecurity Management at WIPO (IA 2020-04). As part of the latter, IOD with assistance from Price Waterhouse Coopers (PwC) conducted a black box penetration test that was not able to exploit or gain direct access to sensitive information or to WIPO's internal network. The audit concluded that, "WIPO has established a mature cybersecurity management program,

commensurate with WIPO's risk appetite statement and globally aligned with best practices implemented by organizations and private sector firms with similar information security objectives.”

Additionally, cybersecurity audits and reviews are periodically conducted by other independent oversight entities such as the Joint Inspection Unit (JIU), ISO/IEC 27001 auditors, External Auditors, and external penetration testing companies. Each of these independent reviews have consistently highlighted the strength and maturity of WIPO's cybersecurity program. Since 2013, annual ISO/IEC 27001 certification and surveillance audits have been conducted. The certification covers all Global IP systems and other sensitive administrative and management processes. It should be noted that throughout all the certification audits, WIPO has never been reported as having a non-conformity to the requirements of the ISO/IEC 27001 standard, and in recent years, have frequently been commended for going above and beyond the requirements for certification. Similarly, the JIU report of Cybersecurity Management in the UN System (JIU/REP/2021/3) referred in multiple instances to WIPO as following best practices. WIPO is on track to implement all recommendations in the IOD and JIU reports.

Promoting a Culture of Cybersecurity

WIPO's Sector Leads confirm compliance with internal controls, including cybersecurity, on an annual basis, which informs the signing of the Statement of Internal Controls by the Director General. WIPO's leadership has also promoted a speak-up culture that extends to the reporting of cybersecurity events and incidents without fear of judgment or retaliation. Failures, including on cybersecurity, are considered opportunities to learn and to continuously improve.

Awareness plays a major part in maturing or influencing the security behaviors of staff members, and WIPO invests great efforts into its cybersecurity awareness program, with campaigns throughout the year.

Over the last few years, WIPO's awareness program has transitioned towards an approach of more continuing education, “Just in time” training, and gamification. Currently, WIPO workforce (staff and non-staff), at the time of onboarding, sign an Acceptable Use Policy and complete the mandatory Information Security Awareness course. WIPO also delivers targeted technical security training to key roles having privileged access, such as application developers, system and security administrators, cybersecurity professionals and cloud administrators. Furthermore, in 2021, the campaign included a panel session on Women in Cybersecurity with a panel of highly respected international female cybersecurity experts. The event was attended by over 130 participants from WIPO and other UN agencies.

WIPO judges the maturity of its security culture based on how individuals respond when they encounter a potential security risk, rather than how many times they watch a training video.

Since 2014, WIPO has run periodic phishing simulation campaigns, with a view to sensitizing staff to the risks of phishing, which is now one of the most prevalent routes to compromise a business. WIPO has also incorporated a “Report Phishing” button in its email client, which allows staff to report any suspicious email to the cybersecurity team for review. At the start of the phishing simulation campaign, in 2014, the number of users falling for the simulated attack was 17 per cent, with less than 1 per cent reporting the email. Since then, the level of staff exhibiting positive behaviors rose to 95 per cent across 17 individual campaigns, with an average of 82 per cent of staff reporting per campaign in 2021, demonstrating a significant improvement in maturity of the cybersecurity culture at WIPO.

The awareness program and its results have been highlighted in several ISO/IEC 27001 certification audit reports as particular strengths. In addition, the JIU report identified WIPO's awareness program as being “particularly innovative and effective.”(JIU/REP/2021/3 para 102)

Optimizing Cybersecurity investments

WIPO determines cybersecurity needs for the biennium through its Program of Work and Budget process. The planning exercise is also guided by the SABSA²¹ enterprise architecture framework where selected security controls are based on business requirements for security with bi-directional traceability. The JIU report (JIU/REP/2021/3 para 109) identified WIPO as following best practice in this regard. In addition, over the last three biennia, noting the importance of cybersecurity to WIPO, Member States approved cybersecurity related Capital Master Plan (CMP) projects.

Cybersecurity Operational Response

A key attribute of cyber resilience is the ability to prepare for, respond to, and recover from cyberattacks, allowing an organization to thrive in the face of adverse conditions (crisis, pandemic, financial volatility, etc.). To support this, WIPO invested in a 24/7 Information Security Operations Center (iSOC) capability in 2018 to proactively monitor, alert, triage and respond to cyber threats on WIPO's environment. Weighing the cost benefits of various options, WIPO's internal

²¹ Sherwood Applied Business Security Architecture (<https://sabsa.org/sabsa-executive-summary/>).

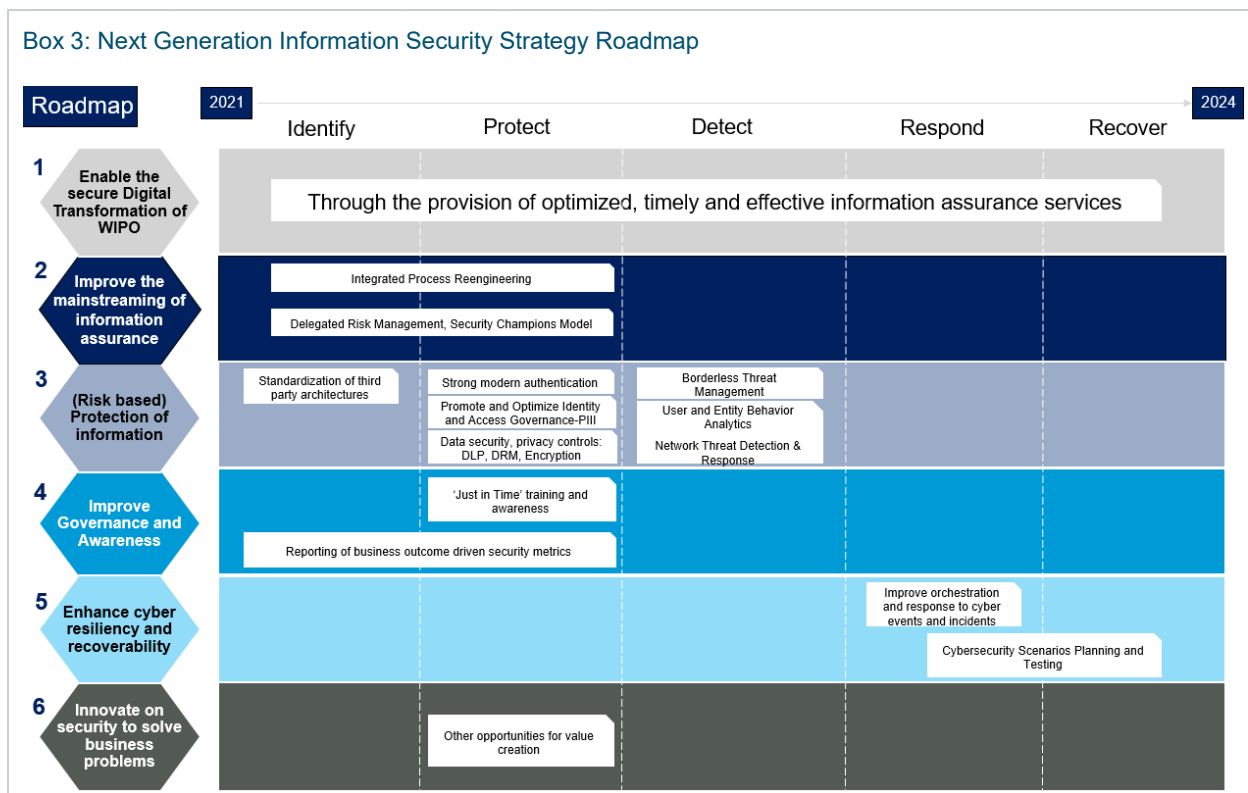
cybersecurity governance bodies decided on a hybrid iSOC model where the Tier 1 monitoring and alerting on Cybersecurity events are handled by a 24/7 outsourced managed security services provider, whereas the Tier 2 and Tier 3 advanced tasks are handled by dedicated WIPO cybersecurity analysts and managers who possess the contextual knowledge of and relationship with WIPO’s business stakeholders. The iSOC leverages a combination of advanced technologies such as Artificial Intelligence (AI) and orchestration, response playbooks, and human analyses to rapidly detect and effectively respond to Cybersecurity events and incidents. A Key Performance Indicator relates to the Mean Time to Detect (MTTD) an incident, which WIPO has consistently met. WIPO plans to further enhance this capability in the current biennium, collaborating with the Business Continuity function, through the conduct of cybersecurity scenario testing and cyber war gaming exercises to assess and improve WIPO’s preparedness to recover from a successful major cyberattack, while ensuring minimal disruption to WIPO’s operations.

Road Ahead

As noted earlier, the cyber threat environment is continually evolving, with technological advancements being leveraged by attackers to create new and stealthier tools and techniques to evade detection and increase the capability to compromise their targets. Attackers are increasingly targeting supply chain weaknesses to gain access to or covertly surveil organization’s communications and ICT systems. The ‘new normal’ provides greater flexibility to WIPO’s workforce through digital teleworking solutions, ensuring higher productivity and improved work-life balance for staff, but inherently expands the threat surface to wider attacks.

From a technology perspective, there is an increasing threat from the dual use of frontier technologies, such as AI-based attacks, with vast scale networks of compromised computers (“bot-nets”) being controlled by AI to launch attacks on a massive scale (2020 and 2021 saw the largest Distributed Denial of Service attacks on record). The advancement in quantum computing capabilities will pose a strong threat to the effectiveness of current encryption capabilities, as the time needed to crack the encryption will reduce significantly. It is imperative that WIPO and its governing bodies recognize the risk from cybersecurity and continue to make informed risk-based decisions on technology investments to mitigate the risk.

With its Next Generation Information Security Strategy, WIPO has already taken steps to support the ongoing digital transformation of the Organization and to enhance preparedness and cyber resilience through the implementation of additional capabilities, or the enhancement of existing ones, to ensure the secure and resilient delivery of WIPO’s mandate. See Box 3.



ANNEX X Funds-in-Trust Progress Report 2021

The FIT report is an integral part of the WIPO Performance Report. It provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2021 as well as financial information. The Annex reports on the FITs listed in the table below, excluding FITs exclusively financing personnel and FITs under which no activities were implemented in 2021.

FUND-IN-TRUST	SECTOR
Australia	Regional and National Development Sector
China	Brands and Designs Sector
France (Industrial Property)	Regional and National Development Sector
Japan (Copyright)	Copyright and Creative Industries Sector
Japan (Global)	Infrastructure and Platforms Sector
Mexico	Regional and National Development 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 Partnership 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	Regional and National Development Sector
Uruguay	Regional and National Development Sector

Funds-in-Trust as at December 31, 2021

(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2020	Income 2021				Expenditure 2021				Reimbursements to donors / Transfer to a new FIT	Balance as of December 31, 2021
			Funds received	ULO/Other income	Exch. Rate diff.	Total	Staff	Other direct	Administrative support costs	Total		
Accredited indigenous and local communities	W_IGC	36,733.51	-	-	-	-	-	-	-	-	16,158.98	20,574.53
Australia	WAUS3	435,604.63	-	-	-	-	-	258,232.69	33,570.25	291,802.94	-	143,801.69
China	WCNSP	483,235.53	263,399.45	-	-	263,399.45	-	207,784.88	27,012.05	234,796.93	-	511,838.05
China (HR)	WCNPR	311,008.08	202,373.00	-	-	202,373.00	150,195.30	-	19,525.40	169,720.70	-	343,660.38
France (Industrial Property)	WFRIP	420,694.71	600,000.00	-	-	600,000.00	-	17,517.07	2,277.20	19,794.27	-	1,000,900.44
Italy	WITIP	43,799.12	-	-	-	-	-	-	-	-	-	43,799.12
Japan (Copyright)	WJPCR	650,169.56	468,646.00	-	-	468,646.00	187,443.30	9,718.48	25,392.25	222,554.03	-	896,261.53
Japan (Industrial Property) Global	WJPIG	6,880,926.89	4,660,000.00	654.00	17.83	4,660,671.83	1,481,973.85	1,970,471.27	448,730.55	3,901,175.67	-	7,640,423.05
Japan (Junior Professional Officers)	WJPOJ	168,522.75	-	-	-	-	-	-	-	-	-	168,522.75
Mexico	WMEXI	136,011.69	-	-	-	-	-	6,206.66	806.85	7,013.51	-	128,998.18
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	621,982.51	250,152.44	-	-	250,152.44	-	77,674.56	3,883.70	81,558.26	-	790,576.69
Republic of Korea (Copyright)	WKRCR	1,023,458.32	351,776.87	-	-	351,776.87	-	210,630.04	10,531.50	221,161.54	-	1,154,073.65
Republic of Korea (Copyright/Professional Officers)	WKRPO	446,033.57	-	-	-	-	138,922.55	-	16,670.70	155,593.25	-	290,440.32
Republic of Korea (Industrial Property)	WKIPO	702,228.18	240,000.00	-	-	240,000.00	64,921.60	310,362.99	3,752.85	379,037.44	-	563,190.74
Republic of Korea (IP Education)	WKRED	714,292.05	298,881.72	-	-	298,881.72	-	234,962.20	11,748.10	246,710.30	-	766,463.47
Republic of Korea (Professional Officers)	WKRJP	675,972.73	308,818.00	-	-	308,818.00	326,674.49	-	39,200.95	365,875.44	-	618,915.29
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	366,107.24	146,964.56	-	-	146,964.56	-	103,036.12	9,273.25	112,309.37	-	400,762.43
Republic of Korea (Ministry of Justice)	WKRJH	100,955.90	265,248.00	-	-	265,248.00	139,358.58	-	16,723.05	156,081.63	-	210,122.27
Spain	WESCH	200,851.73	-	-	-	-	-	2,212.80	287.65	2,500.45	-	198,351.28
United Arab Emirates	WDUAE	45,857.39	-	-	-	-	-	-	-	-	-	45,857.39
Uruguay	WUYCH	97,218.34	-	-	-	-	-	6,440.00	837.20	7,277.20	-	89,941.14
WIPO for Creators	WWFCR	-	78,367.17	-	-	78,367.17	-	-	-	-	-	78,367.17
TOTAL		14,561,664.43	8,134,627.21	654.00	17.83	8,135,299.04	2,489,489.67	3,415,249.76	670,223.50	6,574,962.93	16,158.98	16,105,841.56

Australia

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Level of utilization of the IP benchbook by courts in beneficiary countries	<p>Draft chapters covering the following topics were produced:</p> <ol style="list-style-type: none"> i. General civil and criminal procedure as they apply to IP disputes; ii. Adjudication of trademark disputes; iii. Adjudication of copyright disputes; and iv. Adjudication of patent disputes. <p>In addition, chapters covering the international legal framework for trademarks, copyright, patents, and remedies were drafted.</p>	the Philippines, Viet Nam
	No. of hosting arrangements for developing country scientists, resulting in new knowledge with respect to research into neglected tropical diseases being generated and transferred back to home countries	Eight scientists (5 women, 3 men) from developing and least developed countries were offered a 5-month long specialized virtual training in pharmaceutical research and IP management, to enhance their research projects in their home institutions.	Bangladesh, Indonesia, Kenya, Papua New Guinea, the Philippines
	ABC - no. of accessible books and educational tools produced by local partners/NGOs in the Asia Pacific region involved in capacity building projects	<p>Through training and funding provided by ABC, partners/NGOs in three Asia-Pacific countries:</p> <ul style="list-style-type: none"> - produced 939 accessible format copies in digital and braille format (Indonesia (467); Myanmar (256); Viet Nam (216)); - held three online trainings in Viet Nam for 36 visually impaired students (21 women, 15 men) on how to use reading devices and software to read accessible books; - completed the newly launched ABC Online Course in Accessible Book Production for people who are blind, visually impaired or otherwise print disabled (8 participants from Myanmar); - were provided with 9 reading devices (Orbit readers) (NGO in Myanmar) for use by visually impaired persons, together with training on their use; and - trained a total of 40 beneficiaries in Myanmar in the use of reading devices (33 men, 7 women). 	Indonesia, Myanmar, Viet Nam
	Enhanced understanding of the Madrid System - its benefits, core principles and various operation processes - among IP professionals	<p>Enhanced understanding through participation in the specialized DL course on the Madrid System for the International Registration of Marks (DL-303) of:</p> <ul style="list-style-type: none"> - 632 government Officials and IP Office staff; and - 2,675 other interested stakeholders from the private sector and academia. 	The beneficiaries were from 158 Member States
	Increased access of IP services, tools and materials by technology-oriented SMEs and start-ups in Indonesia and Viet Nam	<p>The project was launched in 2021. The following deliverables were completed/in progress:</p> <ul style="list-style-type: none"> - A national assessment of the nature and extent of the awareness and use of the IP system by SMEs, understanding if there are reasons for non-use, and their needs for support, was completed in Indonesia. The assessment also included the identification of a representative sample of technology rich SMEs and institutions that provide support to such SMEs; and - A national assessment in Viet Nam was initiated and Viet Nam completed the translation and adaptation of 1 guide in the IP for Business series of guides. 	Indonesia, Viet Nam
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges		
	Enhanced awareness and understanding of technological options for treatment and valorization of palm oil mill effluent (POME) with environmental benefits	<p>Awareness was enhanced through the completion of a catalogue, in English and Bahasa Indonesian languages, on available technology options for the treatment and valorisation of palm oil mill effluent.</p> <p>In addition, a Task Force was established which will continue the follow-up work with stakeholders.</p>	Indonesia
	No. of matches catalyzed as a result of the project	<p>1 technology was deployed where POME was used in the composting process of empty fruit bunches.</p> <p>2 letters of intent were signed, following the initiation of transactions between palm oil mills and technology providers.</p>	Indonesia

	Performance Indicators	Key Results in 2021	Beneficiary Countries
	No. of needs and technologies uploaded to WIPO GREEN related to POME treatment and valorization	19 needs and 24 technologies were uploaded to the WIPO GREEN database.	Indonesia, other palm oil producing countries

China

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
II.6	Improved productivity and service quality of Madrid operations		
	Increased operational efficiency and quality of Madrid System operations	With a view to increasing operational efficiency and quality of Madrid System operations, the project to establish and expand electronic communications with Madrid Members in Belt and Road Initiative (BRI) countries was launched in 2021: <ul style="list-style-type: none"> - a project kick-off meeting between WIPO and the China National Intellectual Property Administration (CNIPA) was held to start the planning; - outreach efforts started to gauge interest among potential Member Offices; and - the first group of Offices were selected and draft action plans defined. 	Egypt, Malaysia, Poland, Ukraine
	Enhanced understanding of the Madrid System among participants in WIPO training	Understanding of 20 officials and examiners from 10 OAPI Members was enhanced through a training workshop on the procedures for obtaining and maintaining holders' rights deriving from the international registration of trademarks.	OAPI Member States
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	No. of registrations of GIs by local communities as a result of WIPO technical assistance	The following progress on the preparation of GI applications was made under Phase I of the following GI projects: <ul style="list-style-type: none"> - GI Project "Kampot Sea Salt" and "Kampot Fleur de Sel": chemical analysis to determine product specificities and geographical area; - GI Project "Madd de Casamance": finalization of the draft book of specifications and control plan, as well as development of a marketing strategy; and - GI Project "Riz de Kovié": (i) development of the book of specifications (in particular, specificities of the product, method of production and geographical area); and (ii) the establishment of an inter-professional association. 	Cambodia Senegal Togo
	Enhanced capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	Phase III of the Project on the GI "Koh Trung Pomelo" was completed. Enhanced capacity of the Koh Trung Pomelo Producers Association for the collective management of the GI was achieved through targeted coaching and training sessions. This concerned, in particular, the organization of the general assembly of the Association and election of the new members of the Management Board.	Cambodia
	Enhanced capacity of IP professionals, particularly in the area of IP and designs	Enhanced knowledge of IP professionals from developing countries in the core areas of IP with a focus on design protection through the provision of scholarships for three students.	Pakistan, United Republic of Tanzania, Zimbabwe
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	No. of countries having taken steps to enhance their TISC networks with a view to ensuring sustainability	Some 958 IP professionals from 96 countries took steps to strengthen their TISC networks through the first-ever 'Global Technology and Innovation Support Center (TISC) Conference', held online from November 29 to December 1, 2021, in cooperation with the China National Intellectual Property Administration (CNIPA).	See below ²²

²² Albania, Algeria, Angola, Argentina, Armenia, Austria, Azerbaijan, Bahrain, Bangladesh, Benin, Bhutan, Bosnia and Herzegovina, Botswana, Brazil, Cabo Verde, Cambodia, Cameroon, Chile, China, Colombia, Costa Rica, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, Eswatini, Ethiopia, France, Gabon, Georgia, Germany, Ghana, Greece, Guatemala, Honduras, India, Indonesia, Iran, Islamic Republic of, Ireland, Israel, Italy, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lao People's Democratic Republic, Latvia, Lebanon, Lesotho, Liberia, Lithuania, Madagascar, Malawi, Malaysia, Mexico, Mongolia, Morocco, Namibia, Netherlands, Nicaragua, Niger, Nigeria, Oman, Pakistan, Peru, the Philippines, Poland, Portugal, Qatar, Russian Federation, Saudi Arabia, Singapore, Slovakia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Syrian Arab Republic, Thailand, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, United Republic of Tanzania, United States of America, Uruguay, Uzbekistan, Viet Nam, Zimbabwe.

France

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Participants using enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 25 participants from IP Offices, private sector, relevant public institutions such as Government representatives, universities and R&D institutions in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; and (ii) technology transfers, licensing, IP commercialization and IP valuation as well as related European and international IP Law.	25 participants from 15 countries: Algeria, Brazil, Egypt, Gabon, India, Madagascar, Malawi, Mexico, Morocco, Niger, Pakistan, Poland, Romania, Russian Federation, Sri-Lanka
	% of trainees who are satisfied with WIPO Academy training programs	98% of the participants were fully satisfied with the WIPO-INPI-OMPIC Training Course on Trademarks and the WIPO-CEIPI Advanced Training Course on IP, Technology Transfer and Licensing with CEIPI.	25 participants from 15 countries: Algeria, Brazil, Egypt, Gabon, India, Madagascar, Malawi, Mexico, Morocco, Niger, Pakistan, Poland, Romania, Russian Federation, Sri-Lanka
	No. of countries engaged in South-South Cooperation	26 developing countries benefited from the cooperation with OMPIC and OAPI in various capacity building programs.	Algeria, Argentina, Brazil, Burundi, Central African Republic, Chile, Colombia, Côte d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Gabon, India, Madagascar, Malawi, Mauritania, Mexico, Morocco, Niger, Pakistan, Paraguay, Peru, Senegal, Sri-Lanka, Tunisia, Uruguay
	% of trainees satisfied with the enhanced knowledge and skills acquired	85% of the participants who took part in the training program <i>Certificat d'Animateur propriété industrielle (CAPI)</i> in Casablanca, organized in collaboration with the WIPO Academy, indicated that they were satisfied using the acquired knowledge and skills in their work.	15 participants from Burundi, Djibouti, Madagascar, Tunisia, and OAPI Member States (Central African Republic, Côte d'Ivoire, Equatorial Guinea, Guinea, Mauritania, Senegal)
		100% of the participants who took part in the Summer School of the Center for International Intellectual Property (IP) Studies (CEIPI) expressed satisfaction with the enhanced knowledge and skills acquired.	Chile (1), Colombia (1)
		100% of the participants from national IP Offices or national institutions responsible for GIs who took part in the Training workshop on Geographical Indications for Latin American countries, organized in partnership with the Agricultural Research Centre for International Development (CIRAD), expressed satisfaction with the enhanced knowledge and skills acquired.	6 participants from Brazil (2), Chile (1), Colombia (1), Peru (1), Mexico (1)
	Enhanced knowledge and skills of the Trainers of Judiciary Training Institutes of the African Organization of Intellectual Property (OAPI) Member States on IP	As part of a new pilot project in 3 OAPI Member States, a training-of-trainers program was developed to enhance the knowledge and skills of trainers in national judiciary training institutes. The draft modules will be incorporated in the curricula of each of the selected institutes and then extended to other OAPI Member States.	Cameroon, Côte d'Ivoire, Senegal

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	4 countries took steps to advance and strengthen the development of their copyright framework and system	Kiribati, the Philippines, Thailand, Viet Nam

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
II.5	Wider and more effective use of the Madrid System, including by developing countries and LDCs		
	% of participants providing positive feedback on the relevance of the capacity building and promotional events	100% of participants provided positive feedback on the Sub-regional Meeting of IP Office Officials Responsible for Operating and/or Acceding to the Madrid System	Botswana, Eswatini, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia, Rwanda, Sierra Leone, Sudan, Zambia, Zimbabwe
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants satisfied with capacity building and training events	<p>98% of participants were satisfied with the following capacity building and training events:</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 National Workshop on Building Respect for Intellectual Property (IP) in the Digital Environment for Public Prosecutors and Law Enforcement Officials - Workshop on Promotion of IP Education for Young People - Long-term Fellowships and Internships at WIPO - The second meeting of the pilot project for the preparation of the launch of the Arab-Asian dialogue on IP between Japan and Selected Arab Countries (preparatory meeting) - Regional Meeting of Heads of Industrial Property Offices of Latin American Countries (preparatory meeting) - Branding Projects - Event for MIP graduates (Africa) - MIP Textbook Project at the Africa University - Commentary and Annotations Project on the Bangui Agreement of OAPI 	<p>Benin, Botswana, Burkina Faso, Burundi, Cabo Verde, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Equatorial Guinea, Eswatini, Ethiopia, Gabon, the Gambia, Ghana, Guinea, Kenya, Liberia, Malawi, Mauritania, Namibia, Niger, Nigeria, Rwanda, Senegal, Sudan, Togo, Uganda, United Republic of Tanzania, Zambia, Zimbabwe</p> <p>Indonesia</p> <p>Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar, the Philippines, Thailand, Viet Nam</p> <p>Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam</p> <p>Bahrain, Egypt, Jordan, Morocco, Oman, Saudi Arabia, Sudan, Tunisia, League of Arab States (LAS), Gulf Cooperation Council Patent Office (GCCPO), Gulf Cooperation Council Intellectual Property Training Center (GCC-IPTC)</p> <p>Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Uruguay, Venezuela</p> <p>Botswana, Ghana, Kenya, Mauritius</p> <p>Botswana, Cabo Verde, Ethiopia, the Gambia, Ghana, Kenya, Liberia, Malawi, Nigeria, Rwanda, Uganda, Zambia</p> <p>ARIPO Member States</p> <p>Benin, Burkina-Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo</p>
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs		
	% of participants providing positive feedback on the relevance of the programs	100% of the participants provided positive feedback on the relevance of the Regional Workshop "Intellectual Property, Innovation and Sustainable Development for Small Island Developing States (SIDS): A Look at Innovation and Leveraging IP in the Blue Economy".	Antigua and Barbuda, Barbados, Belize, Grenada, Jamaica, St. Lucia, St. Kitts and Nevis, Trinidad and Tobago
	% of participants using the knowledge and skills acquired	94% of participants in the above workshop indicated that they would use the knowledge and skills they had acquired.	See above list of countries
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation		
	% of participants providing positive feedback on the relevance of capacity building programs	73% of the participants provided positive feedback on the Virtual Symposium on Improving Competitiveness of SMEs.	All countries

	Performance Indicators	Key Results in 2021	Beneficiary Countries
	Enhanced access to information for the use of IP to support innovation	<p>Access to information was enhanced through:</p> <ul style="list-style-type: none"> - a situational analysis of IP and Innovation Ecosystems in Sub-Saharan Africa as part of the <i>IP Weeks (IP Policy Guidelines and SMEs Related Activities)</i> and fostering the Innovation Ecosystems - the update of 11 IP case studies in the IP Advantage database; and - research on various IP topics, including SMEs, IP-backed finance, green and youth. 	<p>Sub-Saharan African countries</p> <p>All countries</p> <p>All countries</p>
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	% of participants providing positive feedback on the relevance of the programs	95% of participants provided positive feedback on the relevance of 'Creating an Enabling Intellectual Property Environment to Increase the Capacity of Countries for Technology Development, Management and Commercialization'.	Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam
IV.4	Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration		
	New features implemented for IP Offices in WIPO systems per year	<ul style="list-style-type: none"> - Digitization of IP documents such as patents, trademarks, industrial designs and utility models for IP Offices - Migration of ASEAN PATENTSCOPE to a cloud infrastructure - Exchange of patent documents among IP Offices - Data Capture of IP documents for IP Offices - Cloud-based register of important events in IP records (cloud-based eRegister) - Data Validation and Verification of IP records for IP Offices 	<p>Botswana, Madagascar, Malawi, Thailand, Viet Nam, OAPI Member States</p> <p>All countries using ASEAN PATENTSCOPE</p> <p>Lao People's Democratic Republic, the Philippines, Viet Nam</p> <p>Madagascar, Zambia, OAPI Member States</p> <p>All countries with IP Offices using the latest version of IPAS</p> <p>Eswatini, Uganda</p>
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges		
	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	<ul style="list-style-type: none"> - 13 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan - 19 additional technologies and 17 needs identified and uploaded to the WIPO GREEN database in the Latin American Acceleration Project - 10 IP Offices participated in the Supporting IP Offices to Develop Green Technology Promotion Initiatives 	<p>All countries</p> <p>Argentina, Brazil, Chile</p> <p>Australia, Brazil, Chile, Denmark, Israel, Japan, Peru, Singapore, Turkey, United Kingdom</p>
VIII.1	More effective communication to a broad and diverse public about intellectual property and WIPO's role		
	Global participation in World IP Day Campaign	<ul style="list-style-type: none"> - The World IP Day 2021 Campaign materials such as the World IP Day documentary featuring selected SMEs and IPR GO, which were delivered in 8 languages (the six official UN languages, Japanese and Portuguese); - The World IP Day web page attracted 321,066 unique page views representing a 94.5 percent increase on the previous year; and - Online content was viewed by users from 176 countries 	All countries
	% of participants providing positive feedback on the relevance of the program	98% of participants provided positive feedback on the relevance of the virtual World IP Day 2021 Memorial Event by WIPO Japan Office	All countries

Mexico

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants who expressed satisfaction with the content and organization of events	98% of participants expressed satisfaction with the content and organization of the "Online Workshop on IP Protection" co-organized with the Mexican Institute of Industrial Property (IMPI) and the "Online Workshop on selected Trademark Topics".	Mexico
	% of participants with enhanced understanding of the enforcement of IP rights in the digital environment	97% of participants in the above workshops indicated that they had enhanced their understanding of the enforcement of IP rights in the digital environment	Mexico

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Over 2,100 participants from 84 countries enhanced their awareness of WIPO's ADR services through ADR, copyright and content-related webinars.	Albania, Argentina, Armenia, Australia, Belgium, Bosnia and Herzegovina, Brazil, Brunei Darussalam, Bulgaria, Canada, China, Colombia, Comoros, Costa Rica, Croatia, Cyprus, Czech Republic, Ecuador, Egypt, El Salvador, Estonia, France, Georgia, Germany, Ghana, Greece, Guatemala, Hungary, India, Indonesia, Iran (Islamic Republic of), Ireland, Italy, Japan, Jordan, Kenya, Latvia, Lithuania, Luxembourg, Malawi, Malaysia, Mexico, Montenegro, Morocco, Myanmar, Netherlands, Niger, Nigeria, North Macedonia, Pakistan, Paraguay, Peru, the Philippines, Poland, Portugal, Qatar, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Rwanda, Saint Lucia, Saudi Arabia, Senegal, Serbia, Singapore, Slovakia, Slovenia, Spain, Sri Lanka, Sweden, Switzerland, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States of America, Uzbekistan, Viet Nam
	No. of responses from stakeholders to the WIPO-MCST ²³ Survey on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business to Business (B2B) Digital Copyright- and Content-related Disputes to assess the current use of ADR mechanisms (e.g. mediation, arbitration) as compared to court litigation to resolve such disputes	Some 1,000 responses were received from stakeholders ²⁴ in 129 countries and more than 70 interviews were conducted. WIPO published the Report on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business-to-Business (B2B) Digital Copyright- and Content-related Disputes in September 2021.	All countries
	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	Following publication, over 4,000 downloads were registered in 2021 from stakeholders in 139 countries.	All countries

²³ Ministry of Culture, Sports and Tourism of the Republic of Korea.

²⁴ Stakeholders include Center contacts, copyright- and content-intensive companies, online intermediaries and platforms, in-house and external counsel, creators, entrepreneurs, collective management organizations, mediators, arbitrators, industry associations, government bodies, and any other entities that may be involved in B2B digital copyright- and content-related disputes.

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

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	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 promotional video about how WIPO ALERT can improve brand safety was made available in the 6 UN languages and Portuguese on the WIPO ALERT webpage and was regularly referred to in presentations and conferences.	All
	Increased access to tools aimed at raising public awareness, in particular among youth, of the importance of respect for copyright.	Tools 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: <ul style="list-style-type: none"> - a comic book and webtoon in the Korean Manhwa style, developed in 2020 to help children understand the importance of respecting copyright, were made available in Arabic, Chinese, French, Portuguese and Russian on the WIPO website and on a webtoon portal; and - the first stage of the trial deployment of the WIPO Consumer Survey Toolkit in the Philippines was concluded, assessing consumer attitudes and behavior towards copyright piracy. The trial deployment will contribute to the development of a case study for use in the promotion of the Toolkit in WIPO Member States. 	All the Philippines

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	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 system	Bhutan, Mexico, the Philippines, Thailand, Viet Nam
	No. of accessible books in Spanish produced by local partner in Mexico and Uruguay	Through funding and technical assistance provided by ABC, the partner NGOs in two Latin American countries produced 195 titles of educational materials in Spanish for primary and secondary students in the EPUB3 format: Mexico (120) and Uruguay (75).	Mexico, Uruguay
		In addition, 21 new participants from Kyrgyzstan, the Philippines and Senegal enrolled in the newly launched ABC online course on the production of books in accessible formats for people who are blind, visually impaired or otherwise print disabled.	Kyrgyzstan, the Philippines, Senegal

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Increased IP awareness among children	Creation and publication of versions of the five Pororo IP animations in Chinese and Portuguese	Chinese and Portuguese-speaking countries
	No. of countries that have taken measures to create an enabling environment for strengthening business competitiveness through brands and designs	10 additional countries took measures and 5 countries took additional measures to strengthen business competitiveness through brands and designs (15 countries cumulative).	Afghanistan, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, Indonesia, Iran, Islamic Republic of, Kiribati, Lao People's Democratic Republic, Mongolia, Nauru, Pakistan,

	Performance Indicators	Key Results in 2021	Beneficiary Countries
			Papua New Guinea, Samoa, Solomon Islands
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	Enhanced understanding of how blockchain technology can contribute to establishing a robust, streamlined, cost-effective, inclusive, and transparent IP ecosystem in the era of digital transformation	The Blockchain technologies and IP ecosystems: A WIPO white paper was finalized and will be published in February 2022.	All
	No. of technologies developed by public institutions commercialized	As part of a new Project on IP Commercialization of Technologies Developed by Public Institutions a university in Thailand was selected for technology commercialization. A patent landscape analysis related to the technology was completed. A prototype of the technology will be built in 2022.	Thailand

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	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 relating to: (i) deeper knowledge of IP issues; (ii) understanding of and tools for IP Management; and (iii) knowledge of the role and functions of WIPO (19 participants – 13 women, 6 men – from 15 countries successfully completed a short term education program)	Azerbaijan (1), Brazil (1), China (2), Egypt (1), France (1), Ghana (1), India (4), Iran, Islamic Republic of (1), Kazakhstan (1), Kenya (1), Kyrgyzstan (1), Nigeria (1), Russian Federation (1), Sri Lanka (1), Thailand (1)
		Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (18 participants – 11 women, 7 men – from 16 countries successfully completed Master's degree course)	Colombia (1), East Timor (1), Kenya (1), India (1), Malaysia (1), Mongolia (1), Myanmar (1), Nigeria (2), the Philippines (1), Republic of Korea (2), Rwanda (1), Somalia (1), Uganda (1), United Republic of Tanzania (1), Uzbekistan (1), Zambia (1)
		Enhanced capacities of IP officials in relevant public institutions and ministries working on designs from developing countries, LDCs and countries in transition (12 officials – 7 women, 5 men from 10 countries completed the 3-phase certified training)	Belarus (1), Bhutan (1), Botswana (1), Brazil (1), Ghana (2), Indonesia (1), Kenya (1), Lebanon (1), Republic of Moldova (1), Viet Nam (2)
		Enhanced knowledge and skills of trademark examiners from developing countries, LDCs and countries in transition (11 trademark examiners – 7 women, 4 men – from 8 countries completed the 3-phase certified training)	Algeria (1), Bangladesh (1), Belarus (1), Cabo Verde (1), India (3), Indonesia (1), Nigeria (2), Rwanda (1)
		Enhanced practical patent examination skills of patent examiners from developing countries and countries in transition (8 patent examiners – 2 women, 6 men – from 5 countries completed the 3-phase certified training)	Iran, Islamic Republic of (1), Malaysia (2), Nigeria (1), the Philippines (2), Uzbekistan (2)
		Empowered existing and prospective women inventors, entrepreneurs and related officials and policy-makers from developing countries with enhanced practical knowledge and skills (56 women participants from 4 Latin America Countries benefitted)	Chile (7), Colombia (5), Costa Rica (32), Peru (12)
		Enhanced the capacities of public officers, professionals and researchers in the field of Intellectual Property and Artificial Intelligence (107 participants – 62 women, 45 men – from 41 countries completed the full training)	Afghanistan (1), Bangladesh (1), Belarus (2), Bolivia (1), Bosnia and Herzegovina (1), Brazil (1), Bulgaria (1), Cameroon (1), China (1), Colombia (1), Croatia (2), Czech Republic (1), Ecuador (1), Egypt (5), Ethiopia (2), Georgia (1), Ghana (2), India (19), Indonesia (3), Iran, Islamic Republic of (19), Kenya (3), Lithuania (1), Malaysia (1), Nigeria (8), Peru (1), the Philippines (2), Poland (2), Republic of Moldova (1), Romania (3), South Africa (2), Spain (2), Sri Lanka (1), Switzerland (1), Thailand (1), Trinidad and Tobago (1), Turkey (1), Uganda (1), Ukraine (4), Vanuatu (2), Viet Nam (2), Zambia (1)

	Performance Indicators	Key Results in 2021	Beneficiary Countries
		<p>Enhanced capacities of public and private sector professionals from developing countries, LDCs and countries in transition with advanced knowledge of IP:</p> <ul style="list-style-type: none"> - 51 participants – 28 women, 23 men – from 32 countries proactively participated in interactive learning in the Metaverse platform and were awarded certificates for successful completion of the final intensive training phase; - 1,317 participants from 120 countries completed the online component of training; - 379 out of 874 participants successfully completed the IP Panorama training; and - Over 300 participants benefitted from selected live sessions via YouTube. 	<p>Austria (1), Azerbaijan (1), Bolivia (1), Botswana (1), Brazil (1), Bulgaria (1), China (1), Colombia (1), Czech Republic (1), Egypt (1), Ghana (1), India (7), Iran, Islamic Republic of (2), Japan (1), Kenya (4), Madagascar (1), Malaysia (1), Mexico (1), Myanmar (1), Nigeria (3), Peru (1), the Philippines (5), Romania (3), Sierra Leone (1), Singapore (2), South Africa (1), Sri Lanka (1), Thailand (1), Trinidad and Tobago (1), Turkey (1), Uganda (1), Ukraine (1)</p>
	Participants who were satisfied with the training programs	Of 244 respondents to evaluation surveys conducted across 6 of the above training programs ²⁵ , 94.2% reported overall satisfaction.	See above

Spain

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants in WIPO events who express satisfaction with the content and organization of WIPO capacity building workshops and find them relevant and useful	100% of 66 participants were satisfied with the content and organization of the events	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Honduras, El Salvador, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	98% of the participants indicated that they would apply the skills learned in their daily work	See above

Uruguay

Performance Data

	Performance Indicators	Key Results in 2021	Beneficiary Countries
IV.4	Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration		
	Improved management and processing of industrial property files and applications to safeguard the protection of the industrial property rights of their owners through enhanced alignment with IPAS	A new project for the Modernization of the IP Office Systems in the National Directorate of Industrial Property (DNPI) of Uruguay to align with IPAS was initiated in September 2021. By the end of 2021, the first phase improvements had been completed and will be fully deployed in February 2022.	Uruguay

²⁵ Professional Development training in (i) patent and (ii) design and (iii) trademark examination; (iv) Summer School short education program; (v) training in Intellectual Property and Artificial Intelligence; (vi) Advanced International Certificate Course (AICC).

ANNEX XI Capital Master Plan Progress Report 2021

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 which were under implementation in 2021 and Completion Reports for projects that were completed during the course of 2021.

Progress Reports provide Member States with an overview of progress made in project implementation during the period January to December 2021. Completion Reports provide a concise summary of the overall project implementation and achieved benefits.

A more streamlined reporting has been applied to projects under the 1 million Swiss franc threshold. This differentiated reporting approach mirrors the proportional scale of the projects, in line with the recommendations of the WIPO External Auditor.

CMP 1	Security Enhancement: Data Encryption and User Management - Project Closure Report
CMP 9	PCT Resilient and Secure Platform - Phase I - Project Progress Report
CMP 10	Madrid IT Platform - Project Progress Report
CMP 11	Integrated Conference Services Platform (ICSP) - Project Progress Report
CMP 12	Multimedia Studio - Project Closure Report
CMP 16	Elevators In AB Building - Phase I - Project Progress Report
CMP 18	Dynamic Incident Management (DIM) - Project Progress Report
CMP 19	Migration of Email to the Cloud - Project Progress Report
CMP 20 & 32	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase I and II - Project Progress Report
CMP 21	WIPO IP Portal - Phase II - Project Progress Report
CMP 22	Hague Externalization Project - Project Progress Report
CMP 23	ECM Implementation - Phase II - Project Progress Report
CMP 24	Web CMS Technology Replacement - Project Progress Report
CMP 25	Treasury Management System (TMS) - Project Progress Report
CMP 26	Power Outage Mitigation (AB and GB Buildings) - Phase II - Project Progress Report
CMP 27	Modernization of Elevators Motorization Systems - Phase II - Project Progress Report
CMP 28	Fire and Gas Safety - Project Closure Report
CMP 29	Renewal of Critical Physical Security Systems Hardware - Project Closure Report
CMP 30	Upgrade of Critical SSCS Security ICT Systems - Project Closure Report
CMP 31	Enterprise Performance Management (EPM) 2 nd Generation Cloud Based - Project Progress Report
CMP 33	Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG) - Project Progress Report

Capital Master Plan Projects as at December 31, 2021

(in thousands of Swiss francs)

	Project Budget	Expenditure ¹			Remaining Balance	Budget Utilization
		Expenditure up to end 2019	2020/21 Expenditure	Total Expenditure		
<u>ICT Related Projects</u>						
WIPO IP Portal - Phase II	6,960	-	6,050	6,050	910	87%
WIPO IP Portal - Phase III	7,531	-	-	-	7,531	-
PCT Resilient and Secure Platform - Phase I ²	8,800	2,410	4,188	6,598	2,202	75%
Madrid IT Platform	6,000	-	833	833	5,167	14%
Hague Externalization Project	3,001	-	1,574	1,574	1,427	52%
Enterprise Content Management (ECM) Implementation ³	2,068	1,977	91	2,068	0	100%
ECM Implementation - Phase II	2,718	-	1,593	1,593	1,125	59%
Web CMS Technology Replacement	911	-	436	436	475	48%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications	2,095	452	1,576	2,028	66	97%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase II	560	-	414	414	146	74%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase III	2,750	-	-	-	2,750	-
Migration of Email to the Cloud	912	199	704	903	9	99%
Integrated Conference Services Platform (ICSP)	930	100	214	314	616	34%
Treasury Management System (TMS)	250	-	87	87	163	35%
Enterprise Performance Management (EPM) 2nd Generation Cloud Based	825	-	-	-	825	-
AIMS 2.0 Transformation - Phase I	2,900	-	-	-	2,900	-
Conference Systems Upgrade	2,594	-	-	-	2,594	-
Enterprise Service Management (ESM)	1,500	-	-	-	1,500	-
Data Management and Governance	1,000	-	-	-	1,000	-
Sub-total	54,303	5,138	17,760	22,898	31,405	42%
<u>Building Related Projects</u>						
Multi-Media Studio ³⁻⁴	2,360	1,969	382	2,351	9	100%
Power Outage Mitigation (AB and GB Buildings) - Phase II	1,750	1	905	906	844	52%
Elevators in AB Building - Phase I	430	73	241	314	116	73%
Modernization of Elevators Motorization Systems - Phase II	1,420	1	756	757	663	53%
Sub-total	5,960	2,045	2,283	4,328	1,632	73%
<u>Safety and Security Related Projects</u>						
Security Enhancement: Data Encryption and User Management ³	700	221	475	696	4	99%
Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG)	407	-	-	-	407	-
Dynamic Incident Management (DIM)	400	29	169	198	202	49%
Fire and Gas Safety ³	325	-	163	163	162	50%
Renewal of Critical Physical Security Systems Hardware ³	602	-	533	533	68	89%
Upgrade of Critical SSCS Security ICT Systems ³	447	-	391	391	56	87%
Strong Modern Authentication	897	-	-	-	897	-
Sub-total	3,778	249	1,732	1,981	1,797	52%
GRAND TOTAL	64,041	7,432	21,775	29,207	34,834	46%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Includes additional budget of 800,000 Swiss francs (document A/62/7) to support software transformation and renovate the outdated PCT IT infrastructure (without cloud technology).

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

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

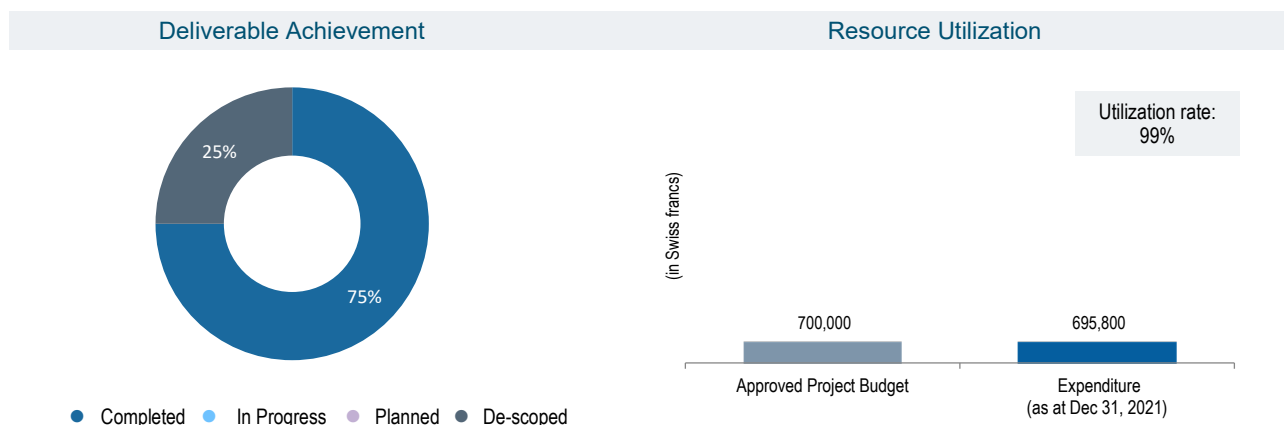
CMP 1 SECURITY ENHANCEMENT: DATA ENCRYPTION AND USER MANAGEMENT - Project Completion Report

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

Business Case and Objectives²⁶



Project Overview



Key Project Achievements

- The IAG technical base platform was designed, configured and installed, and extensive technical, functional and user acceptance testing was performed on the solution. The IAG solution went live in production in Q3 2021;
- Extensive awareness raising, communication and training were undertaken;
- The “Joiner, Mover and Leaver” (JML) processes were developed and implemented for PeopleSoft Human Capital Management (HCM). When an employee moves (mover process) within WIPO, their access rights are automatically updated to reflect their new entitlements, and upon separation from WIPO, the account is automatically de-provisioned and all access rights removed; and
- A “Birthright” entitlement model was developed and implemented for Active Directory, whereby users are assigned certain access entitlements (access to mail groups and distribution lists) based on their role.

Overall Achievement versus Plan

- The overall objective of this project as envisioned in 2014 was to deploy an enterprise Identity Access Management and Encryption (IAME) capability in WIPO. As has been reported in previous progress reports, the project was influenced by several factors, most notably the move to a “cloud first strategy” and the higher than expected complexity and costs for the IAM portion of the work. This resulted in the de-scoping of the encryption capability and certain elements of access management. Phase II (CMP 33) will continue the deployment of the remaining access management elements.
- Some deliverables were only partially met: (i) Non-birthright entitlements, such as Top Down and Bottom Up entitlements for procedures such as Delegation of Authority as per the Financial Regulations and Rules, were not possible because a cleanup of legacy data was needed; (ii) Joiner, Mover, Leaver (JML) processes were applied to a subset of key foundational systems only, and were not applied to the relatively rare cases of people that are re-hired; and (iii) a user self-service portal was introduced for password management, not for access requests / approvals.
- Phase II, which is already underway will build on the IAG foundational capability and will address the partially met deliverables and expand access rights to a broader set of services.

²⁶Business Case and Objectives are reflected in the “[Capital Master Plan for 2014-19](#)” (document WO/PBC/21/18). For previous updates to those, please refer to the last [CMP Progress Report](#).

Lessons Learned

- Thorough analysis of dependencies and resourcing from all involved stakeholders should be undertaken during the initial planning phase to ensure commitment and buy-in during project implementation.
- Detailed knowledge transfer sessions should take place before staff retirements and/or vendor separations to ensure knowledge retention and smooth project implementation.
- In order to avoid delays in project implementation, conservative deployment schedules and longer Transition to Operations (TTO) windows should be factored into initial project planning when dealing with complex project scopes involving a multitude of stakeholders.
- To ensure smooth integration with existing systems and processes, all legacy processes and configurations should be fully documented before technical implementation.
- To mitigate the need for several rounds of re-testing, a “Big Bang” approach should be avoided, instead testing a small group of about 30-50 accounts per day, and if no issues are encountered, proceeding with the rest.

Benefits Realization²⁷

- The standardization of IAME reference security architectures was achieved for limited systems and applications that reused these architectures as a standard.
- The standardization and reuse of IAME reference security architectures was applied to seven additional critical WIPO systems and applications.
- The IAM architectures were applied and reused for four cloud-based applications.
- The centralized solution allows system administrators and the Service Desk to identify who has access to the specific in-scope systems: PeopleSoft HR, PeopleSoft Finance (finance and procurement modules), and Active Directory.
- Improved security through the implementation of Role-based Access Control and standardized Entitlements models to the specific in-scope systems: PeopleSoft HR, PeopleSoft Finance (finance and procurement modules), and Active Directory.
- Automated implementation of Joiners, Movers and Leavers (JML) processes. This improved efficiency of the provision of the relevant access to new users, and ensured that when staff move between positions / business units they retain only the relevant access entitlements for their new role.

Risk and Mitigation Actions²⁸

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The cost of the full IAME could be higher than initially foreseen in 2014 resulting in the need to de-scope certain project components.	This risk occurred, PKI and the remaining access management elements were de-scoped.	n/a	The PKI capability for data encryption was delivered as part of the regular 2021 workplan, and Phase II (CMP33) will deliver the remaining access management elements.

²⁷ Given the de-scoping of the PKI capability (encryption architectures), the expected benefit “The enhanced protection of sensitive information assets from unauthorized access and/or disclosure” previously reported is no longer applicable.

²⁸ 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 2021 are reported.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Current state assessment and development of IAME reference architectures, strategy and implementation roadmap	130,000	130,000	129,400	100%	100%
Map the authorization models of 2 key business applications in line with the IAME reference architectures	95,000	95,000	91,400	96%	100%
Purchase and integrate Access Governance solution	375,000	475,000	475,000	100%	100%
Internal Public Key Infrastructure (PKI) solution ²⁹	100,000	-	-	-	-
Total	700,00	700,000	695,800	99%	100%

The project will be formally closed in 2022. The remaining budgetary balance amounting to 4,200 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

2014	2015	2016	2017	2018	2019	2020	2021			
Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1	Q2	Q3	Q4



As has been reported in previous progress reports, the project was influenced by several factors, which resulted in significant implementation delays.

Project Follow-up Actions

Phase II (CMP33) will continue the implementation of the de-scoped project components.

Anticipated Recurring Operational Costs

- Annual license support and maintenance costs estimated at 44,000 Swiss francs;
- Annual cost of technical support for the WIPO IAG administrator amounting to 14,400 Swiss francs for the first two years following go-live and 7,200 Swiss francs for years three to five; and
- Annual ICC server/hosting costs estimated at 60,000 Swiss francs.

²⁹ As explained above, a decision was taken to remove this project element from the scope of CMP 1. The project budget was adjusted accordingly.

CMP 9 PCT RESILIENT AND SECURE PLATFORM - PHASE I - Project Progress Report

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

Business Case and Objectives³⁰



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- 24 PCT systems were modernized under the software transformation project;
- Matured operational model and improved service request management were delivered under the organizational transformation project; and
- A modernization design was delivered under the framework of the PCT infrastructure modernization project.

Benefits Realization

- Remote working capabilities ensuring that the processing of PCT applications could continue in an uninterrupted manner.
- Reduced likelihood of malicious or accidental disclosure of sensitive data (60 per cent corresponding to a cost avoidance of 1.7 million Swiss francs per year).
- Reduced likelihood of cyber-attacks in PCT IT network (45 per cent corresponding to a cost avoidance of 1.2 million Swiss francs per year).
- Reduced interruption time for PCT critical systems (5 per cent corresponding to a cost avoidance of 0.1 million Swiss francs per year).
- Improved customers experience (36 per cent corresponding to a cost avoidance of 1.2 million Swiss francs per year).
- Increased Organizational Flexibility (30 per cent corresponding to a cost avoidance of 0.3 million Swiss francs per year).

³⁰Original Business Case and Objectives are reflected in "[Capital Master Plan for 2018-27](#)" (document WO/PBC/27/9). For previous updates to those, please refer to the last [CMP Progress Report. The Business Case and Objectives for the Transition Phase are reflected in "Capital Master Plan for 2022-23" \(document WO/PBC/33/11\).](#)

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The RSP program will use a number of external service providers, which increases the risk of losing management control over the external environment, potentially leading to a compromise (or loss) of PCT information and information systems, hence impacting PCT's applicants, WIPO's revenue stream, and reputation.	The risk was closed during the reporting period. The current strategy focuses on interaction with known suppliers such as UNICC (with clear controls defined), and potentially AWS should a decision to move to the Cloud be taken (in which case WIPO would maintain the control of its environments).	n/a	n/a
WIPO's public cloud infrastructure initiative is building in momentum. By the time of the DC delivery, PCT could potentially wish to move some of its applications or components in the public cloud, but Managed Services contract (Lot 2 under RFP) might not allow to sustain this change.	The risk was closed during the reporting period. WIPO adopted a public cloud strategy for PCT during Q3 2019, which led to the cancellation of the RFP (all lots).	n/a	n/a
VDI solution will be provided by UNICC, which might create a vendor/provider lock-in situation.	The risk remained stable during the reporting period.	The business decision to adopt a public cloud strategy, with AWS as the cloud service provider, effectively mitigated the risk, transforming it into an opportunity for vendor diversification. As this mitigation is for now on hold, the risk is monitored until the strategic decision is taken.	There was no adverse impact on the project.
Due to the COVID-19 pandemic, the vast majority of staff are tele-working. This new setup might result in delays in the implementation of the project.	The risk was closed during the reporting period following an efficient transition to a remote working solution.	n/a	n/a
During the September 2020 PBC session, further clarifications were requested by Member States as to the hosting of PCT highly confidential information in a public cloud environment. Depending on the outcome of the discussions, alternative strategies to the public cloud could be adopted for the PCT, leading to a critical impact to the program and its strategy.	The risk materialized and remains valid.	Options are being studied. In the meantime, the project has shifted its focus to the modernization of current systems to increase the overall security of the PCT services (e.g. reduce surface of attack, encryption of data at rest).	Public cloud migration activities for PCT highly confidential information have been put on-hold.
Knowledge in cloud technologies has ramped up in 2020/21, but the pause in cloud deployment may cause the loss of key resources.	The risk did not materialize but remains valid.	The current mitigation plan is to work towards reaching a decision on the future PCT infrastructure before the proposed target date of end 2022.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget at end 2020	Adjusted Project Budget at end 2021 ³¹	Expenditure	Budget Utilization	Implementation Progress Rate
Deliver a PCT organizational design aligned with the selected RSP architecture	164,475	164,475	164,475	164,475	100%	100%
Initiate PCT organizational transformation based on selected design implementation	860,199	860,199	860,199	534,135	62%	100%
Provide an analysis on the relevance of secure cloud based solutions (Infrastructure as a Service, Platform as a Service, Software as a Service) for the Resilient and Secure platform	285,671	285,671	285,671	285,671	100%	100%
Conduct software application architecture assessment and review	134,659	134,659	134,659	83,913	62%	100%
Following the MSP framework, finalize the Defining a Programme stage	62,065	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 "classical" and "cloud" approach	220,426	220,426	220,426	162,463	74%	100%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	98,359	98,359	100%	100%
Initiate PCT applications software transformation based on selected design implementation	1,009,562	1,746,733	3,408,126	2,587,281	76%	63%
Implement Corporate VDI Solution for PCT	486,500	639,811	639,811	603,644	94%	100%
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	164,531	164,531	164,531	100%	100%
Deliver hybrid cloud hosting environment	300,000	303,925	493,925	525,317	106%	76%
Deliver RSP Low level design hybrid cloud Architecture ³²	500,000	249,508	791,827	791,827	100%	95%
Migrate PCT IT systems into the PCT hybrid cloud Infrastructure ³³	3,731,084	3,012,775	202,039	142,539	71%	13%
Mature PCT IS Service Management Processes and improve RSP program management	-	56,863	398,887	392,005	98%	100%
Following the MSP framework, manage and deliver RSP Program second tranche	-	-	120,000	-	-	-
Deliver RSP design for modernized Architecture	-	-	100,000	-	-	-
Migrate PCT IT systems into the PCT modernized Infrastructure	-	-	655,000	-	-	-
Total	8,000,000	8,000,000	8,800,000	6,598,225	75%	73%

³¹ The adjusted project budget of the PCT Resilient and Secure Platform includes an additional 800,000 Swiss francs required to complete the implementation of the software transformation and infrastructure modernization work streams as approved for the [transition phase](#) by Member States at the WIPO Assemblies in 2021. Deliverables have been revised accordingly.

³² 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.

³³ Ibid.

Project Timeline

2018				2019				2020				2021				2022			
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

Pending the strategic decision on the use of public cloud technologies for PCT highly confidential information, the implementation of a transition phase was validated during the September 2021 PBC session. The project timeline has been amended accordingly.

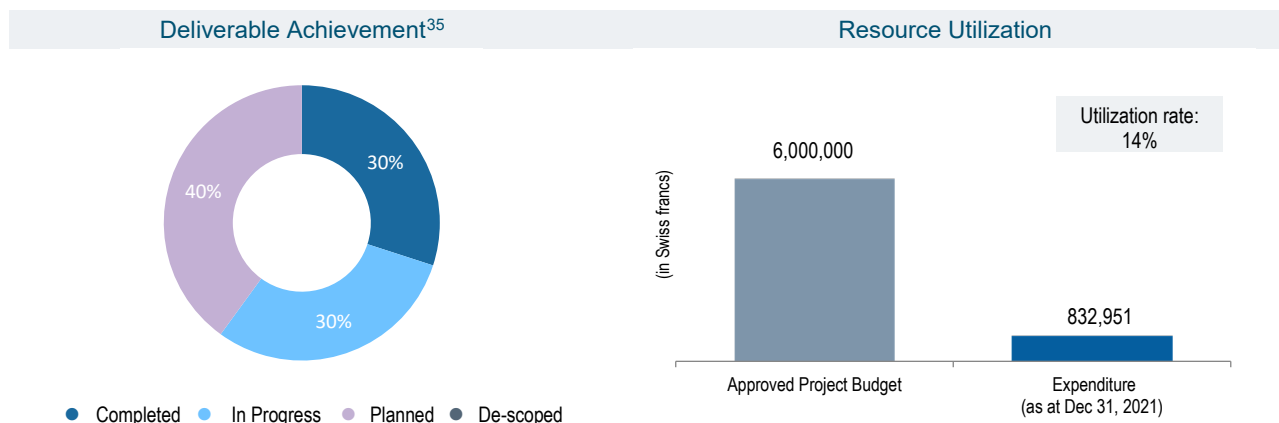
CMP 10 MADRID IT PLATFORM - Project Progress Report

Expected Result: II.6. Improved productivity and service quality of Madrid operations

Business Case and Objectives³⁴



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- An external consultancy assisted the Madrid Registry, between Q1 to Q3 2021, to analyze and confirm the technical feasibility of the New Madrid IT Platform approach. A proposed target architecture was reviewed by the relevant internal WIPO technical body. The outputs provided by the external consultancy served as the basis for the establishment of a more detailed overall project road map for the entire Madrid Platform project, including subsequent phase(s). This road map is expected to be finalized in the course of 2022;
- As part of the ongoing deployment of new online services/tools to Madrid System customers (holders/representatives) to assist in the filing of international applications and to manage international registrations, the following online forms were launched and went live in 2021:
 - Management of a Representative (combination of “Request for the Recording of a Change in Name and/or Address of the Representative” (MM10) and “Appointment of a representative” (MM12));

³⁴ 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 to the last [CMP Progress Report](#).

³⁵ Reflects the status of the deliverables currently defined. As the project progresses, new deliverables (work packages) will be established.

- Request for the Recording of a Renunciation (MM7); and
- Change in Holders Details (combines “Request for the Recording of a Change in the Name and/or Address of the Holder or, where the Holder is a Legal Entity, for the Recording to Introduce or Change Indications Concerning its Legal Nature” (MM9) and the request to change correspondence details).
- As part of establishing an identity and portfolio management system, significant progress was made in producing detailed Madrid business specifications in line with an organization-wide common approach, which outlines how WIPO account holders can connect with each other and effectively manage IP assets;
- An implementation plan was finalized for the roll-out of the credit card functionality, enabling users to pay for an international application, to all remaining countries using the Madrid System; and
- Initial planning commenced on eMadrid, which has been identified as a key component of the digital transformation of the Madrid Registry. eMadrid will be fully integrated into the WIPO IP Portal.

Benefits Realization

- Improved customer experience
- New application and limitation of Goods and Services (G&S) online forms delivered.
- Possibility to pay with credit card for new applications from 82 countries and for limitation of G&S was enabled.
- In 2021 an additional three online forms were delivered: Management of Representative, Recording of a Renunciation and Change in Holders Details. In a short period, an adoption rate of approximately 50 per cent has been observed for all launched online forms (the three forms listed here as well as the online form for Limitation of Goods and Services, which was launched in 2020). These online forms improve customer experience by guiding users through the required steps via a simple and effective online interface.
- Considering the online forms that have been released to date, a large majority of transactions can now be performed online for the management of international registrations.
- The adoption of the Madrid Application Assistant, which was delivered in 2020 to assist users in completing new applications, continues to increase and now accounts for 2.5 per cent of new applications received. Madrid Application Assistant produces higher quality MM2 form submission.
- Increased efficiency of IB
 - Elimination of data entry step for launched online forms.
 - New notification system requires less manual operation.
 - Preliminary pendency results for online forms:
 - Limitation of Goods & Services: 20 per cent decrease compared to PDF submission and 40 per cent decrease compared to paper submissions
 - Management of Representative: 23 per cent decrease compared to PDF submission and 35 per cent decrease compared to paper submissions
 - Change in Holders Details: 39 per cent decrease compared to PDF submission and 57 per cent decrease compared to paper submissions
- Improved the quality of IB outputs
- Preliminary irregularity results for online forms:
 - Limitation of Goods & Services: 73 per cent reduction in irregularities compared to PDF and 79 per cent compared to paper submissions
 - Management of Representative: 43 per cent reduction in irregularities compared to PDF and 74 per cent compared to paper submissions
 - Change in Holders Details: 82 per cent reduction in irregularities compared to PDF and 81 per cent compared to paper submissions
 - Recording of a Renunciation: 47 per cent reduction in irregularities compared to PDF and 95 per cent compared to paper submissions
- Since the launch of the new notification system, there is an increased auditability and reporting capacity compared to previous processes, and a reduction of notification errors.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Difficulty in securing/procuring technical resources to work on the project could impact project timelines.	This risk continues to be monitored closely.	Collaborating with other business units to share competent technical resources was partially successful as one development resource was obtained. The difficulty in finding and securing technical resources with the skills required (outside of the existing team) remains.	There was no adverse impact on the project.
Creating high dependency on a concentrated group of personnel with the knowledge of the new system	This risk continues to be monitored closely.	To make sure that knowledge is not concentrated or lost, project personnel are 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.	There was no significant impact to date.
MIRIS Technical Upgrades (current IT System)	Risk is now closed.	Efficient project planning mitigated this risk and allowed for the project to not be significantly impacted.	Any delays caused by MIRIS technical updates did not have a significant impact on the project.
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	This risk continues to be monitored closely.	Efficient project planning mitigated this risk and allowed for the project to not be significantly impacted.	There was no impact during the period under review.
The project relies on establishing common solutions across WIPO (e.g. for ID & Portfolio Management). 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 has proved effective in making decisions on WIPO-wide common solutions. Efficient project planning mitigated this risk and allowed for the project to not be significantly impacted.	Any delays caused by cross-Sectoral collaboration did not have a significant impact on the delivery of the project.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Analysis and Planning	482,220	438,788	91%	100%
Madrid Online Forms (step 1)	365,932	325,587	89%	90%
Overhaul of data receipt and notification system	-	-	-	100%
Identity and Portfolio Management	142,000	68,576	48%	50%
Madrid credit card payment	-	-	-	100%
Madrid Online Forms (step 2)	337,556	-	-	-
eMadrid (step 1)	568,440	-	-	5%
Document Management system (DMS)	660,256	-	-	-
Business Process Manager (BPM) – Analysis and initial configuration	129,840	-	-	-
Basic cloud Infrastructure	249,507	-	-	-
Additional deliverables to be defined in the detailed project road map ³⁶	3,064,249	-	-	N/A
Total	6,000,000	832,951	14%	35%

³⁶ As the project progresses, new work packages (deliverables) will be established and added to this table.

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



The project timeline has been revised to duly take into account the additional foreseen work packages, as well as the following factors that caused implementation delays:

- The online form for Change in Ownership (both partial and total) was initially expected to be delivered by Q4 2021. However, due to the implementation of an additional component, namely the eSignature, the delivery was delayed because of the additional complexity compared to the other online forms;
- In the original planning, the main focus was to release online forms for high-volume transactions and to consider whether to address lower-volume transactions once additional analysis had been conducted. Based on the analysis undertaken in 2021, it was decided that online forms for lower-volume transactions should be released as well, (Steps 2 and 3 of the Madrid Online Forms work package) resulting in an extension of the timeline; and
- Progress for Identity (ID) and Portfolio Management was delayed in 2021, as it was determined that an organization-wide common approach would be the most effective and strategic way to ensure consistency across WIPO. Given the need for organization-wide discussions and the establishment of the common approach, the work for this deliverable was delayed. It is expected that the Madrid business specifications for ID and Portfolio Management will be completed in Q1 2022, and implementation of the solution will continue as part of eMadrid.

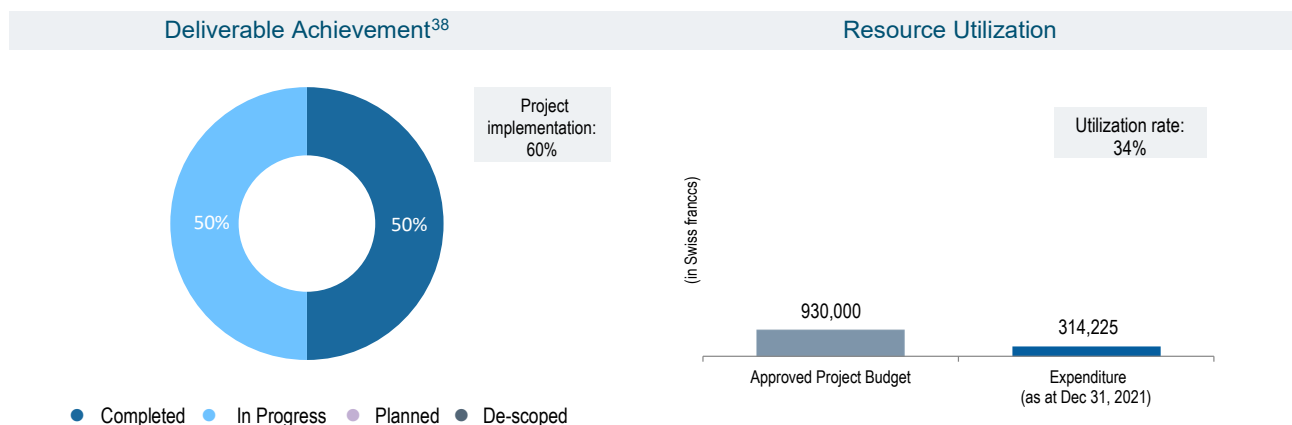
CMP 11 INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP) - Project Progress Report

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

Business Case and Objectives³⁷



Project Progress Overview



³⁷Business Case and Objectives are reflected in the "[Capital Master Plan for 2018-27](#)" (document WO/PBC/27/9). For updates to those, please refer to the last [CMP Progress Report](#).

³⁸ Does not include cross-cutting deliverables (e.g. project management) or contingency, unallocated or change budgets.

Key Achievements in 2021

In 2021, the following progress was made:

- A new streamlined integration architecture was developed and approved;
- The technical integrations with internal WIPO systems were initiated;
- A revised data model was developed;
- The main components for event creation, contact data management, invitation management and registration/accreditation management were configured;
- A User Acceptance Testing (UAT) environment was built;
- A series of user feedback workshops were conducted with conference staff; and
- A User-Experience (UX) review was initiated.

Benefits Realization

- Delegates enabled to navigate Video-on-Demand (VoD) by agenda items and speakers.
- Reduction in staff time required for extraction of general statements and other video clips for WIPO Assemblies.
- Throughout the pandemic, the new webcasting/VoD solution (i.e. the first ICSP Project deliverable, launched end 2019) enabled stakeholders to follow WIPO conferences from anywhere, in all six interpretation languages (the old system provided only the language of the floor and English). It also proved to be a valuable fall-back for any delegates experiencing technical or connectivity issues with the remote-participation conferencing platform.

Risk and Mitigation Actions³⁹

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The legacy stand-alone conference tools, based on technologies, which are no longer supported, could fail irretrievably, resulting in more pressure for the project to enter in the production phase.	While the incidence of crashes increased during the reporting period, legacy tools continued to be operational.	Regular back-ups ensured data would not be lost, and the project scope was revised to include UPOV migration in the current project phase.	Continuing need for technical support pending delivery of the new solution ensured that the negative impact on end users remained minimal.
The limited prior experience of architecting and managing applications on the MS Azure cloud, may result in more complex than anticipated technical trouble-shooting and therefore longer time to resolve issues.	The risk materialized.	The project tapped into additional technical expertise experienced in the MS Azure cloud, as and when required.	The materialization of the risk delayed project progress.
The new technology solution (in MS Dynamics 365) looks and functions very differently from the users' existing conference tools. The planned time and resources for UX, training, and change-management may not be sufficient for full user-acceptance.	The risk materialized.	UX expert resources were brought in to sensitise users on the look-and-feel of the new technology. Project budget will be re-allocated to address the additional training and change management needs.	The materialization of the risk delayed project progress and had an impact on budget allocations.

Project Timeline

2018				2019				2020				2021				2022			
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 implementation timeline was substantially delayed in 2021 due to:

- the recommendation by WIPO senior technical leads to re-think the approach to the ICSP technical integration architecture, with the aim of simplifying the support and maintenance of the platform over time and improving its long-term sustainability;
- internal organizational restructuring that necessitated additional time for staff to transition to new roles;

³⁹ 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 2021 are reported.

- a series of user workshops, which demonstrated the need to improve UX; and
- detailed technical walk-throughs of the initially implemented main functionalities and processes, which revealed a number of areas requiring further work or improvements.

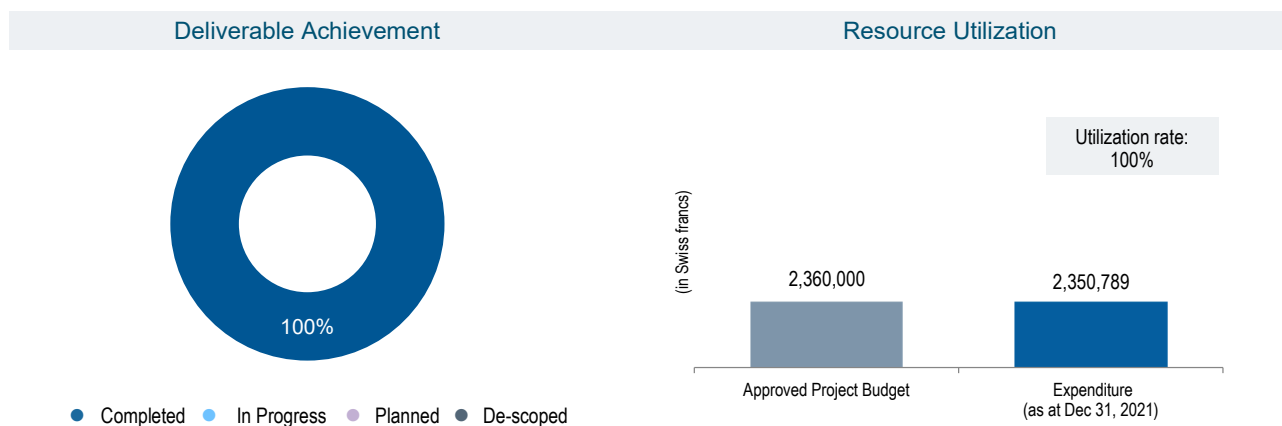
CMP 12 MULTIMEDIA STUDIO - Project Completion Report

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

Business Case and Objectives⁴⁰



Project Overview



Key Project Achievements

- The multimedia studio was completed using the latest audio-visual technology. The studio includes a stage/film set comprising: (i) a video recording area; (ii) an audio booth; (iii) a video, audio control room; (iv) editing room; and (v) a waiting room and other amenities. The studio became operational during Q1 2020.
- A wide variety of audio and video footage can be produced in the multimedia studio, including productions suitable for news (institutional and public announcement); panel discussions, debate and interviews, promotion, marketing and publicity videos, press conferences, interviews for documentaries and learning and tutorial videos.
- In 2021, a total of 123 studio sessions were completed, producing content for a wide range of uses, including recorded messages, live events, and press conferences.

Overall Achievement versus Plan

- The project achievements were according to the plan.

Lessons Learned

- This project required close alignment within the Administration, Finance and Management Sector and between that Sector and the Communications Division, the News and Media Division and Protocol. To this end, a cross-functional sub-committee was created, which met on a regular basis throughout the implementation of the project. The sub-committee proved essential in ensuring agile decision making to keep the project implementation on track.
- A tight technical coordination between the members of the project team and external entities (architects, engineers and specialists) ensured that technical solutions were identified and implemented in an efficient manner.

⁴⁰ 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 to the last [CMP Progress Report](#).

Benefits Realization

Benefit Description	Baseline	Target	Performance Data
Improved engagement through the WIPO website	536,317 unique page views of "Media Center" pages on wipo.int (2018); 561,967 videos accessed via the WIPO website (2018-19)	10% increase for both	Corporate video productions were made available on the WIPO website with links from social media redirecting traffic to the website. 625,652 unique page views of "Media Center" pages on wipo.int (2021): 16.7% increase; 662,248 videos accessed via the WIPO website (2020-21): 17.8% increase
Improved engagement of content on WIPO's social media channels: Twitter, YouTube, Flickr	YouTube (2018): 297,535 views (excluding pre-school videos) Twitter (2018): 28,064 "likes"; 21,136 "retweets" Flickr (2018): 1.9 million views	10% increase for Twitter and YouTube +500,000 views annually for Flickr	Video views on WIPO YouTube channel increased by 21% in 2020/21 vis-à-vis preceding biennium; Twitter (2021): 65,796 "likes"; 30,061 "retweets" Flickr: discontinued
Improved engagement through media, press agencies and TV networks around the world	Media mentions of WIPO in the global press 49,805 (2020) n/a	10% increase Increase in the number of WIPO productions that appear on national and international broadcasters; stakeholder and partner distribution channels	Media mentions of WIPO in the global press rose 29% percent to 64,467 in 2021 compared to 2020. 20 videos covering accessions to WIPO treaties by WIPO Member States were produced in the studio and shared with the respective Missions for use on their stakeholders' platforms.
Increased number and diversity of video and photo products to support marketing, promotion efforts and media outreach	171 videos (2018)	10% increase	WIPO produced 204 videos, an increase of 19% in 2020, including 114 productions in the new studio (first full year of its operation).

Risk and Mitigation Actions

Risks were effectively mitigated with no adverse impact on the project deliverables.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget ⁴¹	Expenditure	Budget Utilization	Implementation Progress Rate
Building infrastructure (film set, editing room, master control room, storage area) and technical installations on basement levels	1,000,000	1,460,000	1,323,879	91%	100%
Equipment for film set, editing room and master control room	700,000	700,000	905,610	129%	100%
Equipment for waiting room and other amenities (restrooms, storage area, etc.)	-	200,000	121,300	61%	100%
Total	1,700,000	2,360,000	2,350,789	100%	100%

The project will be formally closed in 2022. The remaining budgetary balance amounting to 9,211.11 Swiss francs will be subsequently returned to Accumulated Surpluses.

⁴¹ The total budget of the Multimedia studio was originally estimated at 1.7 million Swiss francs. Following the in-depth studies and updated quotes performed by the architects, engineers and specialists, including for the audio-visual equipment, an additional 660,000 Swiss francs was estimated to be required for the finalization of the studio. The latter amount was approved by Member States at the WIPO Assemblies in 2019.

Project Timeline

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



Due to the complexity of the project and the COVID-19 pandemic, the project took four years to complete instead of the initially envisaged two years. In particular, the various procurement processes for the architect, engineers and other specialists, and the scope and development of the architectural, technical and audio-visual implementation plan took longer than initially expected.

Project Follow-up Actions

The installations will be closely monitored during the 2-year guarantee period to ensure that potential issues are addressed within the covered timeframe.

Anticipated Recurring Operational Costs

The recurring operational annual costs are:

- 170,000 Swiss francs for a Multimedia and A/V technician to operate and maintain the studio;
- 205,000 Swiss francs for the rental of the audiovisual equipment; and
- 33,000 Swiss francs for the annual maintenance of the audiovisual equipment.

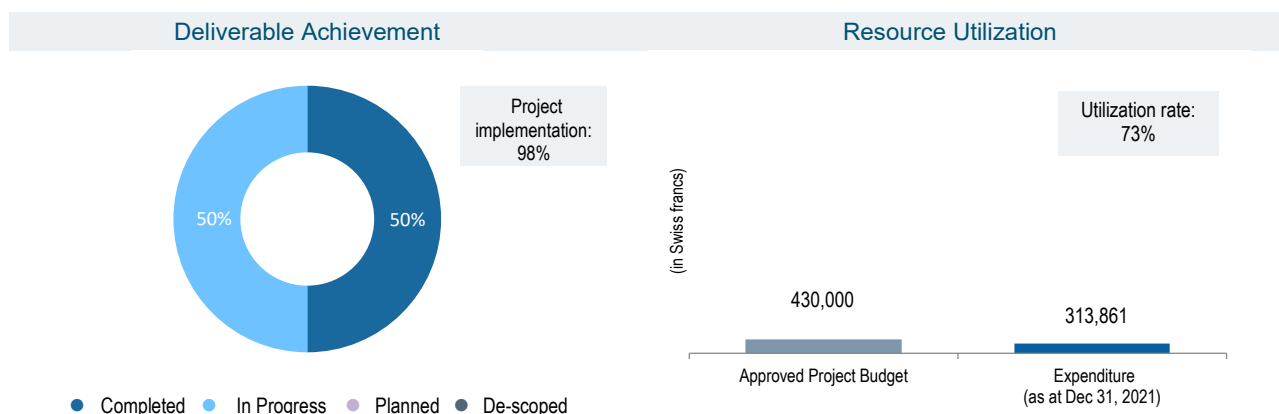
CMP 16 ELEVATORS IN AB BUILDING - PHASE I - Project Progress Report

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

Business Case and Objectives⁴²



Project Progress Overview



⁴² 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 to the last [CMP Progress Report](#).

Key Achievements in 2021

In 2021, the following progress was made:

- The modernization of the elevator motorization system and the completion of repairs to the stand-alone elevator in the AB Building was completed. The elevator became fully operational by Q2 2021.

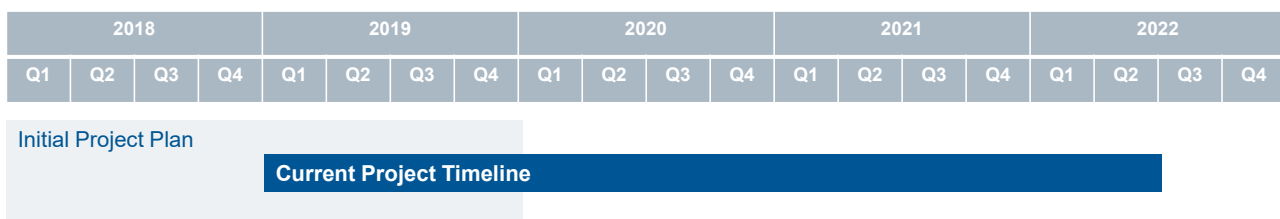
Benefits Realization

- Improved responsiveness of the stand-alone elevator in the AB Building.
- New lifecycle of the elevator motorization system for the stand-alone elevator in the AB Building.

Risk and Mitigation Actions⁴³

No risks that had a significant impact on project implementation materialized during the course of 2021.

Project Timeline



The implementation of the remote management system for the elevator will be finalized in the first half of 2022. The delay in the delivery of the system by the supplier was caused by the COVID-19 pandemic.

CMP 18 DYNAMIC INCIDENT MANAGEMENT (DIM) - [Project Progress Report](#)

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

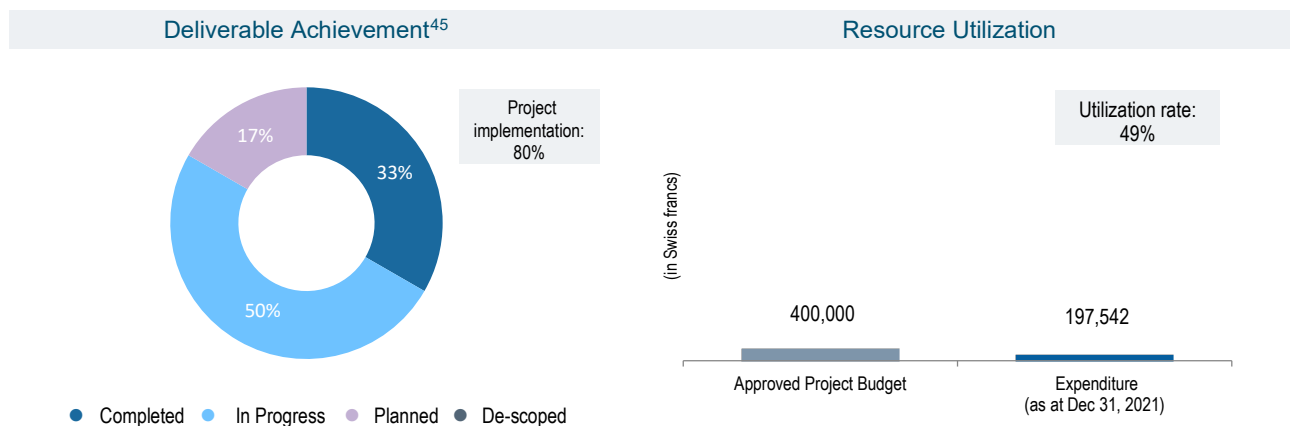
Business Case and Objectives⁴⁴



⁴³ 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 2021 are reported.

⁴⁴ 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 to the last [CMP Progress Report](#).

Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- Physical upgrades to entrances of the AB, NB and PCT buildings were completed, including upgrades to the fire doors at the access center, the SAS management tool for electronically controlled external doors, cabling, testing, automation and connection to the Unified Management System (UMS) in the Security Operations Center (SOC) were also completed;
- Wiring and automated locking mechanisms were added to the internal perimeter closures, including the fire doors between the different buildings, the doors on the ground floor, the closures in Rooms A and B and the emergency staircases of the AB building, enabling remote control from the SOC;
- Integration into the SOC of the emergency management interface of the UMS, including functional testing.
- Integration of the Gunshot Detection System (GDS) into the UMS;
- Emergency communications for various dynamic incident scenarios were drafted; and
- A detailed Dynamic Incident Management action, decision and response matrix, covering five scenarios was developed.
- Regarding the Procedural Testing Deliverable, some adaptations will be required to the training and communications implementation modalities to adjust to the new normal working environment with staff working remotely. This system will be supported by an exercise involving staff.

Benefits Realization

- No benefits were realized in 2021. The expected benefits will be delivered following the implementation of all deliverables and training of WIPO staff.

Risk and Mitigation Actions⁴⁶

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delays to the project schedule resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk was realized in 2021 due to the COVID-19 pandemic whereby delays were incurred with physical works and installation, configuration and integration of systems.	n/a	The project schedule has been delayed until Q3 2022.

⁴⁵ Does not include the cross-cutting deliverable: Project support.

⁴⁶ 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 2021 are reported.

Project Timeline

2018				2019				2020				2021				2022			
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

Significant delays to physical works and systems integration were experienced due to the COVID-19 pandemic. As systems and procedural testing are downstream dependencies of systems integration these were also delayed.

CMP 19 MIGRATION OF EMAIL TO THE CLOUD - Project Progress Report

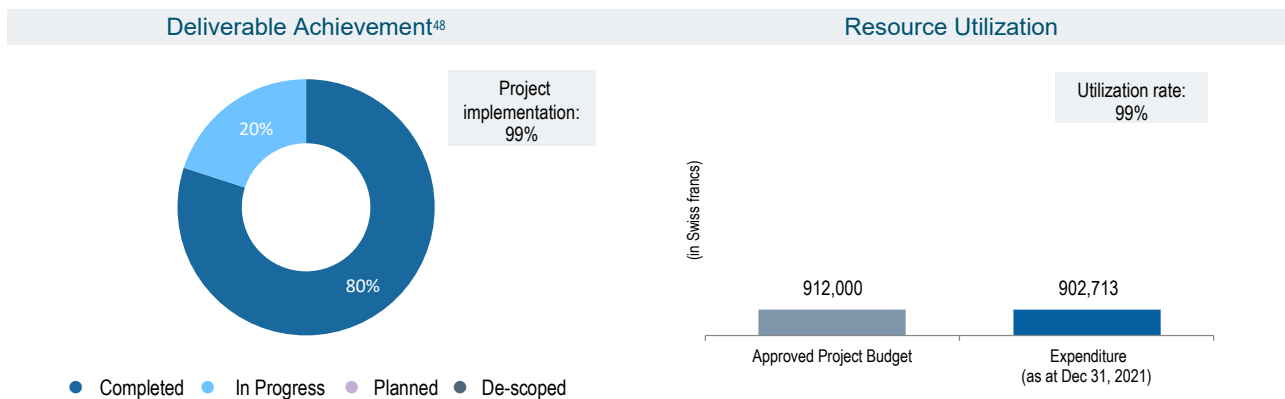
Expected Result: IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders

Business Case and Objectives⁴⁷



The main objective of the project was to move WIPO's email service to the Microsoft 365 cloud-based service. This objective was achieved in 2021. However, during the project, it became apparent that the migration of mailboxes, which are used by workflows, the "Special Cases", was not feasible without implementing changes to the application. The "Special Cases" mailboxes were, therefore, removed from the project scope. These mailboxes represent less than 1 per cent of the total number of mailboxes.

Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- The hybrid environment implementation was completed;
- The Conditional Access policies were implemented. They prevent access from unmanaged devices to other components of the M365 environment, such as Teams;

⁴⁷ Business Case and Objectives are reflected in the "Supplementary Capital Master Plan Projects 2018" (document WO/PBC/28/13). For updates to those, please refer to the last [CMP Progress Report](#).

⁴⁸ Does not include unallocated budget.

- A backup solution that will be reused in the migration to M365 was implemented. The back-up data is encrypted with a key solely known to WIPO and hosted on a different cloud provider;
- The first batch of the migration of archives was successfully piloted;
- All of the users' mailboxes and 99 per cent of the generic mailboxes were migrated to the Cloud, with their respective archives. In total:
 - 1,998 user mailboxes were migrated, representing 24.1 Terabyte (TB) of live mailbox data plus 13.9 TB of archive data; and
 - 927 generic mailboxes were migrated, representing 3.3 TB of live data and 1.5 TB of archive data.
- Project KPIs were successfully met: there was no loss of data, defect rate was under 3 per cent and over 96 per cent of the users were satisfied or very satisfied with the migration process; and
- On premise infrastructure was downsized.

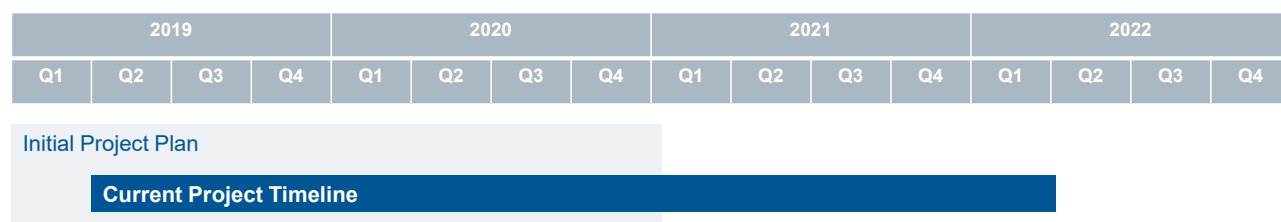
Benefits Realization

- Improved service resilience for all the user mailboxes and 99 per cent of the generic mailboxes.
- Improved security for all migrated mailboxes (conditional access and two-factor authentication).
- Reduced managed messaging services costs by 18 per cent.
- Implementation of an additional third-party back-up solution.

Risk and Mitigation Actions⁴⁹

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Some very large mailboxes (AMC, MIRIS, etc.) might face issues during the migration delaying the decommissioning of the on-premises infrastructure.	The risk materialized as the migration of some generic mailboxes ("Special Cases") was not feasible due to their large sizes and Modern Authentication requirements, which prompted the need to modify all applications that use mailboxes for their workflow.	The risk could not be mitigated with the existing project budget.	Scope Impact: The migration of "Special Cases" mailboxes was removed from the scope of the project. Benefits Impact: Due to the need to keep the on-premises infrastructure until all the "Special Cases" are migrated some of the project benefits will be realized later than expected.

Project Timeline



The assessment of the solution for the migration of the "Special Cases" mailboxes delayed the project closure to Q1 2022.

⁴⁹ 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 2021 are reported.

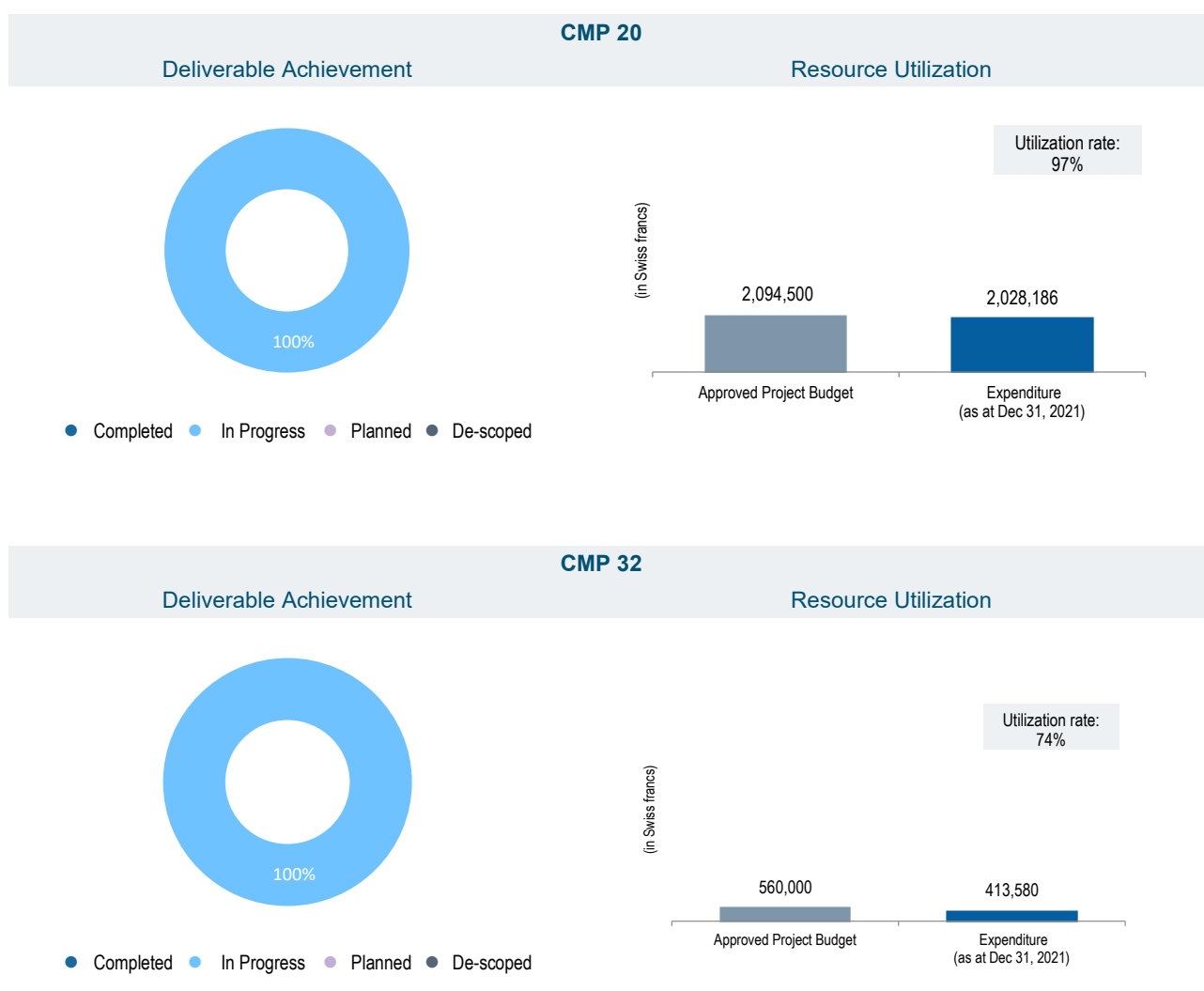
CMP 20 & 32 ESTABLISHMENT OF LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS - Phase I and II - Project Progress Report

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

Business Case and Objectives⁵⁰



Project Progress Overview



⁵⁰ Business Case and Objectives are reflected in the “[Supplementary Capital Master Plan Projects 2018](#)” (document WO/PBC/28/13) and “[Supplementary Capital Master Plan Projects](#)” (document WO/PBC/31/12). For updates to those, please refer to the last [CMP Progress Report](#).

Key Achievements in 2021

In 2021, the following progress was made:

- During the AWS Office Hours 23 technical sessions were organized focusing on creating a Cloud Community of Practice in WIPO and sharing knowledge, concepts and information on the latest cloud technologies;
- The AWS Control Tower was set up in order to enforce and manage governance rules for security, operations and compliance across all WIPO 91 AWS Production accounts;
- A migration study was conducted to assess the necessary efforts and implications of enabling and automating the “lift-and-shift” migration approach for WIPO legacy servers to the AWS cloud;
- A new WIPO AWS Maturity Assessment took place in November 2021 with AWS Professional Services to evaluate the maturity of WIPO’s cloud environment following the Cloud Adoption Framework concept;
- An AWS Well-Architected Framework review was conducted for one cloud application against quality standards expected from modern cloud-based systems with the goal to start defining quality assurance governance and review processes;
- A Desktop-as-a-Service (AWS Workspaces) was set up (over 140 Windows and Linux Workspaces were provisioned) and transitioned to operations (Helpdesk);
- The DevSecOps Governance structure was established;
- The WIPO AWS Runbooks Documentation was completed; and
- Nineteen additional applications, totaling 48 applications, were migrated to the WIPO AWS Cloud.

Benefits Realization

- Reduced cost of application hosting.
- Reduced risk of cyber-attacks and malicious data breaches by decreasing the threat surface, encrypting everything, achieving unified compliance as code and automated compliance checks, putting in place cost management measures to avoid cloud resource exhaustion.
- Increased organizational efficiency resulting from the automatic and reliable upgrades of the applications which have been migrated to the cloud: automated deployment capabilities achieved for 73 per cent of the cloud workloads.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The Organization’s readiness for adopting a cloud environment may be overestimated potentially leading to delays in the implementation of the project.	This risk did not materialize.	Although cloud training for all internal development teams was provided, standards were adopted and experienced cloud experts were hired to build an increasingly mature cloud environment, the risk was only partly mitigated.	The mitigation strategies were partially effective resulting in delays in the implementation of the project.
In-house and offshore DEV Teams are not prepared to support migrated cloud applications.	The risk remained stable during the reporting period.	Continued guidance and assistance from the Central Cloud Team, proposal of standards and best practices to accelerate cloud migrations, the establishment of the DevSecOps Governance to guide and enforce quality implementations expected from modern cloud-based systems, tailored training exercises and access to the online cloud training platform, have enabled internal DEV Teams to gain cloud hands-on experience. Additionally, a new partner strategy is planned to be incorporated at the organizational level into the Recruitment and Procurement processes in 2022 that aligns to WIPO Cloud, applications and business unit portfolio, giving access to “born in the cloud” partners to support migrations.	The mitigation strategies were partially effective resulting in the delay of some cloud migrations.
Internal ICT and Information Assurance teams are not ready for Operational Handover.	The risk did not materialize and it has been closed.	Operational Handover for the completed deliverables continued in 2021 with Knowledge Transfer sessions, preparation of Transition to Operations documents and weekly alignment meetings between the Central Cloud Team and the Operations Teams. The newly created two operational teams, the Cloud Infrastructure Support Group and the Cloud Applications Support Group have provided efficient support to cloud workloads. In addition, a DevOps Automation engineer has been recruited to further automate processes and support transition of workloads to Operations.	The mitigation measures had a positive impact on the transition to operations.

Resource Utilization

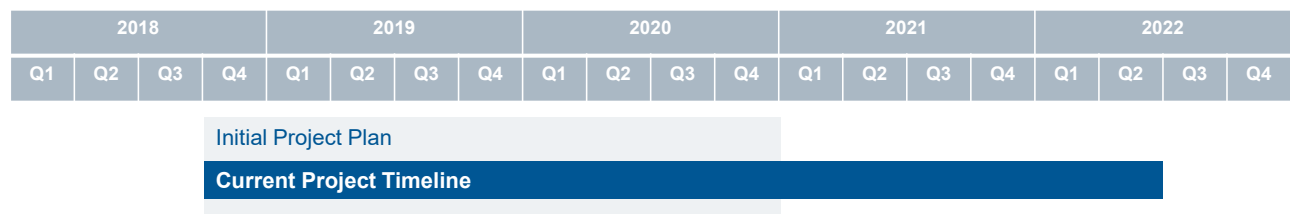
Resource Utilization as at December 31, 2021 (by Deliverable) – CMP 20 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Governance: Project documentation, implementation of organizational policies	-	-	-	85%
Business: Cloud contracts administration and cost management	69,500	21,652	31%	85%
Platform: Creation, strategic definition and management of the Enterprise Cloud Platform	42,900	28,748	67%	90%
Security: Security design and configuration, risk governance and compliance assessment	293,000	371,699	127%	92%
Operations: Service delivery implementation and operations management	34,000	33,891	100%	68%
Applications: Pilot design, migration roadmap, 50+ applications migration implementation	1,462,400	1,366,025	93%	96%
People: Cloud training, coordination and certification management; design of a new Organizational structure	192,700	206,171	107%	77%
Total	2,094,500	2,028,186	97%	85%

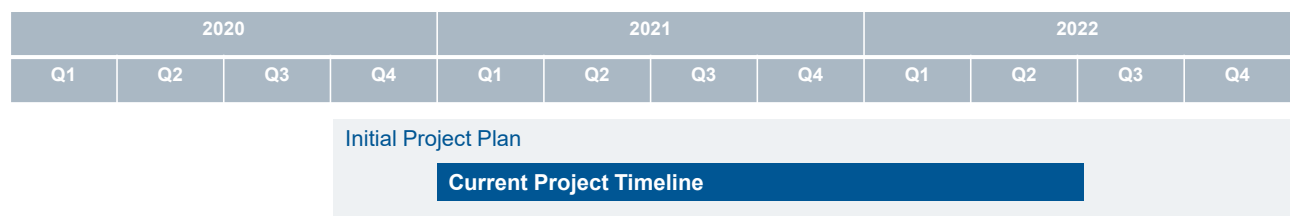
Resource Utilization as at December 31, 2021 – CMP 32 (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Total	560,000	413,580	74%	85%

Project Timeline – CMP 20



Project Timeline – CMP 32



The implementation of Phase I and Phase II has been delayed due to the COVID-19 pandemic and unforeseen challenges in recruiting the necessary technical expertise.

CMP 21 WIPO IP PORTAL - PHASE II - Project Progress Report

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

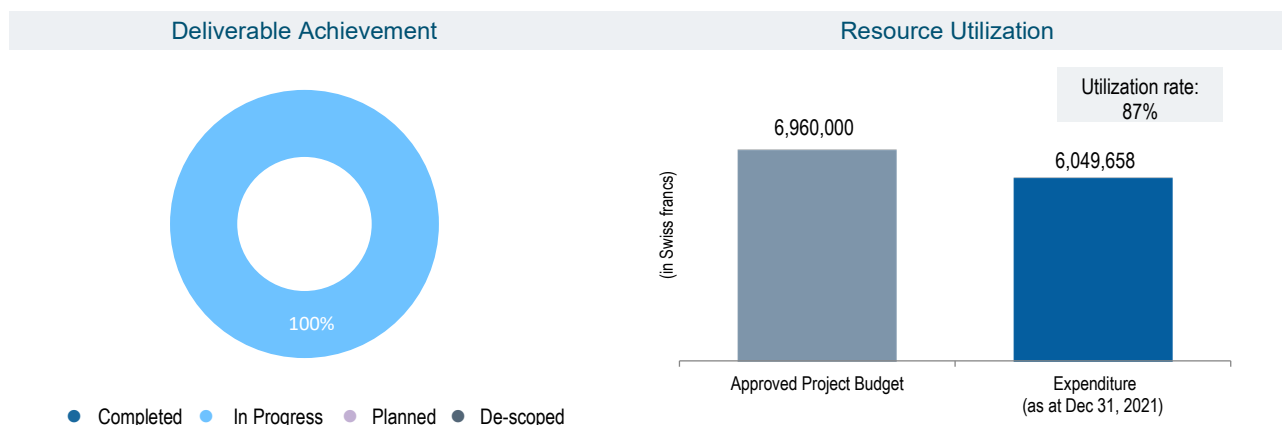
Business Case and Objectives⁵¹



The scope and the duration of specific activities of the WIPO IP Portal program during Phase II have been impacted as follows:

- The account management deliverables were delayed due to the high turnover rate of the team. As a result, the review of the account access rights and common functionalities were removed from the scope of Phase II. The business teams of PCT, Madrid and the Hague worked on a common approach that will be delivered during Phase III.
- The API Management component was delayed and had to be de-scoped from Phase II due to changes to the API technical landscape and the challenges faced in recruiting the necessary technical expertise.

Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- Fully implemented a web analytics solution that allows customer journey mapping. WIPO internal users have access to a self-service data exploration and data visualization tool connected to customer data coming from web analytics;
- Delivered four additional use cases for a total of 11 fully-implemented use cases, showcasing the benefits of applied data science for increasing customer knowledge and promote the use of IP systems;
- Delivered two versions of the IP Analytics Platform, including a data lake and four independent data pipelines processing up to 5 million rows per day; realizing the vision of an enterprise-grade data warehouse infrastructure in the cloud;
- Documented the technical and business components of the IP Analytics Platform;
- A new version of the WIPO IP Portal landing page was launched to target new customers, primarily 'novices' to the IP domain and to promote the integrated online services;
- WIPO IP Portal features were further improved and expanded, including an improved version of the Dashboard of widgets that provides an improved customer experience as well as additional functionalities. Four additional widgets were created that improve customers' interactions with WIPO services. The common messaging system

⁵¹ 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 to the last [CMP Progress Report](#).

was improved with enhanced capabilities and was expanded with the integration of the notifications from six additional online services;

- New customer support pages were developed for the WIPO IP Portal that provide up-to-date information about the Portal's features;
- UX designs of three new landing pages of IP online services were created;
- The standardization principles of the customer support information for the online services was agreed with the stakeholders and is under implementation. The implementation of the support pages for the online services in Open CMS using the common look and feel is in progress;
- Online chat was launched as a new communication channel for customer support for the business units that use the WINS ticketing system;
- The development of a number of other UI improvements for the account management was completed such as review of customer data fields and e-mail communication to customers;
- Outreach and promotion of the WIPO IP Portal, both internally and externally, via training sessions, webinars, bilateral meetings and online articles was undertaken;
- A technical Proof-of-Concept based on an Open-Source API Management platform was completed;
- WIPO API and API Management requirements document was prepared as well as technical reports and documentation; and
- The common software development and deployment pipeline was expanded to integrate additional business applications and new functionalities.

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	70% (January 2022)
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems ¹	Customer satisfaction score	73% (November 2018)	5% increase	83% (February 2021)
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 ²	317 (Q3 2020)	500	990 (Q4 2021)
	Number of ICT systems integrated to ePay2	3 (February 2020)	10	5 (January 2022)
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	71% (November 2018)	5% increase	58% (February 2021)
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	71% (November 2018)	5% increase	84% (February 2021)
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 ³ of a service (per quarter)	37,315/day on average, for developing countries ⁴ (for all the services) (Q4 2020) ⁵	5% increase	42,890/day on average, for developing countries ⁴ (for all the services) (Q4 2021) ⁵
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	64,886/day on average (for all the services) (Q4 2021) ⁵
Increased organizational efficiency through the implementation of a program management framework	MSP Health check	90,8% (December 2019)	95%	95,44% (December 2021)
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	71% (January 22)

Benefit description	KPIs	Baseline for Phase II	Target for Phase II	Performance data for Phase II
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	70% (January 22)

¹ KPI "Alignment to IP portal minimum standards" was removed, since it did not support the measurement of the benefit.

² KPI "Number of users using the current account widget" was removed, and its scope was included in the KPI "Number of users using the payment account widget".

³ Users that are identified as belonging to SMEs and individual businesses from developing countries.

⁴ No specific data for SMEs and individual businesses was available in 2020-21.

⁵ A detailed list per service is available upon request.

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2021.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Expansion of the 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	844,636	65%	95%
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	1,443,449	120%	95%
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	858,972	159%	75%
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	1,448,640	103%	95%
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	139,736	73%	50%
Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across applications 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 and management of strategies/plans according to MSP methodology and the support and management of the platform	1,294,000	947,405	73%	95%
Increased convergence in data processing and IT solutions, implementation of policy for software development and further expansion of a converged software development pipeline	240,000	366,820	153%	95%
Total	6,960,000	6,049,658	87%	76%

Project Timeline by Deliverable

2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4



Based on WIPO IP Portal’s initial Program Plan, Phase II under the Capital Master Plan was planned to close in December 2021. However, following the General Assemblies decision in October 2021 for the IP Portal program’s continuation in the next biennium 2022/23, the IP Portal program was extended for one month (until January 31, 2022) in order to:

- Close Phase II and coordinate the smooth transfer to operations for the program activities, as planned;
- Coordinate the transition to the next Phase III of the existing projects and activities and plan the creation of the new project CRM; and
- Assess lessons learned from Phase II.

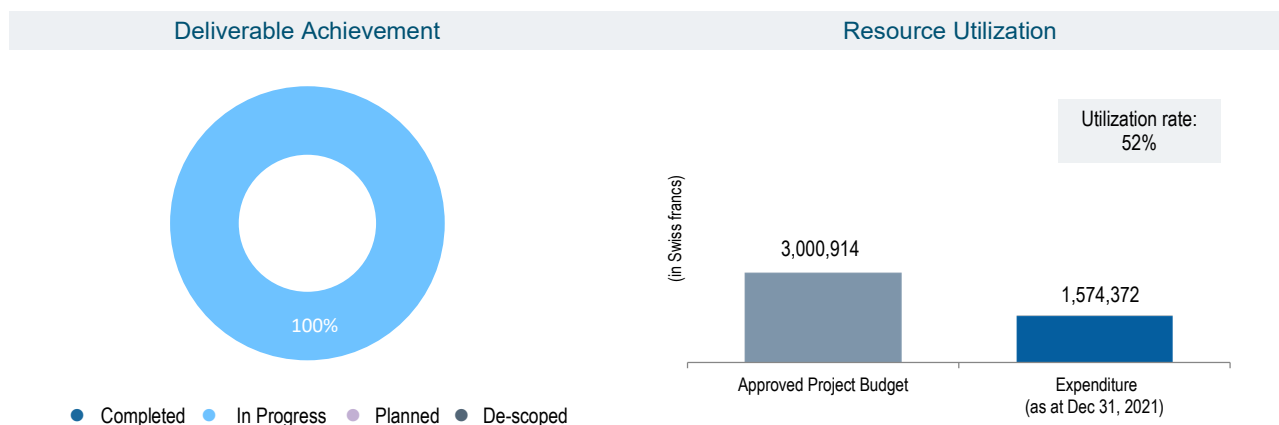
CMP 22 HAGUE EXTERNALIZATION PROJECT - Project Progress Report

Expected Result: II.4 Improved productivity and service quality of the Hague operations

Business Case and Objectives⁵²



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- A production-ready machine-to-machine communication channel with Offices was established;
- A first set of online self-service changes to the International Designs Register, with a fully automated electronic secure signature and approval mechanism, was developed;

⁵² Business Case and Objectives are reflected in the “[Capital Master Plan for 2020-29](#)” (document WO/PBC/30/11).

- eHague services were extended with the introduction of a new centralized workbench with real-time processing status and service request details;
- Automation of the end-to-end process to manage electronically received grants and refusals was deployed into production;
- Automated and more finely-tuned reports to Offices on received electronic packages were rolled out; and
- Integration with the WIPO IP Portal Common Look and Feel for user-facing interfaces was further expanded.

Benefits Realization

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;
- Eliminates 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; and
- More resilient back-office system due to a validated disaster recovery procedure.

Increased responsiveness to users and Offices:

- Change records notifications sent electronically instead of paper mailing;
- Shorter processing time of electronically submitted decisions;
- Instant back-office import of representative details changes; and
- Automated daily update of the reporting database.

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

- All Hague official notifications sent electronically;
- Better integration of Hague applications in the IP Portal; and
- New centralized eHague workbench with real-time processing status and request details.

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 rules 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; and
- Secure signature mechanism for change requests.

Risk and Mitigation Actions

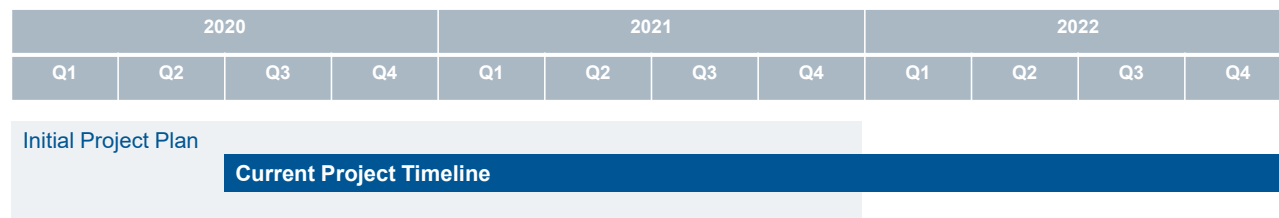
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Dependency on the timely completion of IP Portal deliverables could cause delays in project implementation.	This risk continues to be monitored closely.	The delivery of online self-services was made possible thanks to the introduction of a secure online signature mechanism for changes to the International Designs Register. This reduced the project's dependency on the IP Portal deliverables.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Approved Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization ⁵³	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	200,426	142,398	71%	75%
Enhancements to the Office data exchange with the IB	784,298	617,183	212,592	34%	50%
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	1,168,515	704,381	60%	70%
Consolidation of legacy Registry information to the new platform alongside associated granularization, in line with ST.96	511,598	406,707	283,507	70%	70%
Enhancements to the Hague Platform's IB System, specifically to improve user service and productivity through the use of AI tools	371,598	583,146	231,494	40%	50%
Total	3,000,914	2,975,977	1,574,372	53%	63%

Project Timeline



CMP 23 ECM IMPLEMENTATION - PHASE II - Project Progress Report

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

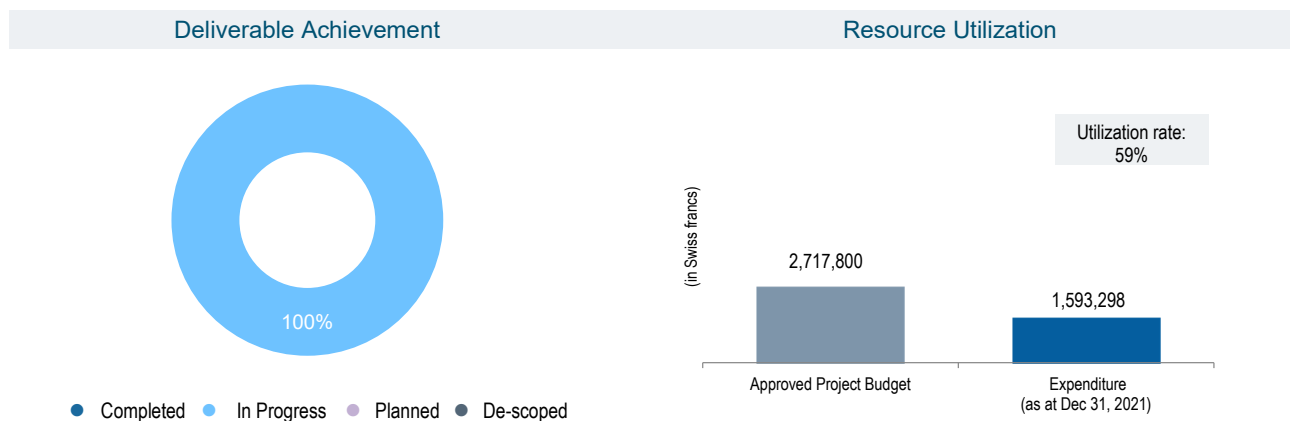
Business Case and Objectives⁵⁴



⁵³ Budget Utilization is calculated using the Adjusted Project Budget figures. Budget Utilization at the total project level as compared to the Approved Project Budget amounts to 52 per cent.

⁵⁴ Business Case and Objectives are reflected in "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11). For updates to those, please refer to the last [CMP Progress Report](#).

Project Progress Overview



Key Achievements in 2021

- Full deployment of the initial eMemo and eCourier solutions Organization-wide. Several improvements were also implemented from the initial release to their current Version 1.3;
- End-user training was delivered on eMemo and eCourier to all users across the Organization;
- Cleansing, restructuring, application of records management, metadata, access permissions and migration of content from the file shares to the KIC (ECM) platform was completed for seven Business Units;
- All users in the seven migrated Business Units were trained to leverage the ECM system for capturing, sharing, searching, leveraging and preserving the knowledge contained in documents;
- A number of requests for additional projects or business processes to use the ECM capabilities to address business needs were evaluated, such as the: ex-post facto approval workflow; High Level Officer for Procurement (HLOP) workflow; Intelligent Invoice Scanning Solution for the Finance Division; and Case Management for the Copyright Law Division;
- The “Missions and Meetings Knowledge Space” was piloted with one Business Unit in the Regional and National Development Sector; and
- The platform database was upgraded to Oracle 19c.

Benefits Realization

- Better access to corporate knowledge, prevention of loss of institutional knowledge when individuals leave, and reduction of unnecessary re-work for migrated business units and WIPO wide for eMemo and eCourier.
- Increased productivity and improved response times to customers, for migrated business units and WIPO wide for eMemo and eCourier.
- Ensured protection of WIPO’s valuable records and archives, while facilitating the timely disposal of content that has passed its retention period for the migrated business units and WIPO wide for eMemo and eCourier.
- Enhanced ability to apply security classifications and protect sensitive information, for the migrated business units and WIPO wide for eMemo and eCourier.
- Enhanced business efficiency and associated cost savings, for the migrated business units and WIPO wide for eMemo and eCourier.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Resistance to changes in working practices and culture could hinder the successful transformation of information governance.	The risk exposure increased throughout the reporting period, with the ongoing transition of more business units to KIC	Continuous engagement, training, feedback collection and change management fully incorporating users’ feedback has proven to be effective in most cases.	Most of the negative impact of this risk was effectively mitigated.
Insufficient capacity in Business Units to absorb the additional work needed to	This risk continues to be monitored closely. The risk materialized in 2021.	Early engagement, detailed planning and continuous communication has proven effective in	This risk has materialised resulting in the migration of the case of most business units.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
prepare for and transition to the new system could impact the project timeline.			a lower number of business units than initially planned.
Difficulty in recruiting technical resources with the right competencies could impact project deliverables and timelines.	The risk materialized in 2021, as several attempts to hiring BFP developers for the project team have not produced the expected results.	Different resourcing options are being explored.	This risk has materialised resulting in a delay in BFP development and migration.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Integrate the ECM application into the standard corporate desktop environment for all WIPO users	573,000	680,000	680,000	100%	97%
Develop folder-structures ("business file-plans") and workspaces, adapted to the operational needs of each business unit, which enable users to share, protect and manage content within the ECM repository in accordance with relevant information governance policies	1,056,000	752,000	161,581	21%	15%
Migrate content as required from legacy repositories (shared drives) according to agreed migration strategies	626,800	465,800	99,352	21%	15%
Educate and train all users to leverage the capabilities of the system.	268,000	350,000	255,000	73%	67%
Develop and implement an "electronic courier system" to digitize the current paper-based workflows for managing incoming official correspondence	80,000	155,000	148,000	95%	95%
Develop and implement an "electronic Memorandum" workflow to digitize standard internal approval and reporting processes which are currently paper-based	80,000	155,000	148,734	96%	95%
Evaluate proposals for additional projects which would use the ECM capabilities to address business needs	34,000	160,000	100,631	63%	60%
Total	2,717,800	2,717,800	1,593,298	59%	56%

Project Timeline

2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan

Current Project Timeline

Reduced capacities in business units as well as difficulties in finding project resources with the right skills and competencies resulted in the migration of a lower number of units than originally planned as part of Phase II. As a result, a greater number of units will be planned for and factored into Phase III.

CMP 24 WEB CMS TECHNOLOGY REPLACEMENT - Project Progress Report

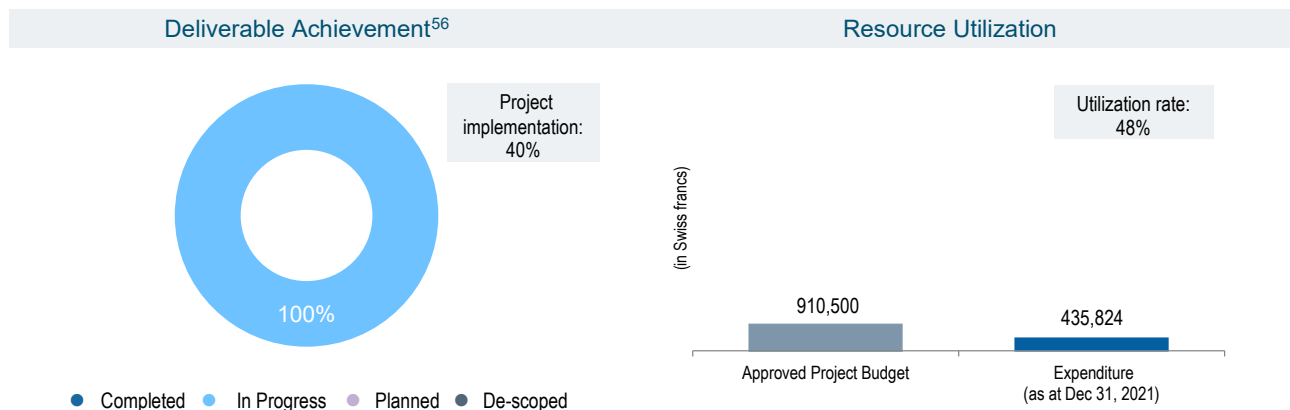
Expected Result: VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role

Business Case and Objectives⁵⁵



In 2021, a user experience/user interface review (UX/UI) was conducted to harmonize the navigation and look and feel between the IP Portal and wipo.int. Since this new initiative will lead to major changes in the information architecture and design of wipo.int, the web design and structure deliverables of this project will be limited to specific functionalities that modernize the web pages (e.g. designing/adding elements such as social media sharing buttons) rather than changing the entire look and feel of the website. The move to this new, more modern technical platform will greatly enable the new design to make use of the latest UX/UI best practices.

Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- A Java-based technology was selected for the Web CMS Technology Replacement;
- Tool configuration work was ongoing; and
- A detailed inventory of web content was prepared and Content Migration Web Publishers began working with content owners throughout the Organization to prepare the content for migration.

Benefits Realization

The benefits will be realized later than expected due to the project implementation delays.

Risk and Mitigation Actions⁵⁷

No risks that had a significant impact on project implementation materialized during the course of 2021.

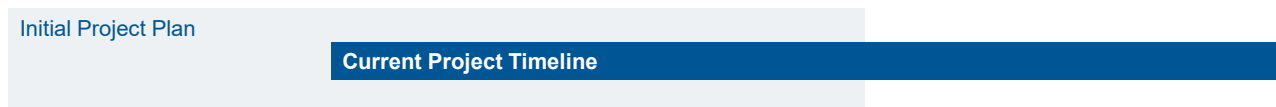
⁵⁵Business Case and Objectives are reflected in the “[Capital Master Plan for 2020-29](#)” (document WO/PBC/30/11). For updates to those, please refer to the last [CMP Progress Report](#).

⁵⁶ Does not include the cross-cutting deliverables (e.g. Project management) or licensing, maintenance and support costs.

⁵⁷ 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 2021 are reported.

Project Timeline

2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4



The procurement and technical implementation stages of the project required additional clarifications on the number and type of licenses needed, especially taking into account the new cloud-first policy and AWS environment. This impacted the work and schedule for the configuration of the system and the migration of the content from the current content management system.

CMP 25 TREASURY MANAGEMENT SYSTEM (TMS) - Project Progress Report

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

Business Case and Objectives⁵⁸



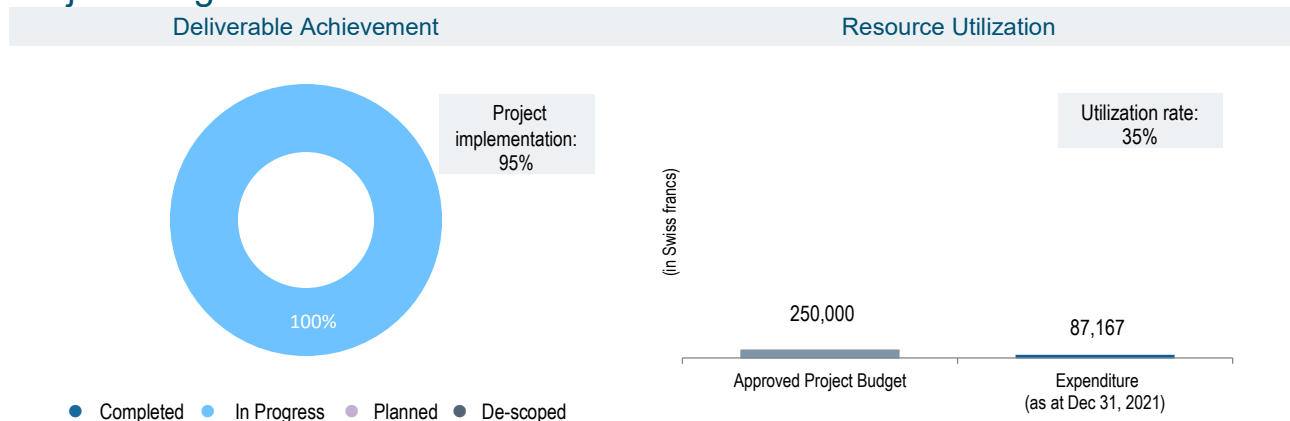
The implementation of the Coupa Treasury software as WIPO's Treasury Risk Management System (TRMS), upon its completion in early January 2022, will meet all the objectives of the project and will deliver a "fit for purpose" treasury system that will enable WIPO to effectively manage risks that are intrinsic to treasury operations.

At the same time, the success of the Fee Transfer Service, as demonstrated by the increased participation of International Patent Offices, has resulted in additional operational challenges and risks for the Organization. The Fee Transfer Service, which employs a Treasury 'Netting' solution, is currently supported by a separate software. The availability of a similar 'Netting' solution in Coupa Treasury provides an opportunity for WIPO to leverage on the current TRMS setup and enhance automation. This would address the additional operational risks that can be attributed directly to the expanded Fee Transfer Service. By using a single platform, there would be significant advantages to having a single source of data points in order to manage and reduce operational risks related to this treasury process.

The strategic approach undertaken for the project implementation and the close management of resources thus far have resulted in significant cost avoidance. This has allowed the opportunity to consider further enhancement in risk management by implementing the 'Netting' solution in Coupa Treasury. Furthermore, the experience gained by the Project Team during the initial implementation would be highly advantageous for the project scope expansion. Whilst the automation of the Fee Transfer Service using Coupa Treasury would entail a new timeline, the scope expansion would be implemented within the current project budget allocation.

⁵⁸ Business Case and Objectives are reflected in "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- The Liquidity Management Module which provides increased visibility, transparency and control over WIPO's cash and liquidity management activities was successfully configured;
- The Treasury Transaction Module which delivers an end-to-end automation of certain treasury transactions; from execution, confirmation and settlement through to automated accounting records was fully configured;

The coverage of banking connectivity which facilitates electronic payment processing and automated bank statement reporting was extended to eight banking partners, representing 93 per cent of the Organization's bank accounts and 99 per cent of the Organization's cash assets; and

- The Daily Treasury Dashboard, which enhances the monitoring, reporting and management of risks related to treasury activities, was fully designed.

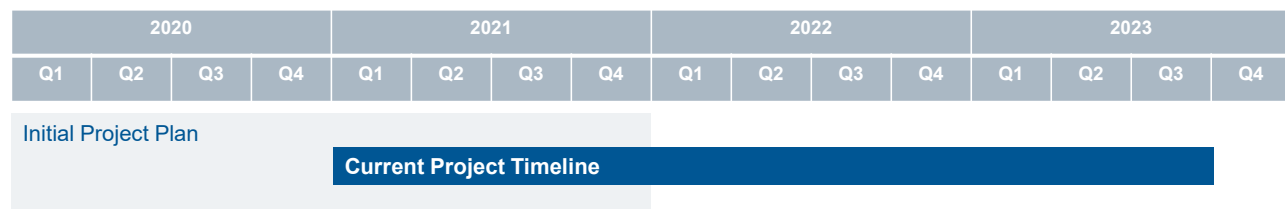
Benefits Realization

- Improved cash visibility and cash forecasting.
- Improved deployment of cash for investment purposes.
- Improved visibility and management of currency risk exposures.
- Improved management of counterparty credit risk exposures.
- Reduced cost of bank connectivity services.

Risk and Mitigation Actions⁵⁹

No risks that had a significant impact on project implementation materialized during the course of 2021.

Project Timeline



The "Go-Live" was pushed from Q4 2021 to Q1 2022 as a strategic risk mitigation due to the non-availability of resources during the year-end period; nd

⁵⁹ 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 2021 are reported.

The scope expansion to include the implementation of the Netting Module and the automation of the Fee Transfer Service is projected to be completed by Q3 2023.

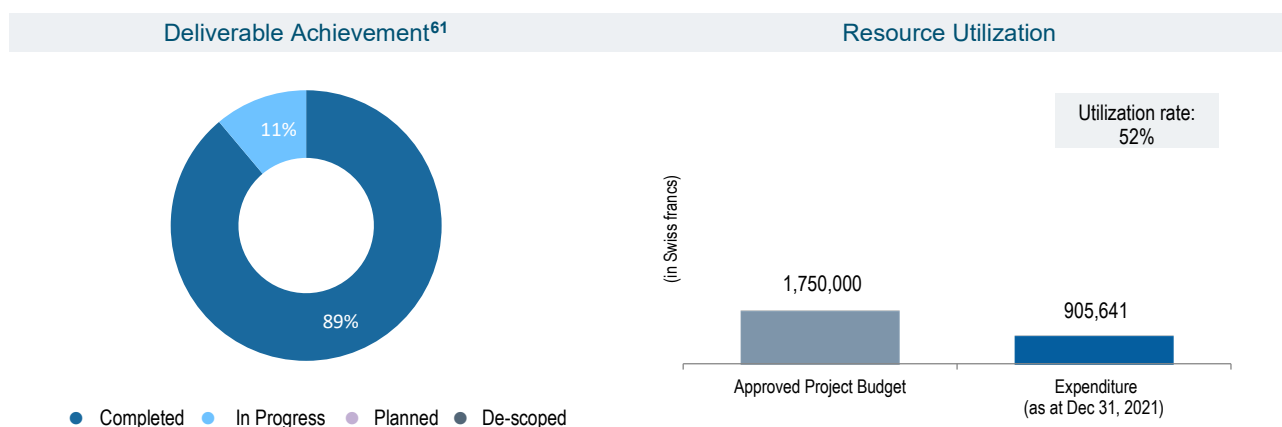
CMP 26 POWER OUTAGE MITIGATION (AB AND GB BUILDINGS) - PHASE II - Project Progress Report

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

Business Case and Objectives⁶⁰



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- The stand-alone elevator in the AB building, the freight elevator and the roof hanging platform for exterior cleaning of windows were connected to the new standby power system housed in the AB Building;
- All the finishing works (fireproof closures, phonic false ceilings, painting, cabling, various modifications, tests, etc.) were carried out, both in the AB Building and in the GBI Building; and
- The new standby power systems for the AB Building, GBI and GBII Buildings became fully operational by Q2 2021.

Benefits Realization

- Full lighting and all electrical outlets on all office floors, lobby, Room A and Room B in the AB Building secured in case of power outage, except for the first 10 seconds.
- Increased comfort and sense of safety for occupants in the AB Building.
- A dedicated generator securing additional capacity available for future needs in the GB Buildings.
- Compliance with Host Country regulations on electricity power distribution in the GB Buildings.
- All installations secured in case of power outage (without interruption), including full lighting, all electrical outlets on all office floors and all elevators in the GB Buildings.
- Increased comfort and sense of safety for occupants in the GB Buildings.
- The stand-alone elevator, the freight elevator and the roof hanging platform in the AB Building secured in case of power outage, except for the first 10 seconds.

⁶⁰ Business Case and Objectives are reflected in the "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

⁶¹ Does not include the cross-cutting deliverable: Project management.

Risk and Mitigation Actions

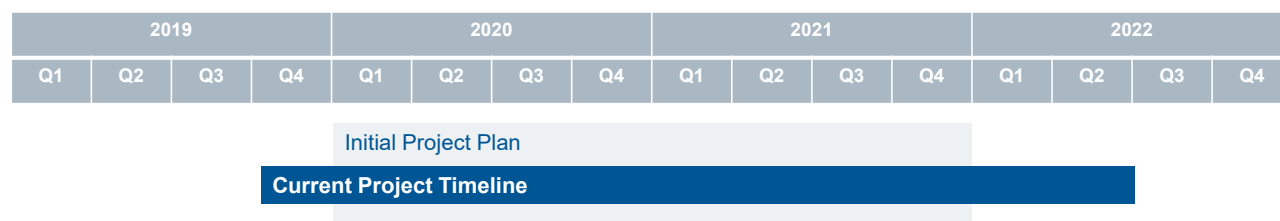
No strategic risks materialized during the course of 2021.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of a new electrical distributor panel (AB Building)	143,825	79,065	55%	100%
Connection of additional installations to the new standby power system (AB Building)	143,825	117,119	81%	100%
Connection of the six elevators to the new standby system (AB Building)	-	46,661	-	80%
Technical assessment of implementation for the GBI and GBII Buildings	137,830	56,877	41%	100%
Acquisition and installation of a new generator dedicated to the GBI and GBII Buildings on the roof of the GBI Building	227,720	219,420	96%	100%
Creation of a new room in the GBI basement to house the new main power distribution board and switch room for the GBI and GBII Buildings ⁶²	359,560	110,723	31%	100%
Creation of a new room in the GBI basement to house the new Uninterrupted Power Supply (UPS) for the GBI and GBII Buildings ⁶³	23,970	6,410	27%	100%
Acquisition and installation of a new UPS for the GBI and GBII Buildings in the newly created room in the GBI basement	29,960	17,772	59%	100%
Connection of all installations to the new standby system housed in the GBI and GBII Buildings	563,310	173,638	31%	100%
Project Management	120,000	77,956	65%	N/A
Total	1,750,000	905,641	52%	98%

Project Timeline



The connection of the four central elevators to the new standby power system in the first half of 2022 following the modernization of their motorization systems will be completed under CMP27.

⁶²Following the detailed technical studies, the creation of a new room in the GBI basement for the main power distribution board was avoided and existing space and infrastructure were modified for the installation instead.

⁶³Ibid.

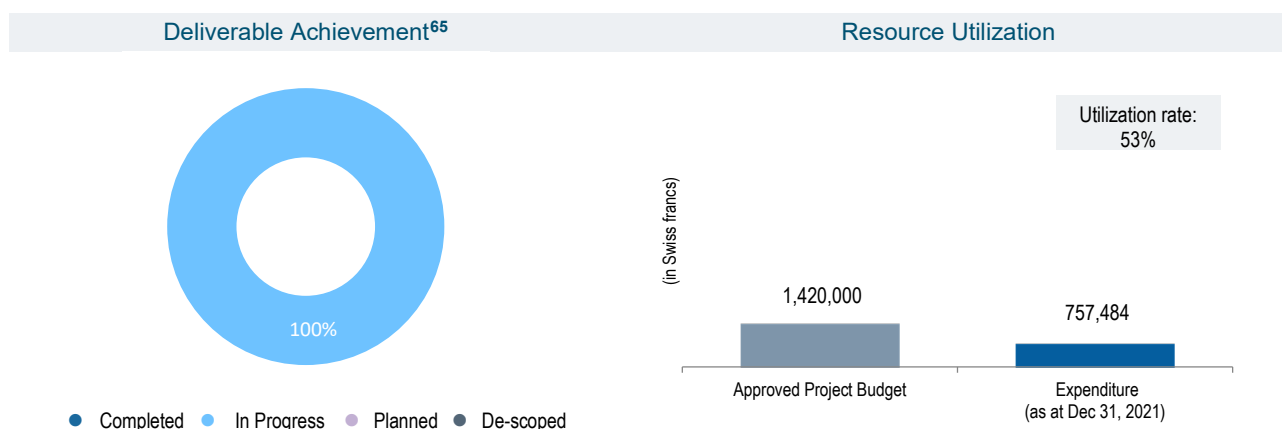
CMP 27 MODERNIZATION OF ELEVATORS MOTORIZATION SYSTEMS - PHASE II - Project Progress Report

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

Business Case and Objectives⁶⁴



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- The installation of the two new elevators in the GBI Building was completed by Q3 2021; and
- Components of the new motorization system for the four central elevators in the AB Building were delivered and the works commenced in Q4 2021.

Benefits Realization

- Improved responsiveness of the two elevators in the GBI Building, servicing also the GBII Building.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Accumulated delays of more than 1-month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk did not materialize in 2021 but remains open for the works planned for 2022.	The mitigation actions were not required as they were contingency plans to be invoked only if risk materialized.	n/a
Unforeseen technical problems discovered during installations/interventions.	The risk did not materialize in 2021 but remains open for the works planned for 2022.	The mitigation actions were not required as they were contingency plans to be invoked only if risk materialized.	n/a

⁶⁴ Business Case and Objectives are reflected in the "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

⁶⁵ Does not include the cross-cutting deliverable: Project management.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of the new motorization system for the four main central elevators (with decommissioning and dismantling of the existing systems) in the AB Building	1,005,778	446,660	44%	60%
Acquisition and installation of two new elevators, including cabins, doors and the entire installations and systems (with decommissioning and dismantling of the existing two elevators) in the GBI Building	294,222	204,275	69%	90%
Project management	120,000	106,549	89%	N/A
Total	1,420,000	757,484	53%	75%

Project Timeline

2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan															
Current Project Timeline															

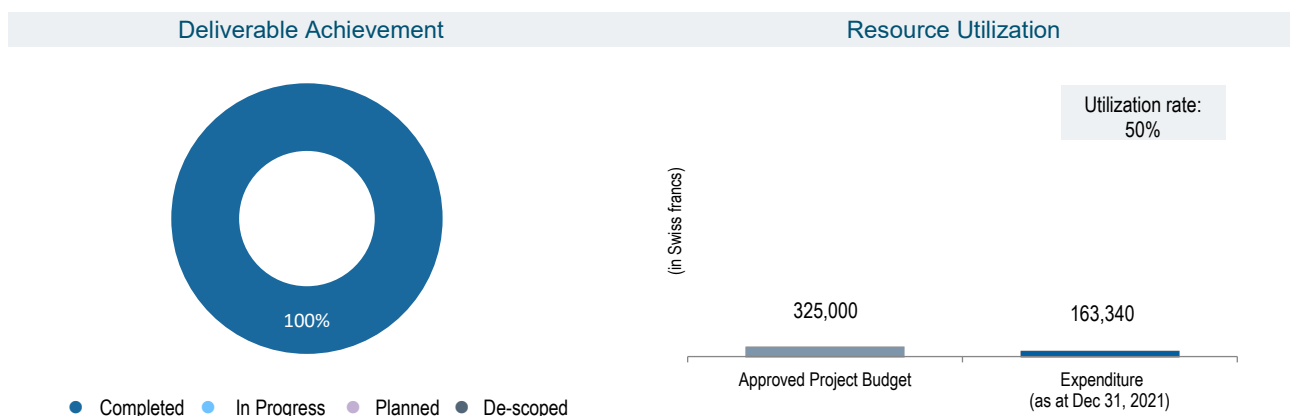
CMP 28 FIRE AND GAS SAFETY - Project Completion Report

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

Business Case and Objectives⁶⁶



Project Overview



Key Project Achievements

- The gas detection panels were installed in the AB and PCT Buildings and integrated with the gas management system as planned in 2020. In 2021, the fire/smoke detection management systems were installed in the AB and GB buildings. The newly installed systems are able to fully communicate with the Security Operations Center (SOC) using appropriate protocols and existing SOC tools, thus enabling remote monitoring, improved response times, and compliance with fire safety regulations. The lifetime of the infrastructure installed is between 10 to 15 years.

Overall Achievement versus Plan

- The project was successfully implemented and all objectives, deliverables and milestones were achieved within the initially planned timeframe. The project replaced two critical elements of WIPO Headquarters safety apparatus to ensure that WIPO remained compliant with Swiss federal legislation and fire regulations (the *Association des Etablissements Cantonaux d'Assurance Incendie* (AEAI)); and
- The project was delivered under budget due to less than anticipated expenditure on project management and the installation, integration, testing and certification of the fire/smoke detection management panel.

Lessons Learned

- Thorough planning and effective collaboration with all stakeholders is crucial in order to streamline implementation and ensure initially planned timelines are maintained.

Benefits Realization

- Continued compliance with AEAI standards. Compliance is expected for 10+ years from certification in 2021.
- Increased safety for security personnel and technicians responding to gas leak alarms.
- Reduced likelihood of a gas leak causing a gas explosion.
- Increased efficiency for security staff (remote monitoring of gas, smoke/fire alarms).

⁶⁶ Business Case and Objectives are reflected in the "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

- Reduced number of false alarms and associated savings on Fire Department fees (The number of false alarms in 2020 was one compared to four in 2019).

Risk and Mitigation Actions⁶⁷

No risks that had a significant impact on project implementation materialized during the course of 2021.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
AB gas detection system installation, integration, testing and certification	33,000	33,000	53,902	163%	100%
PCT gas detection system installation, integration, testing and certification	22,000	22,000	19,605	89%	100%
Technical study for AB/GB fire/smoke detection management panels	220,000	15,000	4,800	32%	100%
AB/GB Fire/smoke detection management panel installation, integration, testing and certification		205,000	79,873	39%	100%
Project management	50,000	50,000	5,160	10%	N/A
Total	325,000	325,000	163,340	50%	100%

The project will be formally closed in 2022. The remaining budgetary balance amounting to 161,660.47 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan							
Actual Project Timeline							

Project Follow-up

Anticipated Recurring Operational Costs

The annual costs for safety checks and maintenance of the gas leak and fire detection panel amounts to 22,000 Swiss francs.

⁶⁷ 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 2021 are reported.

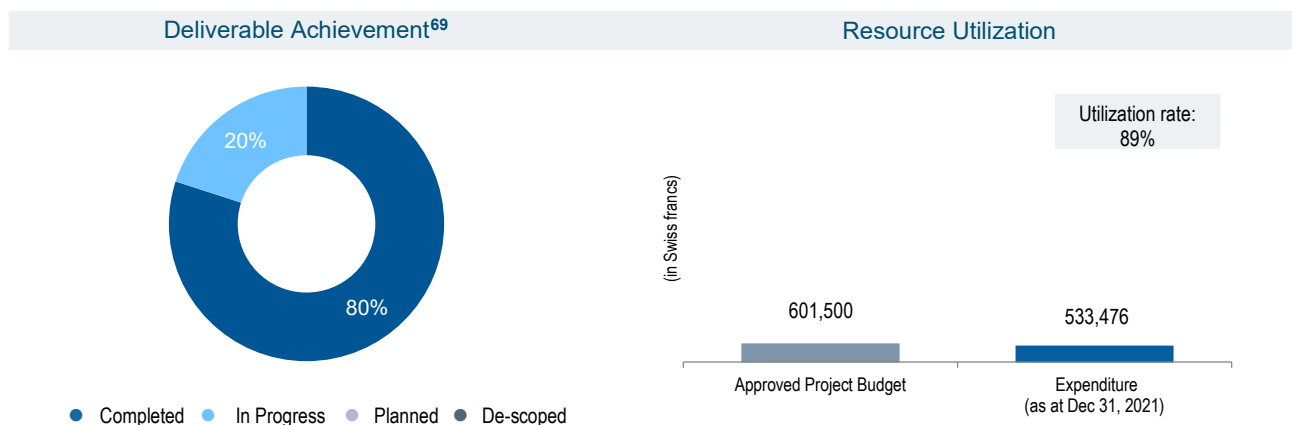
CMP 29 RENEWAL OF CRITICAL PHYSICAL SECURITY SYSTEMS HARDWARE - Project Completion Report

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

Business Case and Objectives⁶⁸



Project Overview



Key Project Achievements

A number of critical WIPO Headquarters physical security infrastructure were successfully replaced and upgraded, namely:

- 119 CCTV cameras were installed and integrated. This represents 50 per cent of WIPO's CCTV cameras to be replaced;
- The intercoms in the New Building were replaced with a new intercom system;
- New technology screens and monitors were installed in the Security Operations Center (SOC); and
- The X-ray machine was replaced in the CAM building⁷⁰ and security guards were trained.

Regarding the Vehicle Access Control System (VACS), the following was completed:

- Bollards and wedges dismantling, maintenance, and upgrades;
- Barriers at the top of ramps 1, 2 and 4 were replaced; and
- The re-design of obstacle safety management was completed enabling safer and more convenient access.

Overall Achievement versus Plan

- This project successfully supported WIPO's ability to secure and manage a complex Headquarters campus in line with United Nations Security Management System (UNSMS) standards and industry best practice. This was achieved by replacing and upgrading certain critical physical security infrastructure, all of which are functional 24/7, 365 days a year. The lifetime of the equipment installed is estimated between five to 10 years.

⁶⁸ Business Case and Objectives are reflected in "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11). For updates to those, please refer to the last [CMP Progress Report](#).

⁶⁹ Does not include the cross-cutting deliverable: Project management.

⁷⁰ The X-ray machine has subsequently been transferred from the CAM Building to the Visitor Access Center at Headquarters.

- Following an assessment of the Vehicle Access Control Systems (VACS) in 2020, a number of additional requirements were identified, which could not be accommodated within the project scope. Therefore only a subset of the original scope of the work on the VACS was completed.

Lessons Learned

- Possible delays in procurement and supply of equipment by vendors should be taken duly into account during the planning phase in order to determine realistic timelines and ensure the smooth implementation of a project.

Benefits Realization

- Continued suitability and integrity of the entire WIPO's security management infrastructure over the long term.
- Maintained compliance with UNSMS regulations and with Country and WIPO Headquarters Security Risk Assessments (SRAs) mitigation recommendations.
- Recertification to ISO 27001 in 2021 for the Hague, PCT and Madrid Registries, the AMC, the Medical Unit, as well as Finance and Safety and Security processes.

Risk and Mitigation Actions⁷¹

No risks that had a significant impact on project implementation materialized during the course of 2021.

Resource Utilization

Resource Utilization as at December 31, 2021 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Replacement and installation of Intercoms (NB Building)	61,000	70,230	115%	100%
Replacement and installation of an X-Ray Machine (CAM Building)	30,000	58,362	195%	100%
Replacement and installation of CCTV cameras (PCT, AB and GB Buildings)	212,000	163,123	77%	100%
Replacement and installation of new technology screen wall monitors in the Security Operations Centre (SOC)	120,000	110,855	92%	100%
System design reconfiguration, implementation, testing and operationalization of the Vehicle Access Control System (VACS)	100,000	110,195	110%	90%
Project management	78,500	20,711	26%	N/A
Total	601,500	533,476	89%	100%

The project will be formally closed in 2022. The remaining budgetary balance amounting to 68,023.60 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline by Deliverable

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan							
Actual Project Timeline							

⁷¹ 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 2021 are reported.

Project Follow-up Actions

The VACS assessment recommended the following improvements:

- Implementation of new management controls for ramps 1, 2 and 4;
- Replacement of automation systems, wiring and connections on ramps 1, 2 and 4;
- Installation of high speed metallic doors, where appropriate;
- Reconfiguration of the VACS to accommodate the above changes.

In addition, replacement of the remaining 50 per cent of the CCTV cameras.

Anticipated Recurring Operational Costs

- The annual maintenance costs for bollards and wedges are estimated at 13,000 Swiss francs.
- The annual maintenance costs for all other upgrades and/or replaced equipment amount to 21,500 Swiss francs.

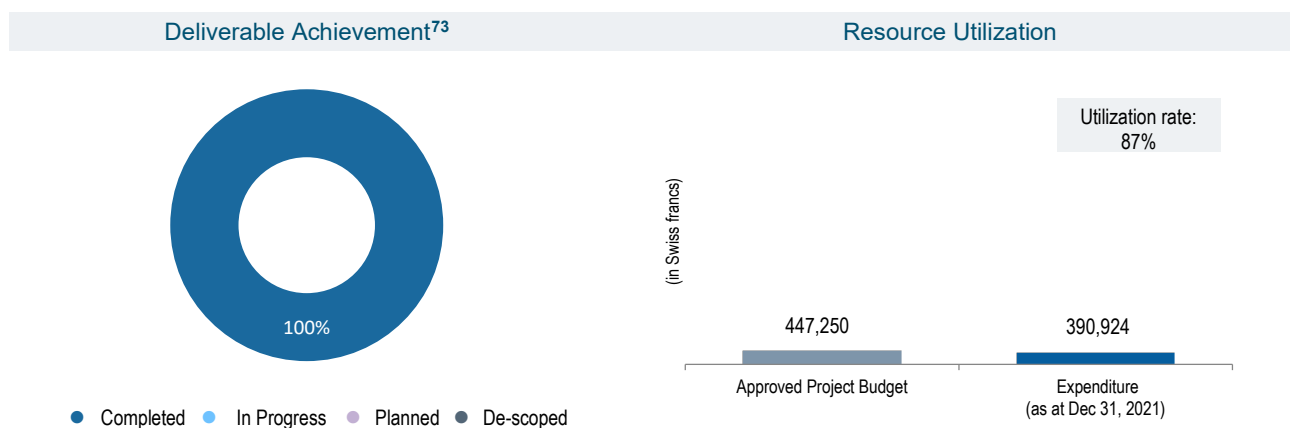
CMP 30 UPGRADE OF CRITICAL SSCS SECURITY ICT SYSTEMS - Project Completion Report

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

Business Case and Objectives⁷²



Project Overview



Key Project Achievements

- The ICT and security architecture as well as the design of the new Virtual Machine (VM) environment were completed and the VM environment installed;
- New network equipment (switches) and seven video servers were installed, configured, integrated and tested. The switches represent 66 per cent of the total number of switches to be replaced;
- Applications were migrated to the new VM environment;
- Staff were trained on both the VM environment and switch management; and
- Disaster recovery testing was successfully carried out.

⁷² Business Case and Objectives are reflected in the "[Capital Master Plan for 2020-29](#)" (document WO/PBC/30/11).

⁷³ Does not include the cross-cutting deliverable: Project management.

Overall Achievement versus Plan

- The project was successfully implemented and all objectives, deliverables and milestones were achieved within the initially planned timeframe.
- The project replaced several critical hardware elements of the WIPO security ICT infrastructure and the migration of applications from an old and nearing end-of-life physical server architecture to a new Virtual Machine (VM) architecture, thereby rationalizing maintenance contracts and delivering both capital and operational cost efficiencies. As such, the project also addressed the 2018 Audit of Physical Access Security Systems recommendation for better ICT network management, including the continuity of operations, maintenance management and IT security upgrades. The project also resulted in continued compliance with ISO 27001 standards.

Lessons Learned

- Possible delays in procurement and supply of equipment by vendors should be taken duly into account during the planning phase in order to determine realistic timelines and ensure the smooth implementation of a project.

Benefits Realization

- Compliance with United Nations Department of Safety and Security (UNDSS) security management requirements extended from the time of installation for: 5 years (applications on VM); 10 years (switches); and 6 years (VM servers).
- Compliance with Swiss Security Risk Assessment (SRA) extended for: 10 years (switches); 6 years (VM servers); and 5 years (applications).
- Recertification to ISO 27001 Information Security Management in 2021 for the PCT, Hague and Madrid Registries, the AMC, the Medical Unit, as well as Finance and Safety and Security Service processes.
- Reduced operating costs with the migration to the VM environment (from 15,000 Swiss francs/year to 7,000 Swiss francs/year).
- Reduced risks of intrusion (yearly penetration test/audit and vulnerability scans passed in 2021).
- Reduced likelihood of failure of SSCS IT infrastructure.
- Reduced replacement costs for application servers (from 203,000 Swiss francs to 100,000 Swiss francs).

Risk and Mitigation Actions⁷⁴

No risks that had a significant impact on project implementation materialized during the course of 2021.

Resource Utilization

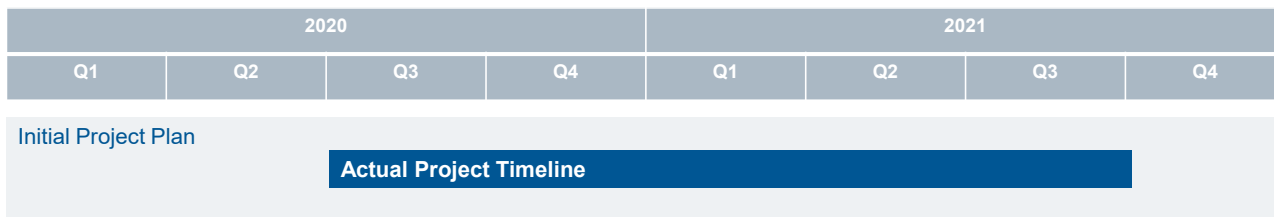
Resource Utilization as at December 31, 2021 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Replacement, installation, configuration and testing of switches (PCT, AB and NB Buildings)	200,000	152,740	76%	100%
Replacement, installation, configuration and testing of CCTV/Video data storage servers	100,000	103,180	103%	100%
Design the IT architecture, build, migrate and system test the Virtual Machine environment	100,000	115,004	115%	100%
Project management	47,250	20,000	42%	N/A
Total	447,250	390,924	87%	100%

The project will be formally closed in 2022. The remaining budgetary balance amounting to 56,325.74 Swiss francs will be subsequently returned to Accumulated Surpluses.

⁷⁴ 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 2021 are reported.

Project Timeline



Project Follow-up Actions

Replacement of the remaining 34 per cent of the network switches.

Anticipated Recurring Operational Costs

- The annual maintenance costs for the switches amount to 45,000 Swiss francs.
- Reduced recurring operating costs with the migration to the VM environment (from 15,000 Swiss francs/year to 7,000 Swiss francs/year).

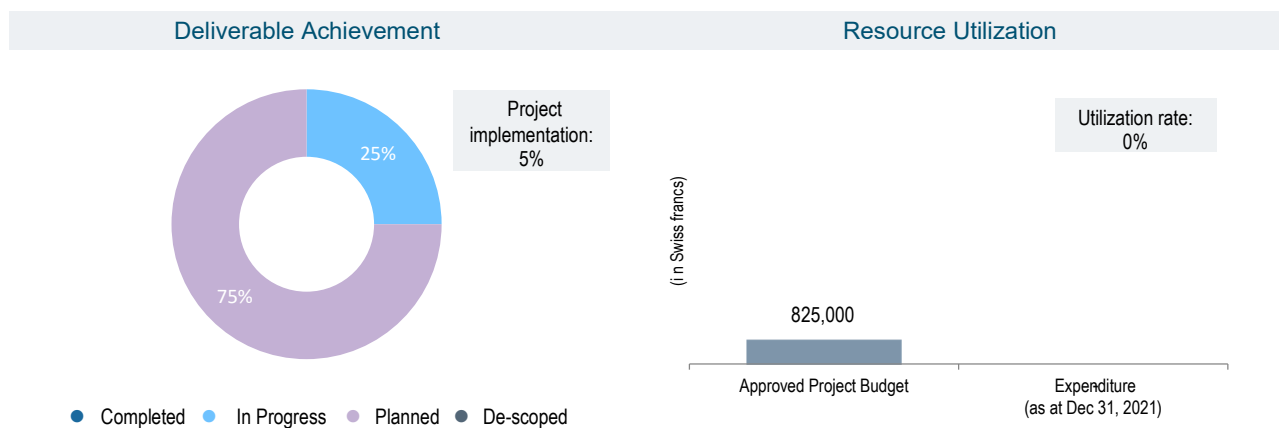
CMP 31 ENTERPRISE PERFORMANCE MANAGEMENT (EPM) 2ND GENERATION CLOUD BASED - Project Progress Report

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

Business Case and Objectives⁷⁵



Project Progress Overview



Key Achievements in 2021

In 2021, the following progress was made:

- A full-fledged market analysis of possible solutions was conducted, including bespoke WIPO demonstrations and input from existing clients on their experience with the use of the technologies, to better inform decision-making for the selection of the technology. This allowed WIPO to select the preferred technology by the end of the year; and

⁷⁵ Business Case and Objectives are reflected in the "[Supplementary Capital Master Plan Projects](#)" (document WO/PBC/31/12).

- The initial planning stage, including the drafting of the Project Initiation Document, was launched, the procurement process initiated, and a senior business analyst was on-boarded to facilitate project planning and implementation.

Risk and Mitigation Actions⁷⁶

No risks that had a significant impact on project implementation materialized during the course of 2021.

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

The project was delayed in 2021 due to other organizational priorities, in particular related to the intense planning cycle for the Program of Work and Budget for 2022/23 and other preparations for the Program and Budget Committee (PBC).

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

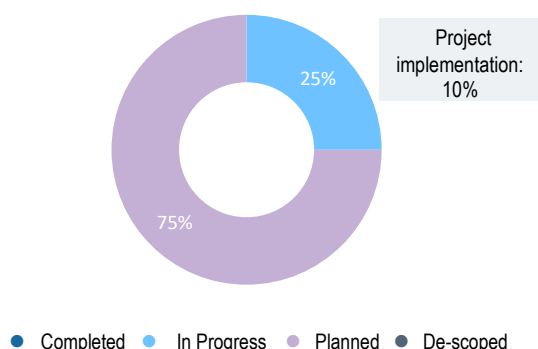
Expected Result: IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results

Business Case and Objectives⁷⁷

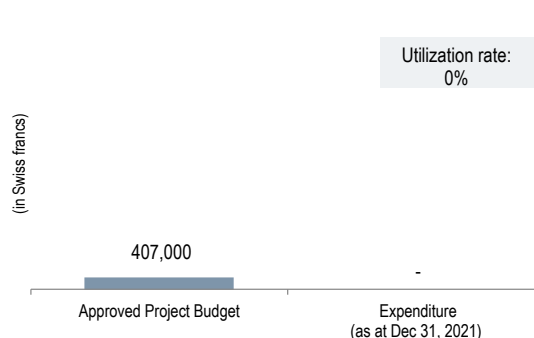


Project Progress Overview

Deliverable Achievement⁷⁸



Resource Utilization⁷⁹



⁷⁶ 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 2021 are reported.

⁷⁷ Business Case and Objectives are reflected in the "[Supplementary Capital Master Plan Projects](#)" (document WO/PBC/31/12).

⁷⁸ Does not include license support and maintenance costs.

⁷⁹ Since the Sailpoint technology was implemented in Phase I, the license and post implementation costs (i.e. 80,000 Swiss francs) will be covered from the regular budget. The project budget has been revised accordingly.

Key Achievements in 2021

In 2021, the following progress was made:

- The detailed requirements, design and documentation for Phase II was developed;
- Initial testing was performed on the “Rehire” process;
- Extensive design consultations with the vendor and WIPO’s Cloud Management Unit regarding the File Access Manager (FAM) work stream led to the deployment of a hybrid Amazon Web Services (AWS) environment for portions of the FAM;
- Initial modeling of the PeopleSoft (identified as a target system) entitlements were developed; and
- Initial meetings were held to define the scope and potential path forward in managing access to AWS and WIPO’s Enterprise Content Management (ECM) platform.

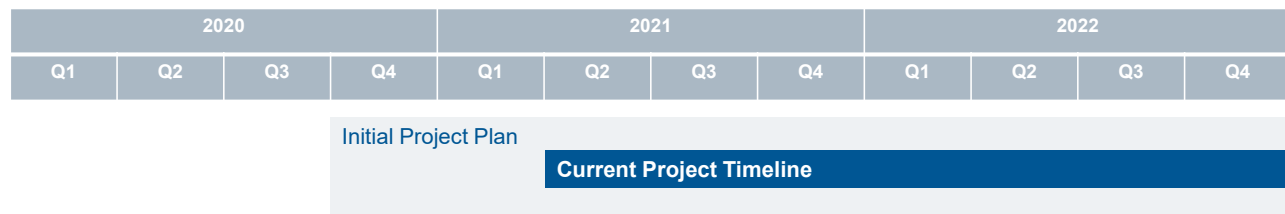
Benefits Realization

No benefits were realized in 2021.

Risk and Mitigation Actions⁸⁰

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delay in the final go-live of IAG Phase I (CMP1) could impact the project timeline for Phase II.	The risk materialized and the start of Phase II was delayed until June 2021.	The formulation of a detailed work breakdown structure and dependencies has proved effective in accelerating the implementation of the project.	The project start was delayed, but the project is still currently on track to be completed in 2022.

Project Timeline



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 2021 are reported.

IV. APPENDIX

APPENDIX A Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons learned from past performance are duly incorporated into the future implementation of WIPO's activities. The WPR is a self-assessment by Program Managers based on the results framework approved by Member States in the Program and Budget 2020/21. 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 2020/21 can be found in document WO/PBC/34/8.

The WPR 2020/21 is an end-biennium report and assesses progress made and/or achievement of the Expected Results, as measured by the Performance Indicators and with the resources approved in the Program and Budget 2020/21. A performance indicator could be measured by more than one target. In such cases, the rating for each target is provided, resulting in multiple ratings. The rating scale for the WPR 2020/21 has been updated in line with the recommendations of the External Auditor. The following assessment criteria have been used:

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 assessable⁸¹ ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE, and;
- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Program.

The performance assessments for individual Programs in the WPR 2020/21 comprise:

Section I: Program Dashboard

This section provides a comprehensive, graphical summary of the Program's programmatic performance and resource utilization in the biennium.

Section II: Performance Data

- This section provides a QR code and link to view the Performance Data tables.



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020-21/program1.pdf>




- The Performance Data table recapitulates the Expected Results to which the Program contributes and the Performance Indicators, which measure the Program's contributions to the Results as approved by Member States in the Program and Budget 2020/21.

⁸¹ In line with Member States' requests, Programs were provided an opportunity to: (i) define targets that had not been defined in the Program and Budget 2020/21, i.e. "tbd" targets, during the baseline update exercise, using the year-end 2019 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 2019.


- As compared to the Program and Budget 2020/21, baselines have been updated, where relevant, to reflect the status at the end of 2019, and targets were updated, where relevant, as detailed in the footnote above.

An example of the performance data table detailing each section is provided below.

Performance Indicators	Baselines	Targets	Performance Data	PIE
 Performance Indicator as published in the P&B 2020/21	Defined/Updated baselines, where relevant, reflecting the situation at the end of 2019	Defined/Updated targets	Performance data for 2020/21 in relation to each indicator ⁸²	Assessment of performance using the Performance Indicator Evaluation (PIE) rating scale described above
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
No. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	100% based on 135 responses	80% of respondents provide positive feedback	100% based on 48 responses – 67% extremely satisfied – 33% satisfied	●

Section III: Risks

In line with WIPO's continued commitment to strengthening risk management, this section summarizes the risks as approved by Member States in the Program and Budget 2020/21 and their evolution during the biennium. The risk tables for individual Programs in the WPR 2020/21 comprise:

Risk	Risk Evolution	Effectiveness of Mitigation	Impact on performance
 Risk as published in the P&B 2020/21	Provides the evolution of the risk, including whether it materialized or changed over the course of the biennium	Addresses whether the mitigation actions envisaged in the P&B 2020/21 or added during the course of the biennium were appropriate/successful	Addresses the impact of the risk(s) and mitigation strategy(ies) on the performance of the Program
Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States' commitment to reach mutually agreed outcomes.	The risk exposure remained stable throughout the biennium, in line with a global risk to the effectiveness of multilateralism.	The Secretariat's contribution to the mitigation of the risk, by conducting its work in a neutral, balanced and transparent manner and through provision of timely, accurate and substantive information to Member States, was effective.	The materialization of the risk in the current reporting period resulted in Member States' ongoing inability to reach consensus on the convening of a diplomatic conference for the adoption of the Design Law Treaty. Progress was made, however, towards agreement on current issues on the SCT Agenda.

Section IV: Resource Utilization

This section provides information on the 2020/21 Approved Budget, the 2020/21 Final Budget after Transfers, and actual expenditure and budget utilization in 2020/21.


The reporting in this section includes two tables:

- The Budget and Actual Expenditure (by result) provides information indicated in the example below.

Expected Result	2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure
V.1 Wider and better use of WIPO IP statistical information	3,140	2,892	2,766
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,527	5,213	5,080
Total	7,667	8,106	7,845

⁸² 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 2020 as compared to 2019.

- The Budget and Expenditure (personnel and non-personnel resources) provides information indicated in the example below.

Cost Category		2020/21 Approved Budget	2020/21 Final Budget after Transfers	2020/21 Expenditure	Utilization rate (%)
Personnel Resources		6,467	6,820	6,712	98%
Non-personnel Resources		1,200	1,285	1,134	88%
Total		7,667	8,106	7,845	97%