

Assemblies of the Member States of WIPO

Sixty-Sixth Series of Meetings
Geneva, July 8 to 17, 2025

LIST OF DECISIONS ADOPTED BY THE PROGRAM AND BUDGET COMMITTEE

prepared by the Secretariat

1. The present document contains the “List of Decisions Adopted by the Program and Budget Committee” at its thirty-eighth session (May 19 to 23, 2025) (document WO/PBC/38/6) and at its thirty-ninth session (June 16 to 20, 2025) (document WO/PBC/39/10).

2. *The Assemblies of WIPO, each as far as it is concerned, are invited to:*

(i) take note of the “List of Decisions Adopted by the Program and Budget Committee” (documents WO/PBC/38/6 and WO/PBC/39/10); and

(ii) approve the recommendations made by the Program and Budget Committee as contained in the same documents.

[Documents WO/PBC/38/6
and WO/PBC/39/10 follow]

Program and Budget Committee

Thirty-Eighth Session
Geneva, May 19 to 23, 2025

LIST OF DECISIONS

prepared by the Secretariat

AGENDA ITEM 1: OPENING OF THE SESSION

AGENDA ITEM 2: ADOPTION OF THE AGENDA

document WO/PBC/38/1.

The Program and Budget Committee (PBC) adopted the agenda (document WO/PBC/38/1).

AGENDA ITEM 3: PROGRESS REPORT ON THE IMPLEMENTATION OF THE JOINT INSPECTION UNIT'S (JIU) RECOMMENDATIONS

document WO/PBC/38/2.

The Program and Budget Committee (PBC):

- (i) took note of the present report (document WO/PBC/38/2);*
- (ii) welcomed and endorsed the Secretariat's assessment of the status of the implementation of recommendations under:*
 - JIU/REP/2024/3 (Recommendations 1, 2 and 3);*
 - JIU/REP/2024/2 (Recommendations 2, 3, 5 and 6);*

- *JIU/REP/2023/9 (Recommendations 2 and 5);*
 - *JIU/REP/2023/8 (Recommendations 2 and 7);*
 - *JIU/REP/2023/6 (Recommendations 2 and 4);*
 - *JIU/REP/2023/4 (Recommendations 2, 3, 9 and 10);*
 - *JIU/REP/2023/3 (Recommendations 3, 4 and 5);*
 - *JIU/REP/2020/7 (Recommendation 6); as set out in the present report; and*
- (iii) *called on the Secretariat to propose assessments for the remaining open recommendations made by the Joint Inspection Unit (JIU) for Member States' consideration.*

AGENDA ITEM 4: WIPO PERFORMANCE REPORT 2024

document WO/PBC/38/3 Rev.

(i) *The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) for 2024 (document WO/PBC/38/3 Rev.), and recognizing its nature as a self-assessment of the Secretariat, recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the positive financial performance and Programs' progress towards achieving the expected results in 2024.*

(ii) *Requested the WIPO Secretariat to include brief explanatory notes on transfers between Sectors under the Regulations 3.4 of the WIPO Financial Regulation and Rules, in the WPR following such transfer.*

AGENDA ITEM 5: PROPOSED PROGRAM OF WORK AND BUDGET FOR 2026/27

document WO/PBC/38/4 (Proposed Program of Work and Budget for 2026/27).

The Program and Budget Committee (PBC), having completed a comprehensive first review by Sector, as well as Annexes and Appendices, of the proposed Program of Work and Budget for 2026/27 (document WO/PBC/38/4):

- (i) *Welcomed the Program of Work and Budget proposal for the biennium 2026/27;*
- (ii) *Agreed to the following modifications proposed by Member States as per the attached track changes document:*
 - i. *Adding information regarding the Lisbon system in Annex V;*
 - ii. *Moving three KPIs from the PCT, Madrid and Hague Annexes to the PTS and BDS results frameworks;*
 - iii. *Addition of a sentence regarding evaluation in the implementation strategies of the Sector of the Director General;*
- (iii) *Requested the Secretariat to issue a revised version of the proposed Program of Work and Budget for 2026/27 based on (ii) above;*
- (iv) *Stressing the importance of cost efficiency, requested the Secretariat to review the planning assumptions for the Hague unit cost target and report back to the PBC in the WPR 2024/25.*
- (v) *Took note of outstanding issues for further consideration in the 39th session of the PBC, including:*

- i. *Funding of the participation of Indigenous Peoples and Local Communities in the IGC meetings in 2026/27 from the regular budget in case of shortfall in the WIPO Voluntary Fund;*
- ii. *Reflection of multilingualism in the BDS implementation strategies.*

document WO/PBC/38/INF/1 (WIPO Estate Strategy).

AGENDA ITEM 6: DRAFT TERMS OF REFERENCE OF THE 2021 EVALUATION OF WIPO EXTERNAL OFFICES

document WO/PBC/38/5.

The Program and Budget Committee (PBC) considered the update to document WO/PBC/35/7 Annex I which reflects the views of the Member States expressed in document WO/PBC/35/7 Annex I and in the 37th session of the PBC, and the Guiding Principles contained in document A/55/INF/11.

The Committee requested the Secretariat to prepare Draft Terms of Reference, based on the established UN and WIPO evaluation practices, principles, standards and guidelines, while duly considering the views of Member States previously expressed, and present it for consideration at the 40th session of the Committee.

AGENDA ITEM 7: METHODOLOGY FOR ALLOCATION OF INCOME AND EXPENDITURE BY UNION

The Program and Budget Committee (PBC) decided to continue the discussion on the methodology for the allocation of income and expenditure by Union at the 40th session of the PBC, inter alia, the relevant proposals submitted by Member States during previous sessions.

AGENDA ITEM 8: CLOSING OF THE SESSION

[Annex follows]

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 Development of balanced and effective international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	The SCP fully implemented its work in accordance with the agreed agenda of SCP/36	Implementation of agreed work in accordance with the SCP agenda
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Filing rate	2024: 273,900 IAs	2026: 279,100 2027: 281,000
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 98% (2022/23 survey) Patent examination-related activities: 98% (2022/23 survey)	≥ 90% satisfied or very satisfied ≥ 95% satisfied or very satisfied
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Level of satisfaction of WIPO global IP system users with International Bureau's Services	87% (2022/23 survey)	≥ 90% satisfied or very satisfied
	Customer response time	% of customer responses given within Service Level Agreement (SLA) targets (tbd)	≥ 85% compliance with SLA targets
	Unit Cost	PCT Application: 565 CHF	PCT Application: 563 CHF
	Aggregate quality of formalities examination	99.2%	tbd
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	4	6 projects in 2026/27
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	Patent and Technology Law: 98%	≥ 90% satisfied or very satisfied
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	Patent and Technology Law: 92%	≥ 95% satisfied or very satisfied
<i>Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	95%	Maintain satisfaction level
	Cost per word of translation	0.48CHF	<0.40 CHF

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 Development of balanced and effective international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	SCT work implemented in accordance with the agreed agendas of SCT/47	Implementation of agreed work in accordance with the SCT agenda
	Entry into force of the Riyadh Design Law Treaty	0 accessions/ratifications (end 2024)	5 new accessions/ratifications in 2026/27 (out of 15 required)
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Total Membership	Madrid System: 115 CPs	Madrid System: 4 additional CPs (2 per year)
		The Hague System: 75 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	The Hague System: 5 additional CPs to the Geneva (1999) Act; No additional CPs to the Hague (1960) Act
		Lisbon System: 25 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 6 additional CPs to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Madrid System Applications: 65,000 (preliminary)	Madrid System applications: 2026: 69,100 2027: 70,600
		The Hague System Applications: 9,454	The Hague System applications: 2026: 10,490 2027: 11,090
		Lisbon System International applications: 23	Lisbon System international applications: 80 per year (160 applications for 2026/27)
	Renewals	Madrid System: 40,445 (preliminary)	2026: 43,000 2027: 44,700
		The Hague System: 5,949	2026: 7,480 2027: 8,160
	Level of satisfaction of WIPO global IP system users with International Bureau's Services	Madrid System: 80% (2022/23 survey)	≥ 85% satisfied or very satisfied
		The Hague System: 82% (2022/23 survey)	≥ 85% satisfied or very satisfied
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Customer response time	Madrid: % of customer responses given within SLA targets (tbd)	≥ 85% compliance with SLA targets
		Hague: % of customer responses given within SLA targets (tbd)	
	Unit Cost	Madrid System new/renewed registration: 619 CHF	Madrid System new/renewed registration: 603 CHF
		The Hague System new/renewed design: 457 CHF	The Hague System new/renewed design: 455 CHF
	<u>Pendency of Applications</u>	<u>Madrid System: 33 days</u>	<u>tbd</u>
		<u>The Hague System: 31 days</u>	<u>tbd</u>

- Drive a story-telling approach to external communications to create impactful, high-quality content and ensure consistent messaging across the Organization's social media and other channels.
- Develop and expand long-form content production while forging partnerships with broadcasters and other distribution platforms to bring IP into people's homes through engaging storytelling and documentaries.
- Identify and target new audiences, such as SMEs, youth and women, while increasingly highlighting the relevance and human impact of WIPO's program of work.
- Expand press outreach to show how innovation-led growth drives productivity, competitiveness and long-term sustainability by featuring success stories and data showcasing return on innovation investments.
- Expand content distribution efforts through increased use of existing channels to reach specific regional or national audiences, launching new channels and using technology for content localization.
- Further optimize, and, as necessary, expand decentralized social media presences that enable organizational areas to reach specific audiences for marketing, user and other communication purposes.
- Ensure coherence in messaging across the Organization's public communications channels through sustained engagement with, and training of colleagues, as well as effective internal communications.

Engagement and Coordination

Given the importance of the Geneva diplomatic community, we will establish regular, targeted communications with Member States to disseminate information and garner feedback on program implementation to reinforce transparency.

Our engagement with Member States will also include the highest quality of services for meetings and events by providing the most up to date and user-friendly working methods. We will also review current practices while anticipating evolving needs through continuous cooperation and benchmarking with other international organizations and private sector leaders in event and meetings management.

Meetings, conferences, and events will continue to be central to WIPO's mission to foster international collaboration and build a balanced and effective global IP ecosystem. We will, therefore, embark on a Digital Secretariat initiative to deliver high-quality meeting services, leveraging state of the art technology, coupled with streamlining processes, to foster efficiency and engagement. Additionally, we will optimize internal workflows by implementing process improvements supported by modern, integrated systems and tools. The overall aim is to give Member State representatives and participants an even stronger meeting, conference and event experience at WIPO (ER 2.2).

Internal Justice, Governance and Oversight

The further development of WIPO's comprehensive ethics and integrity system will include the systematic embedding of ethics into new policies likely to influence ethical conduct.

More awareness raising and sensitization activities will be undertaken, jointly where possible, by the Human Resources Management Department, the Ombudsperson and the Ethics Office to further enhance the Organization's ethical culture and strengthen ethical conduct by all members of personnel of the Organization. In addition, the prevention and holistic handling of grievances and conflicts will be further improved with a view to fostering a harmonious and effective work environment. In particular, members of personnel will continue to be encouraged to have recourse to informal conflict resolution, through the Ombudsperson.

Internal oversight (IOD) initiatives will continue to provide independent and objective oversight services that enhance WIPO's operations, governance, risk management and internal controls and support the achievement of the Organization's mission, goals, and objectives.

Specifically, insights based on risk-based and data-driven approaches to audits are undertaken to ensure they provide assurance that enables and results in IOD effectively utilizing its audit resources to evaluate the key risks to achieving the Organization's objectives. This will inform the annual opinion issued by IOD on the Organization's governance, risk management, and internal controls.

Other work will focus on the efficient use of investigative resources through effective intake and streamlined investigative processes that include collaboration with the Internal Justice System while protecting complainant rights within the investigative framework and a quicker turnaround of matters filed.

Finally, IOD will select strategic and thematic data-driven evaluations that contribute to organizational learning and utility to complement the audit functions (ER 5.3). [In addition, IOD will continue to monitor the implementation of evaluation recommendations and to strengthen the evaluation function, in accordance with the Internal Oversight Charter.](#)

ANNEX V Evolution and Demand for Services under the PCT, Madrid, ~~and~~ the Hague and Lisbon Systems in the Medium Term

[Adding information regarding the Lisbon System.](#)

PCT

1. The level of PCT income is influenced by a variety of factors, including demand for PCT services and applicants' filing behavior. Demand for PCT services is in turn influenced by a number of factors that may be internal or external to the patent system. External factors include the performance of the economy globally and that of countries with the highest and fastest growing demand; investment levels in research and development (R&D); technological confidence levels; and exchange rate fluctuations. Other factors include the level of PCT fees, the attractiveness and value of PCT services compared to other filing routes, the overall credibility of the performance of the patent system; and individual corporate patent strategies.

2. Applicants' behavior influences PCT income as follows:

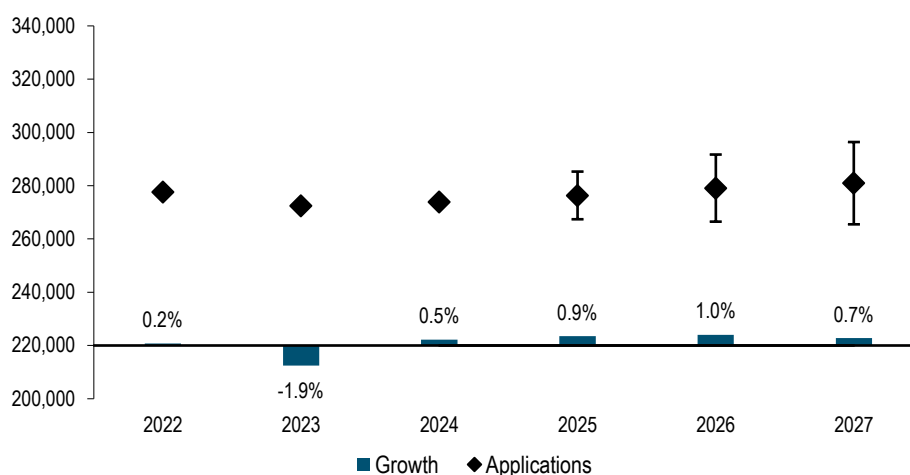
- (i) **Page Fee:** the International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.
- (ii) **International Preliminary Examination:** applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling fee").
- (iii) **Electronic Filing:** when applicants use electronic (instead of paper) filing they benefit from discounts.
- (iv) **International Bureau as receiving Office:** applicants who choose to file their application with the IB acting as receiving Office (IB/RO) must pay a special fee (the "transmittal fee").

3. The following paragraphs elaborate on current forecasts regarding the level of demand, the expected level of Chapter II demands, the expected level of electronic filings, and the expected use of the IB/RO.¹

PCT Filing Forecast (Demand)

4. PCT filings grew marginally in recent years. Chart 1 shows the forecasted number of PCT applications for the years 2025 to 2027 (based on data at the end of December 2024).

Chart 1. PCT Applications 2022 to 2027



¹ All statistics are based on the date of filing of PCT applications or Chapter II demands.

Program and Budget Committee

Thirty-Ninth Session
Geneva, June 16 to 20, 2025

LIST OF DECISIONS

prepared by the Secretariat

AGENDA ITEM 1: OPENING OF THE SESSION

AGENDA ITEM 2: ADOPTION OF THE AGENDA

document WO/PBC/39/1 Prov.4.

The Program and Budget Committee (PBC) adopted the agenda (document WO/PBC/39/1 Prov.4).

AGENDA ITEM 3: REPORT BY THE INDEPENDENT ADVISORY OVERSIGHT COMMITTEE (IAOC)

document WO/PBC/39/2.

The Program and Budget Committee (PBC) recommended to the WIPO General Assembly to take note of the "Report by the WIPO Independent Advisory Oversight Committee (IAOC)" (document WO/PBC/39/2).

AGENDA ITEM 4: REPORT OF THE WIPO INDEPENDENT ADVISORY OVERSIGHT COMMITTEE (IAOC) SELECTION PANEL

document WO/PBC/39/3.

The Program and Budget Committee (PBC) approved the recommendations of the Selection Panel for selection of two new members of the WIPO Independent Advisory Oversight Committee (IAOC), which appear in paragraph 30 of the Selection Panel's Report (Annex to document WO/PBC/39/3).

AGENDA ITEM 5: REPORT BY THE EXTERNAL AUDITOR

document WO/PBC/39/4.

The Program and Budget Committee (PBC) recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the "Report by the External Auditor" (document WO/PBC/39/4).

AGENDA ITEM 6: ANNUAL REPORT BY THE DIRECTOR OF THE INTERNAL OVERSIGHT DIVISION (IOD)

document WO/PBC/39/5.

The Program and Budget Committee (PBC) recommended to the WIPO General Assembly to take note of the "Annual Report by the Director of the Internal Oversight Division (IOD)" (document WO/PBC/39/5).

AGENDA ITEM 7: ANNUAL FINANCIAL STATEMENTS 2024; UPDATE ON THE MULTI-EMPLOYER PLAN FOR THE FINANCING OF EMPLOYEE BENEFIT LIABILITIES; UPDATE ON INVESTMENTS; STATUS OF THE PAYMENT OF CONTRIBUTIONS AS AT APRIL 30, 2025;

(a) ANNUAL FINANCIAL REPORT AND FINANCIAL STATEMENTS 2024

document WO/PBC/39/6.

The Program and Budget Committee (PBC) recommended to the Assemblies of WIPO, each as far as it is concerned, to approve the "Annual Financial Report and Financial Statements 2024" (document WO/PBC/39/6).

(b) UPDATE ON THE MULTI-EMPLOYER PLAN FOR THE FINANCING OF EMPLOYEE BENEFIT LIABILITIES

document WO/PBC/39/7.

The Program and Budget Committee (PBC) took note of the update on the establishment of a multi-employer plan meeting the requirements of IPSAS 39 with responsibility for the funds set aside by the WIPO Assemblies and the UPOV Council for the financing of employee benefit liabilities outlined in document WO/PBC/39/7.

(c) UPDATE ON INVESTMENTS

(d) STATUS OF THE PAYMENT OF CONTRIBUTIONS AS AT APRIL 30, 2025

document WO/PBC/39/INF/1 Rev.

The Program and Budget Committee (PBC) took note of the "Status of the Payment of Contributions as at April 30, 2025" (document WO/PBC/39/INF/1).

AGENDA ITEM 8: ANNUAL REPORT ON HUMAN RESOURCES

document WO/PBC/39/INF/2.

AGENDA ITEM 9: PROPOSED PROGRAM OF WORK AND BUDGET FOR 2026/27

document WO/PBC/39/8.

1. *The Program and Budget Committee (PBC), having completed its comprehensive review of the Proposed Program of Work and Budget for 2026/27 (document WO/PBC/39/8), agreed to the following modification as reflected in Annex I:*
 - i. *Reflection of multilingualism in the BDS implementation strategies.*
2. *The PBC requested the Secretariat to revise the Proposed Program of Work and Budget (document WO/PBC/39/8), to reflect the modification listed in paragraph 1 above to be submitted to the 66th series of meetings of the WIPO Assemblies.*
3. *The PBC further decided to refer the following outstanding items discussed during PBC 39, to the 66th series of meetings of the WIPO Assemblies:*
 - i. *Removal of all references to the 2030 Agenda for Sustainable Development and SDGs from the Proposed Program of Work and Budget for 2026/27;*
 - ii. *Adjusting estimated applications and income for the Lisbon System and budget for the Lisbon Union;*
 - iii. *Removal of the Development Acceleration Fund and associated references and budget.*

AGENDA ITEM 10: FINANCING PLAN TO RESTORE THE COVERAGE OF LONG-TERM EMPLOYEE BENEFITS AT WIPO

document WO/PBC/39/9.

The Program and Budget Committee (PBC) recommended to the Assemblies of WIPO, each as far as it is concerned, to approve a transfer of 50 million Swiss francs to the Strategic Investment Portfolio, which is earmarked for covering the long-term employee benefits liabilities at WIPO.

AGENDA ITEM 11: ELECTION OF THE CHAIR AND VICE-CHAIRS OF THE PROGRAM AND BUDGET COMMITTEE (PBC)

The Program and Budget Committee (PBC) elected, for its sessions to be held in 2026 and 2027: H.E. Ambassador Alaa Hegazy, Permanent Representative of Egypt in Geneva as the Chair of the PBC; Mr. Christian Schernitzky, First Counsellor at the German Mission to the UN in Geneva and Ms. Alison Urquizo, First Secretary at the Permanent Mission of Peru to the UN and WTO in Geneva as the Vice-Chairs of the Committee.

AGENDA ITEM 12: CLOSING OF THE SESSION

[Annex follows]

different methodologies for the protection of heritage products, such as through a *sui generis* system or the trademark system, thereby contributing to the development of a balanced and effective IP ecosystem in Member States (ER 4.3).

- Broaden the geographical coverage of the Singapore Treaty on the Law of Trademarks, to further develop the international legal framework for the simplification of trademark registration procedures (ER 2.1).
- [Continue to support the ongoing discussions on possible introduction of new languages in the international registration systems, without prejudice to the outcome.](#)

In the area of protection of State emblems and names and emblems of international intergovernmental organizations, the Sector will continue ensuring the efficient administration of the Article 6ter Paris Convention communication procedures and actively develop the front- and back-office capabilities of the Article 6ter Express database to improve productivity and service quality (ER 3.1).

Madrid System

Over the next biennium, we will continue to support the needs of enterprises and entrepreneurs through a convenient and cost-effective Madrid System. In particular, we will:

- Expand the global adoption of the Madrid System through an enhanced marketing approach. This will involve closer collaboration with the PCT and Hague Systems, tailoring outreach to different customer segments based on detailed market research and data analysis, and delivering targeted campaigns and activities, including digital initiatives (ER 3.1).
- Leverage new technologies, including AI, across all facets of the Madrid Registry's work to change existing business processes and maximize efficiency, particularly in the second phase of the New Madrid IT Platform Project (ER 3.2).
- Enhance the Madrid customer experience at the IB as part of a broader organizational strategy (ERs 3.1 and 3.2) by:
 - Shifting the ethos of the Madrid Registry towards greater customer centricity by improving key account management, enhancing the clarity of notifications and optimizing customer support helplines.
 - Assisting users in the transition to the new integrated eMadrid online platform, scheduled for deployment in 2025.
 - Streamlining classification practices in close cooperation with member offices.

[End of Annex and of document]