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WIPO Independent Advisory Oversight Committee

Seventy-Eighth Session
Geneva, September 22 to 26, 2025

REPORT

adopted by the WIPO Independent Advisory Oversight Committee

INTRODUCTION

1. The 78th Session of the WIPO Independent Advisory Oversight Committee (IAOC) took place from September 22 to 26, 2025. Present were Messrs. David Kanja (Chair), Kamlesh Vikamsey (Vice-Chair), German Deffit, Guan Jian, and Bert Keuppens. Mr. Danil Kerimi participated remotely in some sessions. Mr. Igors Ludborzs was unable to participate and sent apologies for his absence.

AGENDA ITEM 1: ADOPTION OF THE AGENDA

2. The Committee suggested an additional item for the agenda as follows: Update on the governance and oversight of the new After-Service Health Insurance (ASHI) Plan. The
./. updated agenda was then adopted, which is attached to this Report as Annex I. A list of
./. session documents is attached as Annex II.

AGENDA ITEM 2: DECLARATION OF CONFLICTS OF INTEREST

3. Members present were asked to disclose any actual or potential conflicts of interest. No conflicts of interest were reported.

AGENDA ITEM 3: MATTERS ARISING FROM PREVIOUS SESSION

4. The Chair briefed the Committee on developments since the previous session, particularly in relation to matters arising from earlier discussions. The Committee received an update on the status of ongoing investigations within the IAOC's mandate.

AGENDA ITEM 4: MATTERS ARISING FROM THE PROGRAM AND BUDGET (PBC) 39TH SESSION, THE WIPO GENERAL ASSEMBLY, AND THE COORDINATION COMMITTEE SESSION

5. The Chair and Vice-Chair briefed the Committee on the proceedings of the 39th Session of the Program and Budget Committee (PBC), the Assemblies of the Member States of WIPO (66th Series of Meetings), and the 84th Session of the Coordination Committee. The Chair informed the Committee that the Annual Report of the Committee was presented to the PBC and the General Assembly. The Chair shared that he also provided responses and comments to several questions posed by Member States' representatives. The Chair conveyed that the report was well received, and the Member States expressed their appreciation for the work of the IAOC.

AGENDA ITEM 5: UPDATE FROM THE DIRECTOR GENERAL

6. The Assistant Director General (ADG) of the Administration, Finance, and Management Sector (AFMS), on behalf of the Director General who was away on mission, provided a briefing to the Committee on the relevant activities carried out by the Organization over the past few months.

7. The ADG provided updates on developments in the recently concluded PBC, General Assembly and Coordination Committee sessions. Ministerial dialogues and knowledge sessions with the heads of various IP offices were held during that time. The ADG noted that the General Assembly followed smooth intergovernmental processes with all decisions taken by consensus, including the approval of the Program of Work and Budget for 2026/27.

8. The ADG discussed with the Committee the ongoing global economic and political challenges, and its impact on WIPO and other UN organizations. These challenges have resulted in resource constraints for several UN organizations, although they have not had any significant effect on WIPO. In this context, it was also noted that WIPO IP filings were lower than originally anticipated in the Program of Work and Budget for 2024/25 and that the situation was being closely monitored by the Risk Management Group (RMG).

9. The ADG mentioned the recent WIPO Pathfinders Report on exploring the futures of IP driven innovation and creativity. He also discussed a number of internal organizational matters.

AGENDA ITEM 6: BRIEFING ON THE ORGANIZATIONAL STRUCTURE OF WIPO

10. The Committee was briefed by the Director, Human Resources Management Department (HRMD), on changes of the organizational structure of WIPO. The changes were made to better align with organizational priorities, streamline organizational efficiency and reduce overlapping workstreams. The Director highlighted the creation of the Information and Digital Outreach Division in order to strengthen digital engagement, customer experience and marketing capabilities of the Organization in support of the growth of WIPO filings to contribute to financial sustainability. The restructuring of the Regional and National Development Sector (RNDS) to support more horizontal ways of working under a department overseeing all regions and to bring copyright development under one roof was covered in detail. Additionally, WIPO is still going through a transition in the ICT area so as to centralize its approach to digital business and services.

AGENDA ITEM 7: INTERNAL OVERSIGHT

Internal Oversight Activity Report

11. The IAOC reviewed the quarterly Activity Report provided by the Director, Internal Oversight Division (IOD). The 2024 oversight plan achieved a completion rate of 95 per cent, whereas the 2025 oversight plan currently has a completion rate of 55 per cent, as of August 2025. The Director conveyed that an audit of investment management at WIPO was ongoing and was expected to be completed by December. The Committee also reviewed an updated draft IOD Report Publication Policy. The Policy reflected the requirements set out in WIPO Internal Oversight Charter.

12. The Committee received an update on the staffing situation of IOD, including the existing vacancies and the plans to fill them. The Committee was informed that available resources were being used to hire outside contractors and experts, as appropriate, to allow for the completion of the 2025 work program.

Oversight Strategy

13. The Director, IOD presented to the IAOC the internal oversight strategy, covering a period up to the end of 2026. The strategy is focused on talent acquisition, processes, innovation and advisories. The strategy was prepared following the Institute of Internal Auditors (IIA) standards and was in alignment with the WIPO Medium-Term Strategic Plan (MTSP) 2022-2026.

External Quality Assessments

14. The IAOC reviewed the IOD's plans for the conduct of external quality assessments for the internal audit and investigation functions. For internal audit, the Director in consultation with the IAOC, indicated that the methodology to be followed would be a self-assessment with external validation. For the investigation function, the modalities are yet to be defined.

Investigations

15. The Committee reviewed an update on investigation matters. As of September 18, 2025, there were five pending matters that were registered in 2025 and under preliminary evaluation. Ten investigation matters were closed between the previous and the current session. The Committee also discussed with the Director, IOD, the modalities for handling repeated complaints.

16. The IAOC reviewed a Management Implication Report on Procurement that was prepared by IOD. The IAOC was informed that recommendations were being implemented, and corrective actions were being taken on the particular case that was described in the report. The IAOC noted that some procurement rules had been circumvented and advised that a broader review be undertaken, and that the Secretariat strengthen the analytical tools to detect and prevent similar cases in the future.

Follow-up on the Vulnerabilities Identified during 2025 Vulnerability and Penetration Test Audit

17. The Secretariat updated the IAOC on the implementation of the recommendations in the 2025 Vulnerability and Penetration Test audit that was conducted by the IOD with the assistance of an external expert. The Committee followed-up on the measures being taken to address the vulnerabilities that had been identified in the report and stressed the need for prompt implementation. The Committee was informed that all outstanding vulnerabilities would be addressed by the end of 2025. The Committee advised the Secretariat to look at similar vulnerabilities in other systems in WIPO and address them in a timely manner.

Business Process Review of Customer Experience (CX) and Customer Relationship Management (CRM) at WIPO

18. The IAOC reviewed an advisory engagement report prepared by IOD focused on Customer Experience (CX) and Customer Relationship Management (CRM) at WIPO. The engagement highlighted potential risks and Management's actions in mitigating them. Currently, WIPO is focusing on transforming and improving the overall Customer Experience. Based on the observations and insights from the exercise, the relevant teams concluded that there were opportunities to create greater interconnectedness between CRM and other projects such as Enterprise Resource Planning (ERP) and Key Data Management (KDM), with the ultimate goal to improve the services provided by WIPO to its customers.

Advisory Engagement on ERP Implementation

19. The IAOC reviewed a report on an advisory engagement conducted by IOD on the status of the AIMS Transformation Project as of September 2025. Observations and insights were provided on key engagement areas such as governance, coverage of business requirements, risk management and data migration. The review of the progress of the ERP is a standing item on the agenda of the IAOC and would be monitored continually.

Statement of Internal Controls (SIC) Opinion Preparation: Status Update, including the Status on Key Controls Testing

20. The Committee was updated on the current status and progress towards formulating an opinion on the SIC by IOD. The Director, IOD provided a detailed overview of the ongoing key controls testing being carried out by the Governance, Risk and Compliance (GRC) Section, in collaboration with the IOD. The SIC Opinion being prepared shall be guided by the practices being followed by other UN entities and relevant IIA guidelines. After adequate preparation and due process, the Committee encouraged the completion of the process of the issuance of the opinion on the SIC in early 2026, with the issuance of a draft in December 2025 for review by the Committee.

Private Session with the Director, IOD

21. The Committee had a private Session with the Director, IOD and expressed its appreciation for the new direction the Office is taking.

AGENDA ITEM 8: REVIEW OF IOD'S FOLLOW-UP ON OUTSTANDING HIGH-PRIORITY RECOMMENDATIONS

22. The IAOC reviewed the status of outstanding oversight recommendations. As of September 17, 2025, there were 49 open oversight recommendations including from the IOD and the External Auditor. The Committee noted that as of May 27, 2025, the number of open recommendations increased from 19 to 49, despite 12 recommendations being closed during the period. This resulted from 42 new recommendations during the period, of which a large number were from the 2025 Vulnerability and Penetration Test audit.

23. The Committee also reviewed the status of the outstanding Joint Inspection Unit (JIU) recommendations, which continue to be monitored by the Secretariat.

AGENDA ITEM 9: UPDATE ON RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

24. The Committee reviewed an update prepared by the Secretariat on WIPO's risk management and the internal controls framework. The update covered four areas: (i) key controls assessment, (ii) accountability framework, (iii) key organizational risks and responses, and (iv) an update on fraud risk assessment.

25. The Committee requested that the draft final version of the accountability framework be provided to it for review before it is finalized. The IAOC reviewed WIPO's risk heat map which provides the top risks having the highest impact. These are: (i) cyberattack and confidential data breach, (ii) fall in value of investments, and (iii) significant reduction in income due to large reductions in filings. The Committee noted that the geopolitical, economic, financial or health context had been shifted to a higher risk category. The IAOC reviewed an update on the mitigation measures for the organization's top ten risks.

26. The IAOC reviewed the implementation status prepared by the Secretariat of the 34 recommended actions that were made by the fraud risk assessment (FRA), that was conducted with the assistance of an external expert. These included 27 actions that had been closed and seven that remained open. The Committee requested for its next meeting a summary of the advisory recommendations which had not been accepted. The Committee also advised the Secretariat to arrange for the outstanding actions to be addressed in a timely nature

AGENDA ITEM 10: UPDATE ON THE STATUS OF THE FINANCIAL POSITION AS AT JUNE 30, 2025

27. As requested by the IAOC, the Secretariat provided an update on WIPO's financial results, as of the end of June 2025. The Committee noted that the financial performance was consistent with the projected targets, with an income of 243 million Swiss francs, which was one per cent above target. The operating result amounted to 41 million Swiss francs, and the overall result, which includes investment gains, amounted to 50 million Swiss francs. More details are available on the Business Continuity Dashboard on the WIPO's website.

AGENDA ITEM 11: EXTERNAL AUDIT: AUDIT PLANNING REPORT ON THE 2025 FINANCIAL STATEMENTS AUDIT

28. The IAOC reviewed the audit planning memorandum provided by the External Auditor, the Audit Board of Indonesia. The memorandum covered various matters including financial and performance audits that will be conducted and the expected deliverables. The IAOC noted that special consideration would be given *inter alia* to revenue recognition and fraud risk assessment and to the analysis of IT general controls and cybersecurity.

29. The External Auditor indicated that the audit approach will continue to be adapted to evolving circumstances, in particular with regard to the selection of performance audits. The IAOC discussed with the External Auditor the timeline of the deliverables, in view of the expected dates of the next PBC session.

30. The Committee held a private session with the External Auditor, as provided for in its Terms of Reference.

AGENDA ITEM 12: MONTHLY INVESTMENT REPORTS

31. The Committee received the investment performance reports and the Investment Monitoring Reports as of the end of May, June, July and August 2025, prepared by the Investment Advisor and the Custodian, respectively. The Committee wishes to clarify that its role is limited to convey to Member States the information contained in these Reports and that it does not provide any assurance in that regard.

32. The Committee analyzed the documents provided and verified that, within the periods in focus, all investments in the WIPO portfolios were performing as expected and managed in accordance with the investment strategy. In addition, the Committee confirmed that the Custodian did not report any breaches, active or passive, or justified exceptions.

33. The IAOC noted that an audit of investment management is being conducted by IOD with the assistance of an external consultant. The IAOC participated in an interview with the external consultant to provide advice and inputs.

AGENDA ITEM 13: UPDATE ON THE GOVERNANCE AND OVERSIGHT OF THE NEW AFTER-SERVICE HEALTH INSURANCE (ASHI) PLAN

34. The Committee was briefed by the Secretariat on the governance and oversight arrangements for the new ASHI Plan. The briefing included updates on implementation progress, status of the membership and observers of the Advisory Committee on ASHI Plan, and background information. The IAOC noted that the Plan will be included in the regular financial statements of WIPO that are prepared in accordance with IPSAS standards and will be audited by the External Auditor. The Committee also noted that the General Assembly

had approved a transfer of 50 million Swiss francs to the strategic portfolio. The IAOC further noted that its oversight role will also apply to the ASHI Plan.

AGENDA ITEM 14: UPDATE ON PHYSICAL AND IT SECURITY (INCLUDING EFFORTS TO RAISE CYBERSECURITY AWARENESS)

35. The Committee decided to postpone the item to the December 2025 meeting, so as to allow adequate time to review the relevant documentation in detail. The Committee further enquired whether there were any urgent matters that needed to be discussed at the time and was informed that there were none.

AGENDA ITEM 15: UPDATE ON HR MANAGEMENT

36. The IAOC reviewed an update provided by the Director, HRMD, including the staff engagement survey, Geographical Diversity Action Plan (GDAP), management retreat, development of a leadership profile framework and the HR Data and Technology Unit improvements. The Director also provided an update on the status of recruitment within IOD and the Ombuds Office.

37. The IAOC noted the overall positive results of the staff engagement survey, with a 67 per cent response rate from the staff and 76 per cent employee satisfaction. The survey identified strengths and areas of improvement that are being addressed through various talent initiatives and leadership development.

AGENDA ITEM 16: ETHICS: UPDATES ON ETHICS OFFICE 2025 WORKPLAN IMPLEMENTATION AND PROPOSED ETHICS-RELATED POLICIES

38. The IAOC reviewed an update from the Chief Ethics Officer on the Ethics Office's 2025 workplan. The workplan included activities related to: (i) advice and guidance, (ii) awareness-raising, training and outreach, (iii) monitoring and standard-setting and (iv) disclosure of financial and other interests. The Committee noted the continuing high volume of staff requests for advice of approximately 200 this year as at the end of September, with many related to outside activities. The IAOC reviewed an updated draft version of the Terms of Reference (ToR) of the WIPO Ethics Office and provided advice thereon.

39. The IAOC had a private session with the Chief Ethics Officer. The Committee noted the efficient and effective functioning of the Ethics Office and expressed its appreciation.

AGENDA ITEM 17: MEETING WITH THE OMBUDSPERSON

40. The IAOC reviewed an update provided by the Ombudsperson, covering the period from January 1 to September 11, 2025. The Ombudsperson reported receiving 150 visits, involving 44 distinct visitors. Supervisory and staff relationships emerged as the top concern, accounting for 80 per cent of visitors. The Ombudsperson also presented advice to the Organization focusing on supervisory relationships, fostering team climate and morale, reinforcing organizational values, emphasizing harassment and discrimination policies, and prioritizing performance appraisal processes. The Ombudsperson shared her Office's 2024 report with the Committee and indicated that the report would be published.

41. The update also included insights from the mediator who handled 7 referrals. The mediator advised strengthening early intervention, promoting a mediation culture, expanding mediation capacity and building staff skills for difficult conversations.

42. The IAOC had a private session with the Ombudsperson. The Committee noted the effective functioning of the Ombuds Office and expressed its appreciation. The Committee looks forward to more permanent staffing arrangements.

AGENDA ITEM 18: INFORMATION MEETING WITH MEMBER STATES' REPRESENTATIVES

43. As provided in its Terms of Reference, an Information Meeting for Member States' representatives was held at the end of the session. The Committee briefed the Delegates on its deliberations during the IAOC Session and responded to questions posed by the attending Delegates.

AGENDA ITEM 19: OTHER MATTERS

Independent Performance Evaluation of IAOC Activities

44. The Terms of Reference of the IAOC requires an independent performance evaluation to be undertaken every three years. The 2019 JIU Review of Audit and Oversight Committees in the United Nations System, lays out criteria for efficient and effective functioning of oversight committees, and also requires independent performance evaluation of oversight committees every three years. The Committee discussed the modalities for undertaking this evaluation and decided to use an external independent expert. As advised in the meeting of the chairs of the oversight committees in the United Nations system, the exercise will include a survey of key stakeholders, including Member States.

Update on the Induction for the New Committee Members

45. The Committee discussed the preliminary induction plan for the onboarding of the new Committee members. The induction would be provided during the 80th Session that will be held in March 2026.

Next Session

46. The Next Session of the IAOC is scheduled to take place from December 8 to 12, 2025. The draft Agenda was discussed and prepared by the Committee, for adoption at the beginning of the next meeting:

(1) Adoption of the Agenda
(2) Declaration of Conflict of Interest
(3) Matters arising from previous Session
(4) Briefings on the Outcomes of the 10th Meeting of the UN System Audit and Oversight Committees
(5) Meeting with the Director General
(6) Internal Oversight (including Input into the Review of the Revised Internal Audit Manual, Input into the Preparation of the 2026 Annual Workplan, and Discussion on the Proposed 2026 Annual Workplan)
(7) Update on Outstanding Recommendations from the External Auditor, the Joint Inspection Unit (JIU) and the Internal Oversight Division (IOD)
(8) Financial Reporting: Changes in the Accounting Policies and Accounting Standards
(9) External Audit: 2025 Interim Audit Outcomes and Update on Audit Strategy and Engagement Letter
(10) Update on Investment Governance Framework and Performance
(11) Monthly Investment Reports

(12) Status and Update on the Enterprise Resource Plan (ERP) System
(13) Update on Data Governance
(14) Review of the Proposed 2026 InfoSec Annual Workplan
(15) Review of the Ethics Office 2025 Activities (including Update on Proposed Ethics-related Policies and Disclosures)
(16) Update on Ombuds Service in WIPO
(17) IAOC Self-Assessment of its 2025 Activities
(18) Input into the Performance Evaluation of the Director, IOD, the Chief Ethics Officer, and the IAOC Secretary
(19) Election of IAOC Chair and Vice-Chair for 2026
(20) Information Meeting with Member States' Representatives
(21) Other Matters
(22) Debriefing with the Secretariat

AGENDA ITEM 20: DEBRIEFING WITH THE SECRETARIAT

47. In line with the IAOC's practice, the Committee debriefed the Secretariat, following the meeting with Member States' representatives.

[Annexes follow]

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WIPO
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INTELLECTUAL PROPERTY
ORGANIZATION

WO/IAOC/78/1
ORIGINAL: ENGLISH
DATE: NOVEMBER 3, 2025

WIPO Independent Advisory Oversight Committee

Seventy-Seventh Session
September 22 to 26, 2025

AGENDA

prepared by the WIPO Independent Advisory Oversight Committee

1. Adoption of the Agenda

2. Declaration of Conflict of Interest

3. Matters arising from previous Session

4. Matters arising from the PBC 39th Session, the WIPO General Assembly, and the Coordination Committee Session

5. Update from the Director General

6. Briefing on the Organizational Structure of WIPO

7. Internal Oversight

8. Review of IOD's Follow-up on Outstanding High-Priority Recommendations

9. Update on Risk Management and internal Control Framework

10. Update on the Status of the Financial Position as at June 30, 2025

11. External Audit: Audit Planning Report on the 2025 Financial Statements Audit

12. Monthly Investment Reports

13. Update on the Governance and Oversight of the New After-Service Health Insurance (ASHI) Plan

14. Update on Physical and IT Security (including Efforts to raise Cybersecurity Awareness)

15. Update on HR Management

16. Ethics: Update on Ethics Office 2025 Workplan Implementation and Proposed Ethics-related Policies

17. Meeting with the Ombudsperson

18. Information Meeting with Member States' Representatives

19. Other Matters

20. Debriefing with the Secretariat

[Annex II follows]

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LIST OF DOCUMENTS

ITEM 1: ADOPTION OF THE AGENDA
[01a] Agenda
[01b] Timetable
[01c] List of Documents

ITEM 2: DECLARATION OF CONFLICT OF INTEREST
No document: Oral account.

ITEM 3: MATTERS ARISING FROM PREVIOUS SESSION
No document: Oral account.

ITEM 4: MATTERS ARISING FROM THE PBC 39TH SESSION, THE WIPO GENERAL ASSEMBLY, AND THE COORDINATION COMMITTEE SESSION
No document: Oral account.

ITEM 5: UPDATE FROM THE DIRECTOR GENERAL
No document: Oral account.

ITEM 6: BRIEFING ON THE ORGANIZATIONAL STRUCTURE OF WIPO
[06a] Presentation – Briefing on the Organizational Structure of WIPO, September 16, 2025 (Reference: IOD-IAOC-2025/03)

ITEM 7: INTERNAL OVERSIGHT

Internal Oversight Division:

[07a] IOD Activity Report, Q3 – September 16, 2025
(Reference: IOD-IAOC-2025/03)

[07b] Internal Oversight Strategy 2025-2026 – Version 2, Updated September 2025

[07c] Internal Oversight Division Report Publication Policy 2025 Edition, September 16, 2025

[07d] AIMS Transformation Project Status Review – September 2025 (Project Management Advisory Final Report No. 3), September 19, 2025
(IOD ref.: IA2025-05.C

Final Advisory Report

[07e] IOD Advisory Report – Analysis of Interdependencies and Interrelations between CRM, CX, ERP, and KDM Projects, September 16, 2025 (IOD ref.: IA-2025-02)

Audits:

[07f] Statement on Internal Control (SIC) Opinion, Building Blocks – Status Update, September 2025

Investigations:

ITEM 8: REVIEW OF IOD'S FOLLOW-UP ON OUTSTANDING HIGH-PRIORITY RECOMMENDATIONS

[08] Open Oversight Recommendations, as of September 17, 2025

ITEM 9: UPDATE ON RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

[09] Presentation – Update on Risk Management and Internal Control Framework, September 2025

ITEM 10: UPDATE ON THE STATUS OF THE FINANCIAL POSITION AS AT JUNE 30, 2025

[10] Presentation – Update on the Status of the Financial Position as at June 30, 2025, (September 2025)

ITEM 11: EXTERNAL AUDIT: AUDIT PLANNING REPORT ON THE 2025 FINANCIAL STATEMENTS AUDIT

[11] Presentation – Audit Planning Memorandum: Financial and Performance Audits of WIPO – FY 2025, September 2025

ITEM 12: MONTHLY INVESTMENT REPORTS

[12a] Credit Suisse – Investment Monitoring Reports for May, June, July and August 2025

[12b] Capital Advice – Investment Performance Reports for May, June, July and August 2025

ITEM 13: UPDATE ON THE GOVERNANCE AND OVERSIGHT OF THE NEW ASHI MULIT-EMPLOYER ENTITY

[13a] Presentation – ASHI Plan Update (Update to the IAOC), September 2025

[13b] Annex – WIPO/UPOV After-Service Health Insurance Plan – Rules and Terms of Reference for the Oversight Committee, Effective April 2025

ITEM 14: UPDATE ON PHYSICAL AND IT SECURITY (INCLUDING EFFORTS TO RAISE CYBERSECURITY AWARENESS)

[14a] Powerpoint presentation – Update on Security and Information Assurance, September 24, 2025
[14b] ISO 27001:2022, Annex A Control Audit for WIPO, June 2025
[14c] ISO 27001:2022, ISMS (4-10) Audit for WIPO, July 2025

ITEM 15: UPDATE ON HR MANAGEMENT

[15] Powerpoint presentation – Update on HR Management, September 2025

ITEM 16: ETHICS: UPDATE ON ETHICS OFFICE 2025 WORKPLAN IMPLEMENTATION AND PROPOSED ETHICS-RELATED POLICIES

[16a] Draft Office Instructions N° XXXX/2025, Terms of Reference of the WIPO Ethics Office – July 2025 and September 2025
[16a] Comparative Analysis of the Provisions of Terms of Reference of Ethics Offices across the UN Common System – July 2025
[16c] Module 1: Ethics at WIPO – September 2025
[16d] Module 2: My ethical behaviour as a member of WIPO personnel – September 2025
[16e] Module 3: My resources for raising concerns – September 2025
[16f] Ethics Office's 2025 Workplan – Status updates, September 11, 2025, and September 25, 2025
[16g] Ethics Network of Multilateral Organizations (ENMO) – Standards of Practice for Ethics Functions, April 7, 2025

ITEM 17: MEETING WITH THE OMBUDSPERSON

[17a] Presentation – "Building Bridges", Activity Report 2024, WIPO Ombudsperson's Office, September 2025
[17b] Presentation – "Office of the Ombudsperson", 2025 Half-year Report 2024, WIPO Ombudsperson's Office Update on the Ombuds Service in WIPO, September 22, 2025

ITEM 18: INFORMATION MEETING WITH MEMBER STATES' REPRESENTATIVES

No document: Oral account.

ITEM 19: OTHER MATTERS

[19a] Report – Seventy-Seventh Session (document WO/IAOC/77/2)
[19b] Draft Annotated Agenda for IAOC 80th Session
[19b] Proposed Session Dates in 2026
[19c] Draft IAOC Rolling Agenda, 76th to 79th Sessions
[19d] Draft Agenda, IAOC 79th Session

ITEM 20: DEBRIEFING WITH THE SECRETARIAT

No document: Oral account.

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No document: Oral account.

[End of Annex II and of document]