

WIPO Independent Advisory Oversight Committee

Seventy-Ninth Session
Geneva, December 8 to 12, 2025

REPORT

adopted by the WIPO Independent Advisory Oversight Committee

INTRODUCTION

1. The 79th Session of the WIPO Independent Advisory Oversight Committee (IAOC) took place from December 8 to 12, 2025. Present were Messrs. David Kanja (Chair), Kamlesh Vikamsey (Vice-Chair), Danil Kerimi (8th and 9th December), Guan Jian, Igors Ludboržs and Bert Keuppens. Mr. German Deffit and Mr. Danil Kerimi participated remotely (11th and 12th December) in some sessions.

AGENDA ITEM 1: ADOPTION OF THE AGENDA

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2. The Committee adopted its Agenda as proposed, 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 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 Chair indicated that the Committee would be meeting with the Office of the UN Ombudsman and Mediation Services (UNOMS) who will be providing ombuds and mediation services to WIPO. The Committee received an update on the status of ongoing investigations within the IAOC's mandate.

AGENDA ITEM 4: BRIEFINGS ON THE OUTCOMES OF THE 10TH MEETING OF THE UN SYSTEM AUDIT AND OVERSIGHT COMMITTEES

5. The Chair briefed the Committee on the 10th meeting of the UN System Audit and Oversight Committee. The Chair indicated that the following topics were discussed: (i) navigating shocks and changes in the UN System, (ii) recent JIU reports and activities, (iii) delivering assurance while navigating change and managing uncertainty, (iv) conquering perilous risk exposure gaps, (v) envisioning oversight committees for the next decade, and (vi) the role of evaluation in oversight.

6. The Secretary of the IAOC also briefed the Committee members about the meeting of the secretariat functions of audit and oversight functions in the UN System. This meeting was held on December 1 and covered challenges, good practices and collaborative efforts among the secretariats.

AGENDA ITEM 5: MEETING WITH THE DIRECTOR GENERAL

7. The Committee was briefed by the Director General on the current geopolitical environment. The Committee was also briefed on the geoeconomic situation where WIPO had witnessed an initial decline in fillings with a subsequent recovery. Also discussed were the impact of artificial intelligence on the operation of the Organization. The Director General also expressed his satisfaction with the results achieved with the transformation of the Organizational culture. The Committee was also informed that the Director General was reviewing the individual workplans for the different units within the Organization.

8. The Director General expressed his appreciation for the work of the Committee and thanked the two outgoing members of the Committee for their contributions during the past six years.

AGENDA ITEM 6: INTERNAL OVERSIGHT

Internal Oversight Activity Report

9. The Committee reviewed the Internal Oversight Activity Report, which highlighted the activities of WIPO's Internal Oversight Division (IOD), as of December 2025. The Director, IOD indicated that the implementation of the 2025 oversight plan was on track. However, updating of the Evaluation Policy and Manual was still pending and was expected to be completed in 2026. The IAOC noted that good progress had been made towards the achievement of the 2025 oversight plan. The Director, IOD briefed the IAOC on the various activities, including several completed audits, implementation of a new investigation case management system and assignments that are still ongoing.

10. The Director, IOD also provided an update on the status of ongoing staff recruitments. The IAOC noted that good progress was being made to ensure that vacancies are being filled in a timely manner.

Status Update on Preparation for the External Quality Assessments (EQA) of the Internal Audit and Investigation Functions

11. The IAOC was updated on the status of the EQA for the internal audit and investigation functions. The EQA for the internal audit function will involve self-assessment with external independent validation, in line with the applicable internal audit standards. A similar process will be followed for the investigation function. These assessments are scheduled to take place over Q1 of 2026 and the results would be reported in Q2.

Update on IOD's Website

12. The Director, IOD presented plans for updating IOD's website, in order to improve content layout and accessibility. The IAOC suggested that the content of the website be made more user friendly.

Investigations

13. The Committee reviewed an update on investigation matters. There were five pending investigation matters at the end of the 78th IAOC Session. Eight additional matters were received and nine were closed between the previous and the current sessions. This resulted in four outstanding matters as of December 7 that were registered in 2025 and under preliminary evaluation. The IAOC noted that two of the matters that were closed were related to the resubmission of an earlier complaint.

Status Update on Key Controls Testing and Draft Overall Annual Opinion on Governance, Risk Management, and Internal Controls

14. The Director, IOD presented her draft overall annual opinion on governance, risk management and internal controls. This draft opinion is based on: (i) an understanding of the existing governance and risk management framework; (ii) an assessment of key organizational controls; and (iii) several audits carried out throughout the year. The Committee provided suggestions including the need to ensure that the overall opinion includes a qualitative assessment.

Draft 2026 IOD Annual Workplan

15. The Committee reviewed the IOD's draft annual oversight workplan which was prepared after consultation with Member States and internal stakeholders. The Director, IOD indicated that the workplan was risk based. The workplan also included a number of planned internal audits, evaluations and investigations. The IAOC provided comments and advice on various issues and noted that the workplan included an advisory assignment on AI use in the Organization.

Input into the Review of the Revised Evaluation Policy and Manual

16. The Committee discussed the ongoing efforts to review the IOD evaluation policy and manual. Both items are in progress and the Committee noted the need to align these with the UN Evaluation Group (UNEG) norms and standards and provided some suggestions.

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

17. The IAOC received an update from the Secretariat on the status of the recommendations related to the issues highlighted in the 2025 Vulnerability and Penetration Tests conducted by an independent expert.

18. The follow-up audit determined that 5 out of 12 recommendations scheduled for remediation by the end of Q3 2025 were fully implemented. Exceptions were raised for 2 recommendations and the risk was accepted. Additionally, 3 recommendations that were found to be partially implemented are now fully implemented. The Committee was informed that the 2 outstanding recommendations that were not yet implemented, have now been addressed.

19. The Committee looks forward to receiving an update on the status of the 7 outstanding recommendations scheduled to be implemented with a deadline of Q1 2026.

Audit of Investment Management at WIPO

20. The Committee reviewed a report on the audit of investment management at WIPO. This audit was conducted by an independent firm under the supervision of IOD. The audit did not identify any high-risk areas but provided 3 low and 8 medium risk recommendations. All recommendations were accepted, and the majority of them have been implemented.

21. The report also provided an audit rating of 'satisfactory, some improvements needed,' for governance, risk management and compliance, performance measurements, systems and tools, whereas portfolio management was rated as 'satisfactory'.

AGENDA ITEM 7: UPDATE ON OUTSTANDING RECOMMENDATIONS FROM THE EXTERNAL AUDITOR, THE JOINT INSPECTION UNIT (JIU) AND THE INTERNAL OVERSIGHT DIVISION (IOD)

22. The IAOC reviewed the status of outstanding oversight recommendations. As of November 24, 2025, there were 47 pending oversight recommendations from the IOD and the External Auditor. A total of 13 recommendations were closed since the last update, and 11 recommendations were added. The Committee also discussed the long outstanding recommendations and actions being taken to address them. The IAOC was satisfied with the follow-up mechanisms in the Secretariat and welcomed the reduction over time of the

number of outstanding recommendations, from 120 in 2022 to 47 currently. The Committee will continue to follow up on long outstanding recommendations in future sessions.

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

AGENDA ITEM 8: FOLLOW-UP ON THE FRAUD RISK ASSESSMENT

24. The IAOC reviewed an update on the recommendations that were contained in the report by an independent expert. Among the 34 advisory recommendations, 6 were not accepted, the reasons thereof were discussed in detail. The Committee was also updated that 4 out of the 6 open recommendations have been closed. The IAOC recognized that the exposure to fraud risk within the Organization is relatively limited as had been pointed out in the report.

25. The Committee requested to be provided with a further update on overall fraud risk management in a future session.

AGENDA ITEM 9: FINANCIAL REPORTING: CHANGES IN THE ACCOUNTING POLICIES AND ACCOUNTING STANDARDS

26. The IAOC reviewed information on the impact of new IPSAS standards on WIPO financial statements. The standards that will become effective in 2026 and 2027 are not expected to have a significant financial impact on WIPO. All the standards with a 2025 implementation deadline have already been implemented.

27. The Committee was also updated about the financial statements that will be prepared for the After-Service Health Insurance Plan (ASHIP). The Secretariat continues to examine the best way to present these financial statements to the governing bodies. The Committee will continue to review ASHIP matters in the future.

AGENDA ITEM 10: EXTERNAL AUDIT: 2025 INTERIM AUDIT OUTCOMES AND UPDATE ON AUDIT STRATEGY AND ENGAGEMENT LETTER

28. The IAOC reviewed the External Auditor's (Audit Board of Indonesia) interim and preliminary audit progress report. The report included results on the audit of financial statements for FY 2025 and preliminary performance audits of five sectors. The Auditors also provided follow-up information on a total of 11 recommendations, of which 2 have been completed and 9 are in progress.

29. The Auditors also updated the Committee on the plan and timeline for the final audit. The IAOC discussed the timeline of the issuance of the audit report, and it was agreed that the Committee would review the draft report and financial statements, prior to the signing of the External Auditor's opinion, scheduled for May 15.

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

AGENDA ITEM 11: UPDATE ON INVESTMENT GOVERNANCE FRAMEWORK AND PERFORMANCE

31. As requested by the IAOC, the Secretariat provided an update on WIPO's investment portfolio as of the end of November 2025. The Committee noted that the financial

performance was consistent with the projected targets, with an income of 18.8 million Swiss francs and 13.2 million Swiss francs for the core portfolio and strategic portfolio, respectively.

32. The Committee advised the Secretariat to consider conducting a stress test every 2-3 years, in order to assess the adequacy of diversification among asset classes of WIPO's investments. The IAOC also advised the Secretariat to consider expanding the geographical scope within asset classes.

33. The Committee also received an update on the investment governance framework, highlighting the IOD audit of investment management, completion of the World Bank Advisory Group recommendations, continuous development in the Finance Division, and the upcoming meeting of the Advisory Committee on Investments (ACI).

34. The Committee looks forward to reviewing the latest draft of the updated policy on investments and the status of the implementation of the latest internal audit report.

AGENDA ITEM 12: MONTHLY INVESTMENT REPORTS

35. The Committee received the investment performance reports and the investment monitoring reports as at end September and October 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.

36. 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, passive or justified exceptions.

AGENDA ITEM 13: STATUS AND UPDATE ON THE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

37. The Committee reviewed an update on the status of the ongoing implementation of the new ERP system, including the oversight activities related to this exercise. The global design phase has been completed, with the implementation of the first phase, the Performance management system which is projected to be implemented by early 2026. The update included planned verification and validation reviews at each major milestone. The IAOC was assured that the project is on track and will be completed within budget.

AGENDA ITEM 14: UPDATE ON DATA GOVERNANCE

38. The Committee was briefed by the Secretariat on the WIPO Data and Analytics Strategy Roadmap. The Secretariat highlighted challenges such as unbalanced data maturity and siloed data across the Organization, thus putting a greater focus on data accessibility, consistency and usability across the Organization, with a priority on customer data. The Committee requested to be updated on this matter in the future.

AGENDA ITEM 15: REVIEW OF THE PROPOSED 2026 INFORMATION SECURITY (INFOSEC) ANNUAL WORKPLAN AND UPDATES ON CYBERSECURITY

39. The IAOC reviewed the 2026 workplan for the Information and Security Section. This workplan focused on awareness, operations, and privacy.

40. The IAOC received various cybersecurity updates, provided by the Chief Security Officer. These updates included information on potential information security risks and incidents, compliance status, safety and security at WIPO, strategic programs, resourcing and penetration tests.

AGENDA ITEM 16: REVIEW OF THE ETHICS OFFICE 2025 ACTIVITIES, AND PROPOSED 2026 ETHICS ANNUAL WORKPLAN

41. The IAOC reviewed: an update from the Chief Ethics Officer on the Ethics Office's 2025 activities, and the proposed 2026 annual workplan. The update included: (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 that a large portion of the Office's advice was related to outside activities and workplace conflicts. The Committee noted the efficient and effective functioning of the Ethics Office and expressed its appreciation.

42. The IAOC also had a private session with the Chief Ethics Officer.

AGENDA ITEM 17 (A): REVIEW OF OMBUDS 2025 ACTIVITIES

43. The IAOC reviewed an update provided by the Ombudsperson, covering the period from January 1 to December 11, 2025. The Ombudsperson reported receiving 224 visits involving 73 distinct visitors. Supervisory and staff relationships emerged as the top concern, accounting for 68% of visitors. The Ombudsperson also shared her Office's achievements in 2025.

44. The update also included insights from the mediator who handled 8 referrals involving 12 visitors. Most cases stemmed from unresolved supervisory tensions, perceived inconsistencies in recognition, and dissatisfaction with communication and performance management practices.

45. The Committee noted the effective functioning of the Ombuds Office and expressed its appreciation for the outgoing Ombudsperson. The Committee noted that a new Ombudsperson from the UN Ombudsman and Mediation Services (UNOMS) will take over the ombuds and mediation service function from January 1, 2026.

46. The IAOC had a private session with the interim Ombudsperson.

AGENDA ITEM 17 (B): MEETING WITH THE REPRESENTATIVES OF UNITED NATIONS OMBUDSMAN AND MEDIATION SERVICES (UNOMS)

47. In view of the transition towards the use of the Office of the United Nations Ombudsman and Mediation Services (UNOMS), the IAOC was briefed by that Office on its services and mandate. The Committee discussed with UNOMS the practical arrangements for interactions between the IAOC and the Ombudsperson that has been assigned to WIPO. The Committee looks forward to further collaboration with UNOMS on this matter.

AGENDA ITEM 18: UPDATE ON THE IAOC'S INDEPENDENT PERFORMANCE EVALUATION

48. The Committee discussed the arrangements for the conduct of its independent performance evaluation which will be conducted in the coming months. This evaluation is being arranged in line with the Terms of Reference of the IAOC which require that such an evaluation be conducted every three years.

AGENDA ITEM 19: IAOC'S SELF-ASSESSMENT OF ITS 2025 ACTIVITIES

49. In line with the Terms of Reference of the IAOC, the Committee conducted the self-assessment using the JIU criteria for good practices for audit and oversight committees in the United Nations system organizations. The self-assessment concluded that the IAOC met all criteria. The self-assessment document has been attached in Annex III.

AGENDA ITEM 20: INPUT INTO THE PERFORMANCE EVALUATION OF THE DIRECTOR, IOD, THE CHIEF ETHICS OFFICER, AND THE IAOC SECRETARY

50. In accordance with its Terms of Reference, the Committee discussed and evaluated the performance of the Director of IOD, the Chief Ethics Officer and the IAOC Secretary, in view of providing input in their performance evaluations.

AGENDA ITEM 21: ELECTION OF IAOC CHAIR AND VICE-CHAIR FOR 2026

51. The Committee elected Mr. Kamlesh Vikamsey as Chair and Mr. Danil Kerimi as Vice-Chair for the year 2026. The Committee also re-affirmed its standing practice whereby the Vice-Chair would become Chair in the following year, and another member would become Vice-Chair on a rotational basis.

52. The Committee members thanked Messrs. David Kanja and Kamlesh Vikamsey for their excellent leadership and extensive contributions to the work of the Committee.

AGENDA ITEM 22: INFORMATION MEETING WITH MEMBER STATES' REPRESENTATIVES

53. 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 23: OTHER MATTERS

Outgoing Committee Members

54. The Committee members thanked Messrs. Bert Keuppens and Igors Ludboržs for their excellent and extensive contributions to the work of the Committee.

Induction of New Members

55. The Committee decided to request the Secretariat to schedule a structured induction program for the incoming members as required by the IAOC Terms of Reference.

Next Session

56. The Next Session of the IAOC is scheduled to take place in March 16 to 20, 2026. 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 Conflicts of Interest
- (3) Matters arising from the previous session
- (4) IAOC Mandate and Working Methods

- (5) Orientation for New Members: “Mission, Vision and Structure of the Organization”
- (6) Meeting with the Director General
- (7) Internal Oversight, including IOD’s 2025 Annual Report, and Review of IOD’s 2026 Final Annual Workplan
- (8) Review of Outstanding Oversight Recommendations
- (9) Financial Reporting: Draft 2025 Financial Report and Financial Statements
- (10) Update on Banking Arrangements, and the Effectiveness of Anti-Fraud Activities
- (11) Monthly Investment Reports
- (12) Update on Investment Governance Framework and Policies (2026)
- (13) Update on ASHI Plan (ASHIP): Governance, Oversight, Investments and Financial Statements
- (14) External Audit: Update on 2025 Audits (Financial and Performance Reporting), and Update on 2025 ASHI Plan (ASHIP)
- (15) Impact of AI on IP, and its Use in WIPO
- (16) Update on Cybersecurity Management, Physical and IT Security
- (17) Ethics: Ethics Office 2026 Workplan Implementation Update, and Update on Draft 2025 Ethics Office Annual Report
- (18) Meeting with the Ombudsperson
- (19) Draft IAOC 2025 Annual Report
- (20) Information Meeting for Member States’ Representatives
- (21) Other Matters
- (22) Debriefing with the Secretariat

AGENDA ITEM 24: DEBRIEFING WITH THE SECRETARIAT

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

[Annexes Follow]



WO/IAOC/79/1
ORIGINAL: ENGLISH
DATE: JANUARY 19, 2026

WIPO Independent Advisory Oversight Committee

Seventy-Ninth Session
December 8 to 12, 2025

AGENDA

prepared by the WIPO Independent Advisory Oversight Committee

1. Adoption of the Agenda
2. Declaration of No 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 Evaluation Policy and 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. Follow-up on the Fraud Risk Assessment
9. Financial Reporting: Changes in the Accounting Policies and Accounting Standards
10. External Audit: 2025 Interim Audit Outcomes and Update on Audit Strategy and Engagement Letter
11. Update on Investment Governance Framework and Performance

12. Monthly Investment Reports
13. Status and Update on the Enterprise Resource Plan (ERP) System
14. Update on Data Governance
15. a) Review of the Proposed 2026 InfoSec Annual Workplan
b) Update on Cyber Security
16. Review of the Ethics Office 2025 Activities, and Proposed 2026 Ethics Annual Workplan
17. a) Review of Ombuds 2025 Activities
b) Meeting with the United Nations Ombudsman and Mediation Services (UNOMS) Representatives
18. Update on the IAOC's Independent Performance Evaluation
19. IAOC's Self-Assessment of its 2025 Activities
20. Input into the Performance Evaluation of the Director, IOD, the Chief Ethics Officer, and the IAOC Secretary
21. Election of IAOC Chair and Vice-Chair for 2026
22. Information Meeting with Member States' Representatives
23. Other Matters
24. Debriefing with the Secretariat

[Annex II follows]



WO/IAOC/79/INF/1
ORIGINAL: ENGLISH
DATE: JANUARY 19, 2026

WIPO Independent Advisory Oversight Committee

Seventy-Ninth Session
Geneva, December 8 to 12, 2025

LIST OF DOCUMENTS

ITEM 1: ADOPTION OF THE AGENDA

- [01a] Agenda
- [01b] Timetable
- [01c] List of Documents

ITEM 2: DECLARATION OF NO CONFLICT OF INTEREST

No document: Oral account.

ITEM 3: MATTERS ARISING FROM PREVIOUS SESSION

No document: Oral account.

**ITEM 4: BRIEFINGS ON THE OUTCOMES OF THE 10TH MEETING OF THE UN SYSTEM
AUDIT AND OVERSIGHT COMMITTEES**

No document: Oral account.

ITEM 5: MEETING WITH THE DIRECTOR GENERAL

No document: Oral account.

**ITEM 6: INTERNAL OVERSIGHT (INCLUDING INPUT INTO THE REVIEW OF THE
REVISED EVALUATION POLICY AND MANUAL, INPUT INTO THE
PREPARATION OF THE 2026 ANNUAL WORKPLAN, AND DISCUSSION ON
THE PROPOSED 2026 ANNUAL WORKPLAN)**

Internal Oversight Division:

[06a] IOD Activity Report – November 24, 2025 (Reference: IOD-IAOC-2025/04)

- [06b] IOD Draft Annual Workplan 2025, November 2025
- [06c] Internal Oversight Division – Evaluation Policy (Second Edition / 2016-2020), February 19, 2016 (ref. IOD/EP/2016)
- [06d] UNDP Evaluation Policy, 2025-2030), June 25, 2025 (ref. DP/2025/28)
- [06e] Annual Opinion on Governance, Risk Management, and Controls by the Director, Internal Oversight Division, for the Year Ending December 31, 2025 – Respective Responsibilities
- [06f] IOD SIC Opinion, Building Blocks: Governance, December 2025, (ref. IA-2025-06.A1)
- [06g] IOD SIC Opinion, Building Blocks: Governance (Operational-level), December 2025, (ref. IA-2025-06.A2)
- [06h] IOD SIC Opinion, Building Blocks: Risk Management, December 2025, (ref. IA-2025-06.B)
- [06i] IOD SIC Opinion: Information Security Section, Security and Information Assurance Division, December 2025, (ref. IA-2025-06.C1)
- [06j] IOD SIC Opinion: United Nations International Computing Centre (UNICC), December 2025, (ref. IA-2025-06.C2)
- [06k] IOD SIC Opinion: Information and Communications Technology Department (ICTD) and Cloud Service Providers, December 2025, (ref. IA-2025-06.C3)
- [06l] IOD SIC Opinion, Building Blocks: Testing of Key Organization Controls, December 2025, (ref. IA-2025-06.E)

Audits:

- [06m] eDossier & World Server – Cybersecurity Follow-up Audit Report (Forvis Mazars) – November 2025

Investigations:

- ITEM 7: UPDATE ON OUTSTANDING RECOMMENDATIONS FROM THE EXTERNAL AUDITOR, THE JOINT INSPECTION UNIT (JIU) AND THE INTERNAL OVERSIGHT DIVISION (IOD)**
 - [07] Open Oversight Recommendations, as of November 24, 2025
- ITEM 8: FOLLOW-UP ON THE FRAUD RISK ASSESSMENT**
 - [08] Presentation – Follow-up on Fraud Risk Assessment, December 2025
- ITEM 9: FINANCIAL REPORTING: CHANGES IN THE ACCOUNTING POLICIES AND ACCOUNTING STANDARDS**
 - [09] Presentation – Change in the Accounting Policies and Accounting Standards, December 2025
- ITEM 10: EXTERNAL AUDIT: 2025 INTERIM AUDIT OUTCOMES AND UPDATE ON AUDIT STRATEGY AND ENGAGEMENT LETTER**
 - [10] Interim & Preliminary Audit – Progress Report, WIPO FY 2025, prepared by the Audit Board of the Republic of Indonesia – December 10, 2025
- ITEM 11: UPDATE ON INVESTMENT GOVERNANCE FRAMEWORK AND PERFORMANCE**
 - [11] Presentation - Update on Investment Policy and Governance Framework, November 21, 2025
- ITEM 12: MONTHLY INVESTMENT REPORTS**
 - [12a] Credit Suisse – Investment Monitoring Reports for September and October 2025

[12b] Capital Advice – Investment Performance Reports for September and October 2025

ITEM 13: STATUS AND UPDATE ON THE ENTERPRISE RESOURCE PLAN (ERP) SYSTEM

[13] PowerPoint presentation – AIMS Transformation, Status Update, December 2025

ITEM 14: UPDATE ON DATA GOVERNANCE

[14] Presentation – WIPO Data and Analytics Strategy – Roadmap, November 2025

ITEM 15a: REVIEW OF THE PROPOSED 2026 INFOSEC ANNUAL WORKPLAN

[15a.i] Document: External Attack Surface Assessment Executive Report AZUCKMAYER WIPO, October 16, 2025 (ref. GMV-ICL3-Critical)

[15a.ii] Document: Audit Report for the Rectification Audit of WIPO – Bureau Veritas Certification Holding SAS-UK Branch, October 2025 (ref. ISO/IEC 27001:2022)

[15a.iii] Document: Scope of Certification, WIPO-Bureau Veritas Certification Holding SAS-UK Branch, October 2025 (ref. ISO/IEC 27001:2022)

[15a.iv] Document: ISO 27701:2019 And Required Updates to ISO 27001 Controls Gap Assessment for WIPO, (inavate), November 2025

[15a.v] Document: ISO 27701:2019 Gap Assessment Based on ISO 27001:2022 ISMS (4-10) for WIPO, (inavate), November 2025

ITEM 15b: UPDATE ON CYBERSECURITY

[15b] Document: ISS 2026 Workplan; Cybersecurity Update – December 2025

ITEM 16: REVIEW OF ETHICS OFFICE 2025 ACTIVITIES, AND PROPOSED 2026 ETHICS ANNUAL WORKPLAN

[16a] Ethics Office's Workplan – Status Update November 24, 2025

[16b] Ethics Office's Workplan – Status Update November 24, 2025, Annex 1

[16c] Ethics Office's Workplan – Status Update November 24, 2025, Annex 2 (Global Ethics Day)

[16d] Ethics Office's Workplan – Status Update November 24, 2025, Annex 3 (Office Instruction N° 03/2025, Terms of Reference of the WIPO Ethics Office, November 6, 2025)

[16e] Ethics Office's Workplan – Status Update November 24, 2025, Annex 4 Ethics Office Proposed Workplan for 2026

[16f] Ethics Office's Workplan – Status Update November 24, 2025, Annex 4bis Ethics Office Proposed Workplan for 2026

ITEM 17a: REVIEW OF OMBUDS 2025 ACTIVITIES

[17] Ombudsperson Year to Date Summary Report (January – December 2025)

ITEM 17b: MEETING WITH THE UNITED NATIONS OMBUDSMAN AND MEDIATION SERVICES (UNOMS) REPRESENTATIVES

No document: Oral account.

ITEM 18: UPDATE ON THE IAOC INDEPENDENT PERFORMANCE EVALUATION

[18] Draft Terms of Reference for an Independent Performance Evaluation of the Independent Advisory Oversight Committee for the World Intellectual Property Organization, November 3, 2025

ITEM 19: IAOC SELF-ASSESSMENT OF ITS 2025 ACTIVITIES

[19] IAOC Self-Assessment Questionnaire 2025

ITEM 20: INPUT INTO THE PERFORMANCE EVALUATION OF THE DIRECTOR, IOD, THE CHIEF ETHICS OFFICER, AND THE IAOC SECRETARY

No document: Oral account.

ITEM 21: ELECTION OF IAOC CHAIR AND VICE-CHAIR FOR 2026

No document: Oral account.

ITEM 22: INFORMATION MEETING WITH MEMBER STATES' REPRESENTATIVES

No document: Oral account.

ITEM 23: OTHER MATTERS

[23a] Report – Seventy-Eighth Session (document WO/IAOC/78/2)

[23b] Draft IAOC Rolling Agenda, 80th to 83rd Sessions

[23c] Draft Agenda for IAOC 80th Sessions

[23d] Proposed Session Dates in 2026

ITEM 24: DEBRIEFING WITH THE SECRETARIAT

No document: Oral account.

[Annex III follows]

IAOC Self-Assessment Questionnaire
December 2025

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 1: Audit and oversight committees should be established by terms of reference or charter that are formally approved by the legislative and/or governing body of the organization.</p> <p>This criterion is fundamental to satisfy the legislative and/or governing body of the organization. The terms of reference should cover fully and comprehensively all areas of the intended purview of an audit and oversight committee and should contain the best possible arrangements for its oversight work.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 2: Audit and oversight committees should be independent and report to the legislative and/or governing body as well as to the executive head of the organization.</p> <p>This criterion distinguishes two basic control environments for audit and oversight committees in the United Nations system organizations: one (the vast majority) in which the committee already has the function of a true oversight committee in the service of the legislative and/or governing body; and another in which it is a high-level executive management advisory committee to help the legislative and/or governing body ensure that the entity in question is managed according to all applicable standards of good practice.</p>					<p>X</p> <p>The IAOC reports to WIPO General Assembly and the PBC and holds the briefing with the Secretariat and information meeting with Member States Representative after the conclusion of each session, which is recognized as best practice within the United Nations system.</p> <p>The IAOC feels strongly that its only reporting line is to the Governing Bodies, with information sharing with the Secretariat including Executive Bodies.</p>	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 3: Audit and oversight committees should review and advise on the mandate, charter, plan of action and resources of the internal oversight function.</p> <p>This criterion covers the core responsibilities of audit and oversight committees that originally started out as audit committees before gradually assuming a much broader oversight role.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 4: Audit and oversight committees should review and advise on the effectiveness of the internal control systems of the organization, including enterprise risk management.</p> <p>This criterion extends the role of an audit and oversight committee beyond pure audit review to the whole internal control framework of the entity it serves. During the past two decades, the role of enterprise risk management in this process has become increasingly important as the sophistication of the risk assessment process has greatly increased and, in parallel, risk mitigation has been professionalized.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 5: Audit and oversight committees should advise the legislative and/or governing body on the operational implications for the organization of the issues and trends apparent in the financial statements of the organization and reports of the external auditor, as well as the appropriateness of accounting policies and disclosure practices.</p> <p>This criterion is aimed at ensuring that an appropriate follow-up is undertaken by management and legislative and/or governing bodies alike on all matters of concern identified in the audit reports in relation to the financial statements of the organization in question.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 6: Audit and oversight committees should review and advise on the ethics function.</p> <p>This criterion, in conjunction with criterion 7, on fraud prevention, is intended to bring the increasingly important role of the ethics function under the review of the audit and oversight committee and strengthen the accountability framework.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 7: Audit and oversight committees should review and advise on the systems established and measures taken by the organization to prevent fraud.</p> <p>As several high-profile fraud cases in the United Nations system and other non-profit organizations have shown, major fraud is not confined to for-profit settings and can inflict considerable reputational damage on United Nations entities. As a consequence, the role of the audit and oversight committee has evolved to include the review of policies and measures related to fraud prevention.</p>					X	The Committee believes that in specialized fields, expert knowledge is advisable.

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 8: Audit and oversight committees should strengthen communication and cooperation among stakeholders, external and internal auditors, management and the legislative and/or governing body.</p> <p>While each individual element in the accountability system and internal control framework might work well, there is still a need to ensure better and more seamless coordination and cooperation among all the actors concerned.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 9: Criteria for audit and oversight committee membership should be clearly defined in the terms of reference or charter.</p> <p>This criterion is of high importance, since the skills, knowledge and experience which audit and oversight committee members need to collectively possess should be rigorously defined, or redefined, so as to respond to the current and evolving needs and specificities of the function.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 10: Audit and oversight committees should have administrative support and adequate resources in order to fulfil their oversight responsibilities.</p> <p>The most wide-ranging powers of inquiry and the best guarantees for independence and competence of an audit and oversight committee and its members would be rendered ineffective if the committee's administrative support and the resources at its disposal were to be insufficient or unduly influenced by management or other stakeholders.</p>					X	

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 11: Audit and oversight committees should establish an annual workplan to ensure that their responsibilities and stated objectives for the period are effectively addressed.</p> <p>This criterion is needed because the arrangements for planning, preparing, organizing and reporting on an audit and oversight committee's work and periodic meetings, as well as following up on its conclusions and recommendations, should be specified in advance and, to the extent and detail possible, be stipulated in its terms of reference or charter.</p>					X	The IAOC would further develop the focal point responsibilities of its members.

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
<p>Criterion 12: The performance of audit and oversight committees should be assessed in order to evaluate their effectiveness and efficiency.</p> <p>Few audit and oversight committees in the United Nations system have reached the level of good practice concerning this criterion, which is nonetheless of growing importance.</p>				X		<p>The IAOC conducts an annual self-assessment which has previously received feedback from the Secretariat on its operations.</p> <p>In line with its ToR, the Committee is arranging an independent performance assessment.</p>

JIU criteria for good practices for audit and oversight committees in the United Nations system organizations	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	What could the Committee do better or differently?
	1	2	3	4	5	
Criterion 13: In order to take into account emerging priorities and challenges faced by the organizations, audit and oversight committees' terms of reference or charter should be periodically revised and reviewed by the legislative and/or governing body.					X	

[End of Annex III and of document]