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Program and Budget Committee

Thirty-Fifth Session
Geneva, May 22-26, 2023

WIPO PERFORMANCE REPORT (WPR) 2022

prepared by the Secretariat

1.   The WIPO Performance Report (WPR) 2022, the first Performance Report under the Medium Term Strategic Plan (MTSP) 2022-2026, has been prepared in accordance with Regulation 4.4 of the Financial Regulations and Rules approved by the Assemblies in July 2022.

2.   The WPR 2022 provides an assessment of the financial performance and progress made towards achieving the Expected Results established in the Program of Work and Budget for the 2022/23 biennium. A comprehensive, results-based view of Performance against the new streamlined 2022/23 results framework has been articulated by Strategic Pillar. These sections include Key Accomplishments by Expected Result, a Performance Dashboard and aggregated views of Performance Data and Risk by Strategic Pillar.

3.   The following decision paragraph is proposed.

4.   The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) for 2022 (document WO/PBC/35/3), 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 Sectors' progress towards achieving the expected results in 2022.

[WIPO Performance Report (WPR) 2022 follows]

World Intellectual Property Organization

WIPO Performance Report 2022

Contents

I. FINANCIAL AND RESULTS OVERVIEW

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

Key Financials	2022/23 PoW&B	2022 Actuals	2022 Actuals compared to PoW&B
Income after IPSAS adjustments	**951.8**	**492.0**	**52%**
Expenditure			
Personnel expenditure	476.5	220.8	46%
Non-personnel expenditure	317.3	136.2	43%
Total Expenditure before IPSAS adjustments	**793.8**	**357.0**	**45%**
IPSAS adjustment to expenditure	58.3	31.5	54%
Total Expenditure after IPSAS adjustments	**852.1**	**388.5**	**46%**
Operating Result	**99.7**	**103.5**	
Reserve-funded projects[1]	34.5	12.0	35%
IPSAS adjustments on Reserve-funded projects	(5.7)	(4.1)	
Reserve-funded projects after IPSAS adjustments	**28.9**	**7.8**	**27%**
Special accounts contributions	19.5	8.4	43%
IPSAS adjustment to Special accounts revenue	-	(1.9)	
Special accounts expenditures	19.5	7.2	37%
IPSAS adjustment to Special accounts expenditures	-	(0.7)	
Special accounts after IPSAS adjustments[2]	**0**	**0.0**	
Investment gains/(losses)[3]	**-**	**(88.1)**	
Surplus/(Deficit)	**70.8**	**7.7**	

Net Assets	
Net Assets as at December 31, 2021 - Actuarial gains/(losses) excluded	**729.4**
Actuarial gains/(losses) through Net Assets as at December 31, 2021	(320.9)
Net Assets as at December 31, 2021	**408.5**
Surplus/(Deficit)	7.7
Net Assets as at December 31, 2022 - Actuarial gains/(losses) excluded	**737.1**
Actuarial gains/(losses) through Net Assets as at December 31, 2022	(177.1)
Net Assets as at December 31, 2022	**560.0**

[1] *Budget for 2022/23.*

[2] *Special Accounts IPSAS result amounted to 30,543 Swiss francs in 2022.*

[3] *The investment gains/(losses) estimate for 2022/23 is excluded from the income estimates for the biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic cash).*

Note: Financial figures throughout this report are preliminary and unaudited.
        Figures in tables throughout the document may not add up due to rounding

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

	2022/23 PoW&B Income Estimates	2022 Actuals Income	2022 Actuals compared to PoW&B
Fees			
PCT	736.9	380.8	52%
Madrid	160.0	85.3	53%
Hague	12.2	7.2	59%
Lisbon	0.2	0.0	2%
Sub-total	*909.3*	*473.3*	*52%*
Contributions (unitary)[1]	35.0	17.7	51%
Arbitration	3.4	2.9	87%
Publications	1.0	0.4	41%
Miscellaneous Income	3.1	(2.3)	-73%
Sub-total	*42.5*	*18.7*	*44%*
Total Income after IPSAS adjustments	**951.8**	**492.0**	**52%**
Note: Lisbon fee income (in thousands of Swiss francs)	150.0	3.0	2%

[1] *Contributions include IPSAS adjustments of 69,584 Swiss francs in 2022.*

Chart I. Income Share by Source in 2022

■ PCT System	
■ Madrid System	
■ Hague System	
■ Contributions	
■ Other	
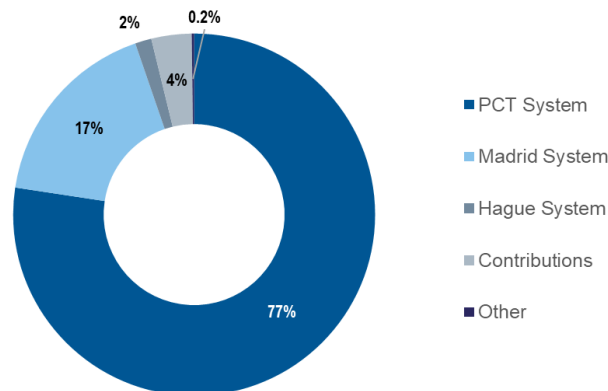
Table 3. Estimates vs. Actual Demand for Services under the PCT, Madrid and the Hague Systems in 2022

	2022/23 PoW&B Demand Estimates	2022 Actuals [1]	2022 Actuals compared to PoW&B
PCT System			
IAs Filed	593,800	278,100	47%
Madrid System			
Applications	145,200	69,000	48%
Registrations	138,700	68,589	49%
Renewals	66,400	38,265	58%
Hague System			
Applications	15,470	7,973	52%
Registrations	14,620	7,725	53%
Renewals	9,070	5,284	58%

[1] *Preliminary*

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

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

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

WIPO Development Agenda

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

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

8,627

Total SP 1: 8,627

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

2.1 Development of balanced and effective international normative frameworks for IP

9,837

2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity

8,414

2.3 International dialogue and cooperation on Building Respect for IP

1,645

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

3,530

Total SP 2: 23,425

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

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

23,392

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

127,667

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

2,781

Total SP 3: 153,839

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

4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

8,340

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

13,162

4.3 Increased IP knowledge and skills in all Member States

15,633

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

14,210

4.5 Enhanced IP infrastructure for IP Offices

5,797

Total SP 4: 57,142

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

5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively.

21,164

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

70,318

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

22,457

Total Foundation: 113,938

Results and Resources

Overall View of Progress towards Achievement of the Expected Results in 2022

75% **On Track**

14% **Not on Track**

12% Other
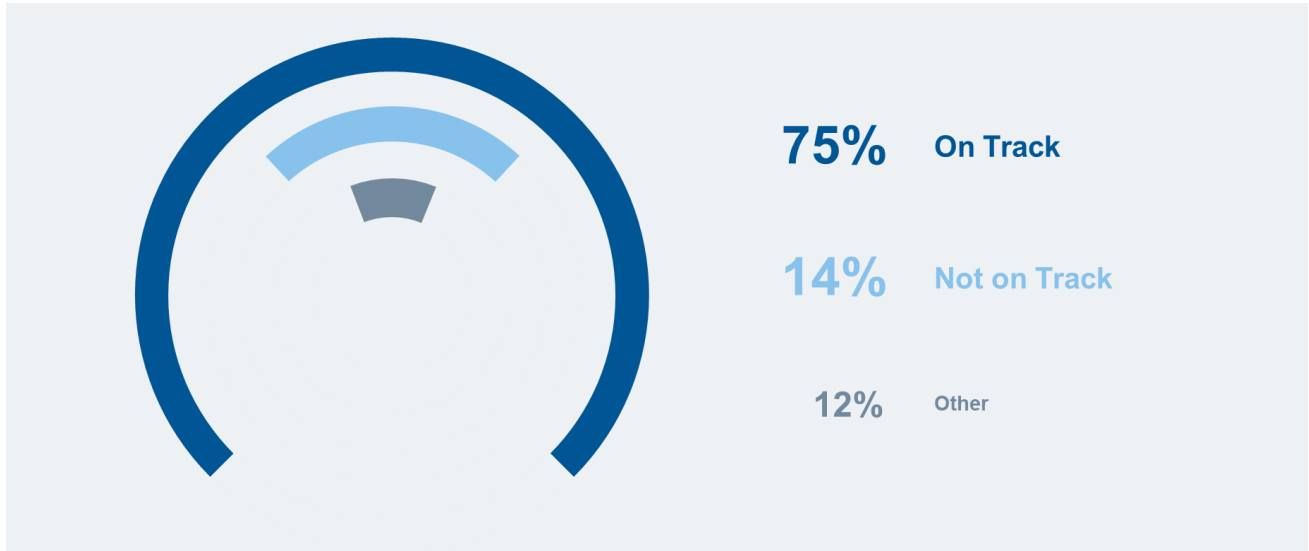
In the WPR 2022, out of a total of 155 Performance Indicator Evaluations (PIEs)[1]
- 116 were assessed as On track ●;
- 21 were assessed as Not on track ▲;
- 9 were assessed as N/A 2022 ◆;
- 7 were assessed as Not assessable ●; and
- 2 were assessed as Discontinued ◆.

The detailed performance evaluations are reported under each Strategic Pillar.

View of Progress towards Achievement of the Expected Results by Strategic Pillar

The below dials measure the percentage of PIEs that were assessed as On track.

Strategic Pillar 1	Strategic Pillar 2	Strategic Pillar 3

Strategic Pillar 4	Foundation

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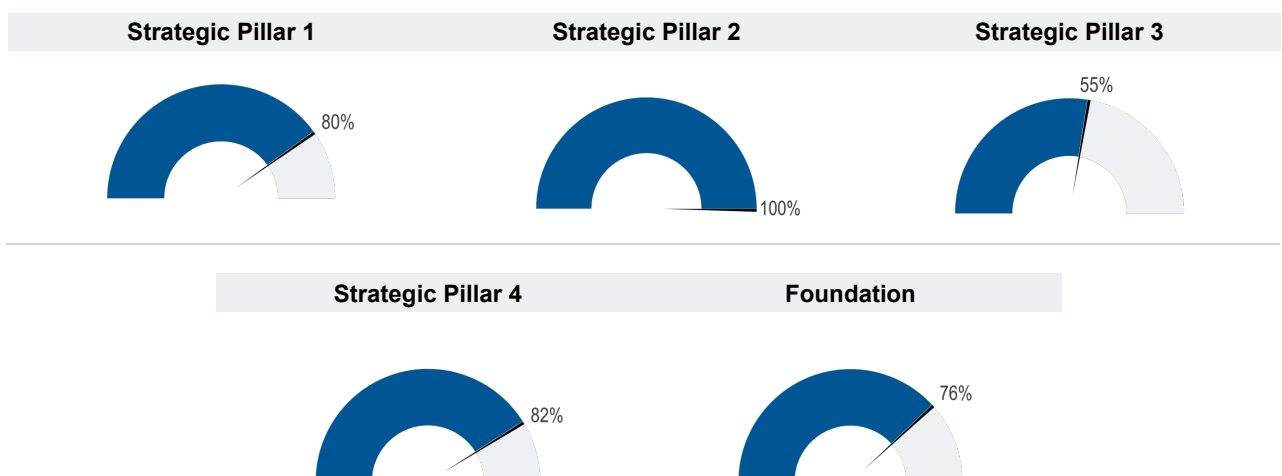
[1] The number of unique performance indicators in 2022 amounts to 76.

Budget vs. Expenditure by Sector and Cost Category

Table 4. Budget vs. Expenditure by Sector in 2022
(in thousands of Swiss francs)

Sector	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure [1]	Budget Utilization [2]
Patents and Technology	230,374	226,770	103,525	46%
Brands and Designs	80,430	80,951	37,596	46%
Copyright and Creative Industries	31,735	33,166	14,843	45%
Regional and National Development	69,145	73,690	31,322	43%
Infrastructure and Platforms	37,682	37,758	16,768	44%
Global Challenges and Partnerships	25,480	26,213	11,656	44%
IP and Innovation Ecosystems	43,975	45,374	20,531	45%
Administration, Finance and Management	263,023	262,207	120,731	46%
Unallocated	11,946	7,664	-	-
TOTAL	**793,792**	**793,792**	**356,971**	**45%**

[1] *2022 Expenditure refers to actual expenditure pre-IPSAS adjustments.*

[2] *Budget Utilization reflects 2022 expenditure as compared to the 2022/23 Budget after Transfers.*

Note: The 2022/23 Budget after Transfers, throughout the document, reflect the adjusted budgets of Sectors as at December 31, 2022, in line with Financial Regulation 3.4.

Overall personnel and non-personnel expenditure amounted to 357 million Swiss francs in 2022 on a budgetary basis. Budget utilization amounted to 45 per cent, which is in line with past expenditure patterns for the first year of a biennium:

- Overall staff costs were in line with the budget. Other Staff Costs were lower than anticipated, primarily due to less overtime payments than originally anticipated.

- Lower than estimated expenditure on Travel, Training and Grants, as the Organization continues to embed virtual or hybrid delivery modalities, where feasible, without impacting the achievement of the results. This has resulted in fewer staff missions partly offset by higher airfare costs.

- Lower than estimated expenditure on Contractual Services related to: (i) PCT translation services (increased use of machine translation and transition to post-editing); (ii) delays in the implementation of ICT projects across the Organization; (iii) less outsourcing of the printing of manuals, guides, and brochures; and (iv) lower interpretation costs as compared to the original estimates.

- Lower than estimated Operating Expenses related to general maintenance of WIPO premises, security guards on premises, printing of publications and meeting documents as well as mail services. The latter was due to the continued transition to e-notifications for the Madrid System.

- Higher than estimated expenditure on Supplies and Materials due to the upgrade of WIPO's network infrastructure (replacement of switches) as well as additional office and cafeteria supplies, partially offset by lower expenditure on furniture and equipment.

Table 5. 2022 Expenditure by Expected Result and Sector
(in thousands of Swiss francs)

	Expected Result	Sector								TOTAL
		PT	BD	CCI	RND	IP	GCP	IE	AFM	
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	-	4,279	1,575	-	-	-	2,772	**8,627**
2.1	Development of balanced and effective international normative frameworks for IP	857	1,138	1,560	-	3,545	1,969	-	767	**9,837**
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,834	-	1,063	-	655	1,699	-	3,163	**8,414**
2.3	International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	1,645	-	-	**1,645**
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	396	-	3,044	-	90	**3,530**
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	1,789	5,902	90	3,157	4,014	-	8,440	-	**23,392**
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	95,422	29,172	125	-	2,906	-	42	-	**127,667**
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	464	-	1,240	1,077	-	**2,781**
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,521	80	637	5,279	-	-	823	-	**8,340**
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,064	551	1,841	4,345	-	393	4,967	-	**13,162**
4.3	Increased IP knowledge and skills in all Member States	1,038	726	780	12,426	-	413	250	-	**15,633**
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	26	4,467	3,532	-	1,254	4,931	-	**14,210**
4.5	Enhanced IP infrastructure for IP Offices	-	-	-	149	5,648	-	-	-	**5,797**
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	-	-	-	-	-	-	-	21,164	**21,164**
5.2	Digitally enabled, secure and sustainable operating environment and services	-	-	-	-	-	-	-	70,318	**70,318**
5.3	Sound and prudent financial management and effective corporate governance and oversight	-	-	-	-	-	-	-	22,457	**22,457**
	TOTAL	103,525	37,596	14,843	31,322	16,768	11,656	20,531	120,731	356,971

Chart II. Share of Personnel and Non-Personnel Expenditure in 2022

- ■ Personnel
- ■ Non-Personnel

38%

62%
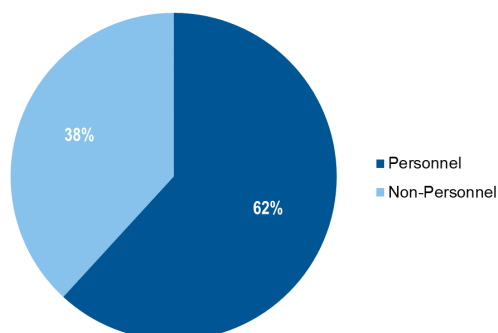
Table 6. Budget vs. Expenditure by Cost Category in 2022
(in thousands of Swiss francs)

	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure [1]	Budget Utilization [2]
A. Personnel Resources				
Posts	451,089	437,591	211,295	48%
Temporary staff	14,897	24,633	8,587	35%
Other Staff Costs	3,152	3,152	877	28%
Sub-total, A. w/out Unallocated	**469,138**	**465,376**	**220,758**	**47%**
Unallocated (Personnel)	7,346	2,467	-	-
Total, A	**476,484**	**467,843**	**220,758**	**47%**
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	1,543	1,239	451	36%
WIPO Fellowships	13,464	16,118	7,169	44%
Sub-total	*15,006*	*17,357*	*7,620*	*44%*
Travel, Training and Grants				
Staff Missions	10,617	7,492	2,030	27%
Third-party Travel	12,730	11,383	4,557	40%
Training & Related Travel Grants	2,907	2,103	720	34%
Sub-total	*26,254*	*20,979*	*7,307*	*35%*
Contractual Services				
Conferences	8,381	8,941	3,373	38%
Publishing	461	329	4	1%
Individual Contractual Services	38,241	38,442	16,102	42%
Other Contractual Services	165,280	175,814	73,031	42%
Sub-total	*212,364*	*223,527*	*92,511*	*41%*
Finance Costs	2,480	408	211	52%
Sub-total	*2,480*	*408*	*211*	*52%*
Operating Expenses				
Premises & Maintenance	45,671	47,640	23,275	49%
Communication	3,003	2,643	806	30%
Representation & Other Operating Expenses	1,680	1,942	768	40%
UN Joint Services	1,689	1,803	824	46%
Sub-total	*52,043*	*54,029*	*25,673*	*48%*
Equipment and Supplies				
Furniture & Equipment	1,136	1,485	165	11%
Supplies & Materials	3,424	2,968	2,726	92%
Sub-total	*4,560*	*4,453*	*2,892*	*65%*
Sub-total, B. w/out Unallocated	**312,707**	**320,752**	**136,213**	**42%**
Unallocated (Non-Personnel)	4,600	5,197	-	-
Total, B	**317,307**	**325,949**	**136,213**	**42%**
TOTAL	**793,792**	**793,792**	**356,971**	**45%**

[1] *2022 Expenditure refers to actual expenditure pre-IPSAS adjustments.*

[2] *Budget Utilization reflects 2022 expenditure as compared to the 2022/23 Budget after Transfers.*

WIPO's Response to COVID-19 – Highlights 2022

WIPO is committed to working with its Member States and partners towards a global and effective pandemic response. The support measures under WIPO's COVID-19 Response Package are delivered under WIPO's four Strategic Pillars, and tracked against Expected Results (ERs), requiring a 'whole of WIPO' approach across all Sectors. The measures aim to facilitate an enabling environment for Member States to realize a strong and sustainable economic recovery, build back better, and help ensure future pandemic preparedness.

The COVID-19 Response Package is driven by Member States' needs and aims to deliver to specific country priorities at this challenging time, working with communities, stakeholders, partners and constituencies, particularly in developing and least developed countries, to ensure IP is employed as a tool for sustainable recovery.

PHOTO: GETTYIMAGES/TETRA IMAGES

A total of over 40 Member States from all WIPO regions have requested or have already benefited from projects under the COVID-19 Response Package. The below summarizes the main highlights under the Response Package in 2022:

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

- Briefing Sessions for Member States and IP Offices, providing information about how to access and request support under the COVID-19 Response Package.

- Regular updates to the COVID-19 Response Package webpage.

- Information sessions, workshops and briefings to strengthen understanding of how IP can contribute to an equitable and effective response to the pandemic, including regional webinars on IP and Public Health and WIPO-WHO-WTO Trilateral Workshops on: (i) Innovation in, and Access to, COVID-19 Technologies - Intellectual Property Licensing, Technology Transfer, and Sharing of Know-how and Clinical Trial Information; (ii) Accessing and Using Information Resources for Pandemic Response; and (iii) Innovation and Access to Diagnostics to COVID-19 and Beyond.

> **Expenditure in 2022:**
> WIPO staff

Expected Result 2.2: WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity

- WIPO sought to convene the global IP community with a view to building a stronger understanding of IP issues and increasing awareness of WIPO's services to respond to the pandemic and deliver a sustainable economic recovery for all, including through:

> **Expenditure in 2022:**
> WIPO staff + 5,270 CHF

  - Legislative and policy advice, relating to, among other things, patents and trade secrets, to Member States and other entities, such as regional intergovernmental organizations.

  - Support to the Standing Committee on the Law of Patents (SCP) and its discussions on issues relevant to COVID-19 under agenda items as agreed by Member States.

  - Launch of new publications to support Member States' resilience and future pandemic preparedness, including the new eBook *Resilience and Ingenuity: Innovation Responses to COVID-19* in collaboration with the Centre for European Policy Research, the European Patent Office, and the United States Patent and Trademark Office.

  - Focus of the 2022 World Intellectual Property Report (WIPR) on the challenges in making key innovation decisions including in handling COVID-19.

  - Expansion of the WIPO Global Brand Database to include 30 proposed INNs (Non-proprietary Names for Pharmaceutical Substances) covering COVID-19 vaccines and medicines as COVID-19 special editions.

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

- Strengthened cooperation with the WHO and WTO in global policy areas at the intersection of health, trade and IP, including the new Trilateral Technical Assistance Gateway creating a single point of contact for Member States to access technical assistance, and organization of the WIPO-WHO-WTO Trilateral Symposium on 'The COVID-19 Pandemic: Response, Preparedness, Resilience'.

> **Expenditure in 2022:**
> WIPO staff

- Continued engagement on the Executive Board of the Medicines Patent Pool (MPP), supporting the global community's response to COVID-19 and other pressing global health challenges.

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

- Implementation of time limit flexibilities under the Madrid, Hague and Lisbon Systems providing some relief to users, in particular SMEs, facing operational difficulties due to the pandemic.

- Development of new Arbitration and Mediation Center services to facilitate contract negotiation and management of disputes in long-term life sciences collaborations. By the end of 2022, WIPO mediation and/or arbitration clauses had been included in 65 licensing agreements related to COVID-19 treatments concluded by the MPP.

- Publication of the WIPO ADR Options for Life Sciences Dispute Management and Resolution in all six UN languages and a series of events to raise awareness of new services in the life sciences fields.

> **Expenditure in 2022:**
> WIPO staff +
> 81,274 CHF

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

- Support to efforts to scale up COVID-19 vaccine production, working closely with Member States, and leveraging WIPO's strengths and relationships.

- Enabling public access to information and facilitating lessons learned from the pandemic, via new reports and open workshops, for example on 'The Determinants of COVID-19 Vaccine Development Success'.

- Training seminars and workshops for specific Member States and regions, including an online workshop on 'IP in vaccines, pharmaceuticals and therapeutic compounds during global epidemic conditions' for GCC countries.

> **Expenditure in 2022:**
> WIPO staff +
> 54,095 CHF

Expected Result 4.1: More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

- Launch of projects supporting the implementation and functioning of an enabling ecosystem for Geographical Indications, including supporting local producers and associations to use IP effectively to build capacity, access markets and strengthen resilience, driving post-pandemic economic recovery.

> **Expenditure in 2022:**
> WIPO staff +
> 33,274 CHF

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

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

  - Launch of new capacity building and IP training projects with Intellectual Property Training Institutions (IPTIs) in the Latin American and Caribbean and Arab regions to sustainably build the skills of key actors in the IP ecosystem. These projects targeted MSMEs, women, entrepreneurs, creators and innovators from domestic sectors including technology, tourism, gastronomy, agri-business, medical manufacturing, energy, and academia, that are playing pivotal roles in building back national growth and economic recovery post-pandemic.

  - Scholarships and fee exemptions to participants from developing countries, LDCs, and countries in transition, including to participate in the WIPO – South Africa Summer School on IP and Technology Transfer, with a specific focus on IP and Public Health.

  - Launch of the new PatentX course, a joint collaboration between WIPO and Harvard Law School (HLS), examining the complex relationships between IP and public health, and the ways in which patent law and other legal frameworks might be interpreted to address future pandemics more effectively, particularly in developing countries, LDCs and countries in transition. Launched in November 2022, over 500 participants registered for the first edition (January, 2023).

> **Expenditure in 2022:**
> WIPO staff
> 141,834 CHF[2] +
> 114,951 CHF

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

- Launch of projects, training materials and reference documents to upgrade the capacities of innovation stakeholders in life sciences fields for improved emergency preparedness, including themes such as IP policies, guidelines in relation to chemical compounds and biological sequences search, and patent disclosure requirements.

- Specific support for TISCs and other technology transfer structures, including online workshops organized for African and Arab countries.

- Launch of the Patent Landscape Report on COVID-19 Related Vaccines and Therapeutics and introduction of a bespoke portal in PATENTSCOPE to improve access to data and findings.

> **Expenditure in 2022:**
> WIPO staff
> 116,467 CHF[2]
> + 172,382 CHF

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[2] Temporary COVID-package specific WIPO staff.

- Measures to support SMEs and start-ups impacted by the pandemic, including through: (i) workshops and training opportunities on IP management practices for SMEs and for specific sectors/industries affected by the pandemic; (ii) the translation and customization of WIPO's IP Diagnostic Tool; and (iii) the translation into additional languages of relevant IP knowledge and skills-building resources including WIPO Academy distance learning (DL) courses (DL-001 and DL-101).

- New IP and Traditional Knowledge Language Packs for indigenous and local community entrepreneurs, including tips to protect and promote tradition-based products and services, and hosting of online practical clinics to address concerns of specific communities, including the use of IP in the economic sphere and in the digital economy.

- Accelerated efforts to increase access to and use of the Madrid and the Hague Systems by SMEs. Specific projects for entrepreneurs, local communities, producers and producer associations particularly affected by the pandemic, aimed at strengthening product competitiveness, through, *inter alia*, developing strategies for quality standards, marketing, and technical assistance towards obtaining collective marks, promoting resilience and building back economies.

- Capacity building seminars and workshops for industries that have experienced significant growth during the pandemic, strengthening understanding of how to use the IP system, including for the video games industry (in certain transition countries), to further empower younger entrepreneurs.

- Collaboration with Member States to improve access to learning resources for schools and students, as countermeasures for school closures and to improve education opportunities. Launch of pilot projects in selected countries to analyze and assess the impact of COVID-19 on access to learning materials in primary and secondary schools.

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

Risks

Pursuing an acceptable level of risk is fundamental to undertaking the Organization's activities and an integral element of WIPO's planning and daily operations, enabling it to take into account uncertainties that may affect the achievement of Expected Results and KPIs. The Organization's risk appetite statement[3] sets out the level of acceptable risk and the governance process that oversees it. The following table presents the overview of the risk evolution and effectiveness of mitigation as well as the impact of the risks, if any, on organizational performance in 2022.

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

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[3] WO/PBC34/13

II. PERFORMANCE BY STRATEGIC PILLAR AND EXPECTED RESULT

Strategic Pillar 1

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

Key Accomplishments

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

377k
(+18%)
Followers of WIPO Social Media Platforms

The shift in strategic communications towards storytelling provided new opportunities to foster greater comprehension among a wide global audience of IP's critical role in economic, social and cultural growth. Content production in 2022 added new long-form video capabilities, including a new YouTube interview program, a return to in-the-field productions with a first filming mission to Africa, and the expansion of the WIPO podcast series (WIPODs) that delves deeper into IP issues for more-informed audiences.

WIPO's social media presences continued to grow rapidly during the first year of the biennium, in particular through an increased use of Instagram, being used primarily for youth-focused content. Across all WIPO social media presences, the year-on-year increase in number of followers stood at nearly 20 per cent. This steep upward trend indicates a widening global interest in WIPO and the use of IP for social, economic and cultural growth.

WIPO's LinkedIn Followers

Efforts were also stepped up to provide support to WIPO business units to launch and manage their own social media presences, with the objective to capture further opportunities to build awareness around IP and position WIPO colleagues as thought leaders and expert commentators on their areas of expertise.
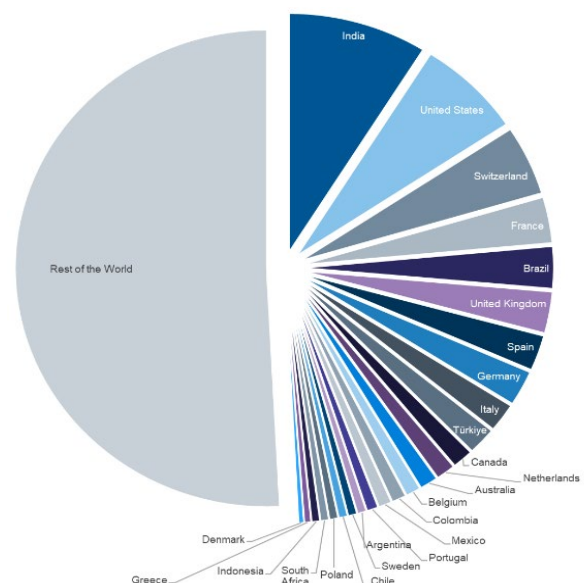
Global press coverage of WIPO's work continued to grow organically, complementing the rising interest seen on social media for WIPO's global, human-focused storytelling communications strategy, with 95 per cent of coverage of WIPO's activities identified as positive or neutral.

Following successful pilots in 2021, search engine optimization and search engine advertising (SEO/SEA) were mainstreamed on the WIPO website pages in 2022. SEO and SEA increased page views by 53 per cent, reaching almost the 58 million mark in 2022. Outreach activities with Wikipedia resulted in 872 million page views.

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

To continue promoting multilingualism, the first pilot for "on-the-fly" machine translation was expanded to all IP Advantage case studies on the WIPO website, translating content from English into the other five official UN languages and Portuguese, with a sustained satisfaction ratio of over 70 per cent.
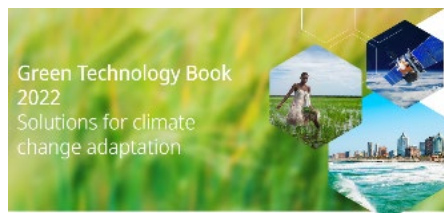
Pursuant to digital-first efforts being deployed across all areas of the Organization, the publication of the first full HTML edition of a new Flagship report, the *Green Technology Book* (GTB) was simultaneously launched with its PDF version on November 10, 2022. Following the launch, it received more than 135,000 unique visitors, some 233,000 page views and approximately 5,000 downloads by the end of the year. The GTB will, henceforth, become an annual publication.

189 Member States participated in the 2022 World IP Day

The 2022 World IP Day *IP and Youth, Innovating for a Better Future,* a campaign by youth for youth, generated record-breaking results with 15.4 million impressions across all digital platforms, and 189 Member States participating. The World IP Day Youth Video Competition, which premiered in 2022 in conjunction with the IP Day initiatives, resulted in 142 video entries around the theme: '*We're Young and Innovative. Let's build a better future with IP!'* from 63 countries. More than 33.4 thousand public voters were engaged in the evaluation and designation of the winners of the competition. In addition to outreach activities coordinated by WIPO, some 574 World IP Day events (onsite, hybrid, online) were recorded in 110 countries.

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

Performance Dashboard

Performance Indicator Progress	Resource Utilization
80% On Track	**47%** Budget Utilization

(in thousands of Swiss francs)

2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
16,967	18,390	8,627
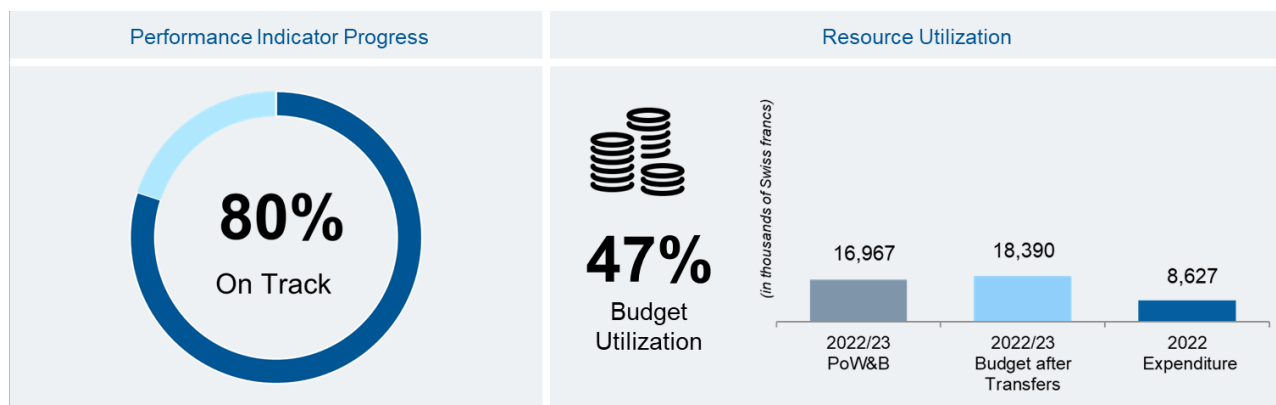
Contributing Sectors: CCI, RND, AFM (ODG)

Performance Data

● On Track	▲ Not on track	◆ N/A 2022	● Not assessable	◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**				
	No. of unique visitors to the WIPO website and the websites of the External Offices	20,086,245	20% increase (biennium)	13,437,518	●
		WAO: 6,566		WAO: 3,211	●
		WBO: 28,739		WBO: 12,765	▲

Performance Indicators	Baselines	Targets	Performance Data	PIE
	WOC: 19,995 WeChat: 213,405 unique views of 270 articles		WOC: 10,315 WeChat: 152,882 unique views of 119 articles	●
	WJO: 51,345		WJO: 28,395	●
	WNO: 9,995		WNO: 4,364	▲
	WRO: 18,231		WRO: 18,218	●
	WSO: 6,531		WSO: 4,262	●
No. of unique visitors who downloaded WIPO publications	4,860,251	20% increase (biennium)	2,095,546	▲
Media mentions of WIPO	113,898	20% increase (biennium)	66,351	●
Reach of WIPO's main social media presences	Total no. of followers: 318,401 - Twitter: 112,968 - LinkedIn: 123,367 - Facebook: 81,769 - Instagram: 387 (end 2021)	≥ 500,000 followers across all social media presences at the end of the biennium	Total no. of followers: 376,672 (+18%) - Twitter: 124,815 - LinkedIn: 158,192 - Facebook: 87,759 - Instagram: 5,906 (end 2022)	●
Level of satisfaction of Member States and other stakeholders with the organization of events	100% satisfied or very satisfied	≥ 85% satisfied or very satisfied	91% satisfied or very satisfied	●
% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages	100% (7 out of 7 Flagship Publications published in 2020/21)	100%	100% (7 out of 7 Flagship Publications published in 2022)	●
% of WIPO global publications on substantive IP topics published in 2022/2023 and translated into all official UN languages	60% (6 out of 10)	100%	50% (4[4] out of 8)	●
Implementation of pilots within the framework of the Revised Language Policy roadmap, Phase 1	n/a	2	1 pilot launched for the use of Machine Translation on the WIPO website[5]	●

Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**			
Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to ensure proactive interaction with stakeholders in a strategic, audience-driven manner, using the full range of communications tools, media awareness and openness in responding to queries to explain how IP can enrich the lives and improve the livelihoods of everyone, everywhere was effective.	AFM (ODG)	→
The geographical distance of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	The risk did not materialize; the risk exposure decreased during the year.	In light of experience during the pandemic and the digital adaptation of the work of the Organization, geographical distance did not pose a risk to coordination with or communication to and from External Offices.	RND	→

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[4] Translation into all official UN languages pending for an additional 3 publications
[5] Machine Translation up to six official UN languages available for the IP Advantage Case Studies: https://www.wipo.int/ipadvantage/en/

Strategic Pillar 2

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

Key Accomplishments

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

42

Accessions/ ratifications to WIPO- administered Treaties

A major breakthrough in 2022, WIPO Member States decided to convene diplomatic conferences for two proposed international agreements. One to conclude and adopt a Design Law Treaty, and the other to conclude an international legal instrument relating to IP, Genetic Resources and Traditional Knowledge Associated with Genetic Resources. The major decision taken at the WIPO General Assembly followed after years of negotiations on both topics.

WIPO-administered treaties saw a total of 42 treaty ratifications/ accessions[6] in 2022, a 2 per cent increase over 2021. Of the 24 Member States and one regional organization depositing instruments of ratification / accession in 2022, the majority were from countries in the Latin America and the Caribbean and the Asia and Pacific regions. One was a least developed country (LDC)[7], and five were from the countries covered by WIPO's network of External Offices[8].

Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties
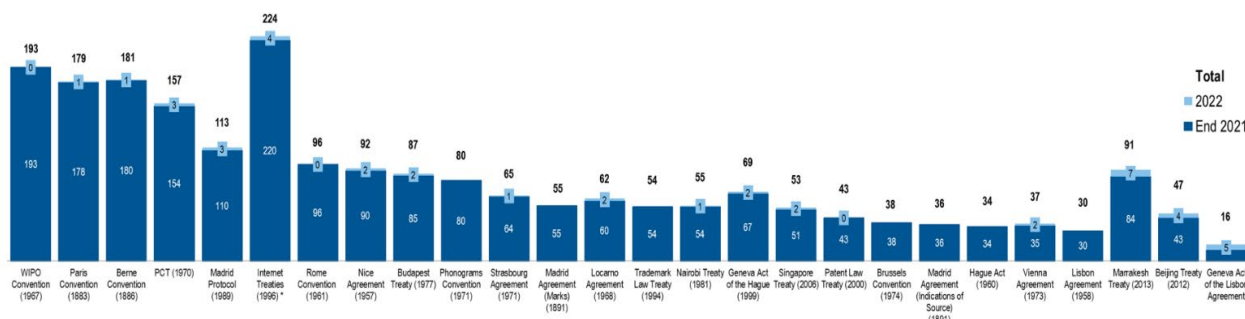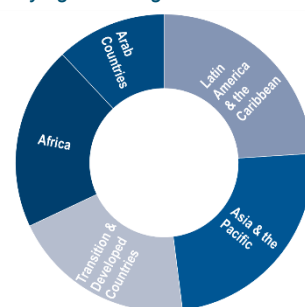
* The total number of ratifications/accessions to the Internet treaties was 224 at the end 2022, of which 113 to the WCT and 111 to the WPPT.

Copyright and related right treaties saw steady progress with an additional 16 accessions/ratifications to five key treaties in 2022[9]. Notably, China's ratification of the Marrakesh Treaty brings one of the world's oldest and richest cultural and literary traditions into the Marrakesh community.

In the area of patents, two States (Indonesia, Malaysia) joined the Budapest Treaty, bringing the total number of Contracting States to 87. In addition, the African Organization of Intellectual Property (OAPI) submitted a declaration accepting the recognition obligation, adding, in essence, 17 Member States to the geographical coverage of the system. The Singapore Treaty on the Law of Trademarks also saw two additional accessions (Morocco, Norway), bringing the total number of Contracting Parties at the end of 2022 to 53.

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[6] Based on the date of deposit of instrument.
[7] Africa (Bangladesh)
[8] China (WOC); Indonesia, Malaysia, Thailand, Viet Nam (WSO)
[9] Beijing Treaty: Mexico, Morocco, Panama, Uganda; Berne Convention: Uganda; Marrakesh Treaty: Armenia, Bangladesh, China, Malaysia, Montenegro, Uzbekistan, Viet Nam; WCT: Thailand, Uganda; WPPT: Uganda, Viet Nam

The new WIPO Standard ST.26[10], which seeks to; harmonize sequence listing practices across all patent offices; reflect advances in biotechnology; and meet international sequence database requirements, entered into force in July 2022. To support its global implementation, WIPO Sequence, a free desktop software developed in-house with the support of Member States and users, was released, enabling the preparation of a sequence listing in patent applications in a harmonized and easily exchangeable way.

(PHOTO: GETTY IMAGES/PETERSCHREIBER.MEDIA)

Moving forward in the aftermath of the COVID-19 pandemic, substantive discussions in the Standing Committees and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) on the balanced evolution of the international normative framework for IP resumed in full-force in 2022 in hybrid format.

− The Standing Committee on the Law of Patents (SCP) continued its work on the five main topics on its agenda. In addition to reports-based discussions, the organization of sharing sessions facilitated the active dialogue among the SCP members and the exchange of their views and experiences.

− The Standing Committee on the Law of Trademarks (SCT) implemented its work in accordance with the agreed agenda, including discussions on: (i) protection of country names and geographical names of national significance both against unauthorized registration or use as trademarks, and in the Domain Name System; (ii) temporary protection of industrial designs under Article 11 of the Paris Convention; (iii) Graphic User Interface (GUI) design protection; and (iv) Nation brand protection in Member States.

− The WIPO Standing Committee on Copyright and Related Rights (SCCR) met for the first time since 2019 in a hybrid format allowing for broader participation from Member States around the globe. The new information session format was also introduced in the Committee with a half-day session on the topic of the impact of COVID-19 on the cultural, creative and educational ecosystem, including copyright and related rights, and limitations and exceptions. An information session on the music streaming market was requested for the next SCCR session.

− Substantive negotiations at the IGC resumed vigorously in the framework of its renewed mandate for the 2022/23 biennium, meeting four times in 2022. The 42nd and 43rd sessions of the IGC took place during the first semester and continued negotiations on Genetic Resources (GRs). The 44th and 45th sessions of the IGC took place during the second semester and continued negotiations on traditional knowledge (TK) and traditional cultural expressions (TCEs). Formal sessions of the IGC were complemented by several additional activities requested by Member States.

The second edition of the Symposium on Trade Secrets and Innovation in May 2022 attracted experts from around the world and from a variety of disciplines that explored the interplay between trade secrets and innovation and the much-neglected issue of how to integrate trade secrets into wider IP and business strategies.

ER 2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity

Leading Global Forum – WIPO Conversation on IP and Frontier Technologies

Established as a leading global forum, the 'WIPO Conversation on IP and Frontier Technologies' continued to provide an open, inclusive environment to engage with and facilitate discussion and knowledge building among the widest possible set of stakeholders on the impact on IP of frontier technologies. In 2022, two sessions of the WIPO Conversation attracted more than 2,000 attendees, including from a wide range of developing countries, bringing together Member States, private enterprises and civil society in rich multi-stakeholder discussions on 'Frontier Technologies in IP Administration and Registration' and 'IP and AI Inventions'. Summaries of the discussions, video on demand recordings, and both the AI and IP Strategy Clearing House and AI Index Tools provide practical resources to stakeholders seeking to make well informed policy decisions.

Aiming to celebrate the creativity of young members of Indigenous Peoples as well as local communities, raise their awareness on how copyright can be used to protect their creativity expressed in photographs, and encourage them to express themselves on climate change issues, three young photographers from Brazil, the Philippines and Kenya received the inaugural WIPO Photography Prize for Indigenous Peoples and Local Community Youth 2021-2022.

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

ER 2.3 International dialogue and cooperation on Building Respect for IP

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

WIPO ALERT continued to grow in 2022, with one additional Member State joining as Authorized Contributor of lists of copyright-infringing websites for use by the advertising industry, bringing the total number of contributors to 12[11]. Two advertising industry participants, including leading international firms, joined the initiative as Authorized Users, bringing the total to 18. The database grew to 9,754 domains during the biennium, representing a 36 per cent increase over 2021.

In October 2022, WIPO hosted the first Private Sector Associations (PSA) Meeting on IP Enforcement in an effort to facilitate meaningful dialogue with private sector players and to better understand the various roles, as well as to identify synergies and areas of common interest for future collaboration. Representatives from 18 associations participated.

In June 2022, WIPO hosted its annual Coordination Meeting for Intergovernmental Organizations (IGOs) active in the area of IP enforcement and building respect for IP. The meeting served to strengthen the collaboration between WIPO and its partner IGOs by identifying synergies and common areas of interest, which, in turn, contributes to international policy cohesion and maximum impact through shared resources.

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

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

The Trilateral COVID-19 Technical Assistance Platform – part of the existing trilateral collaboration framework between WHO, WIPO and WTO – was launched in April 2022. The platform supports members and accession candidates seeking to address their needs for COVID-19 vaccines, medicines and related technologies, and facilitates requests for the provision of timely and tailored technical assistance.
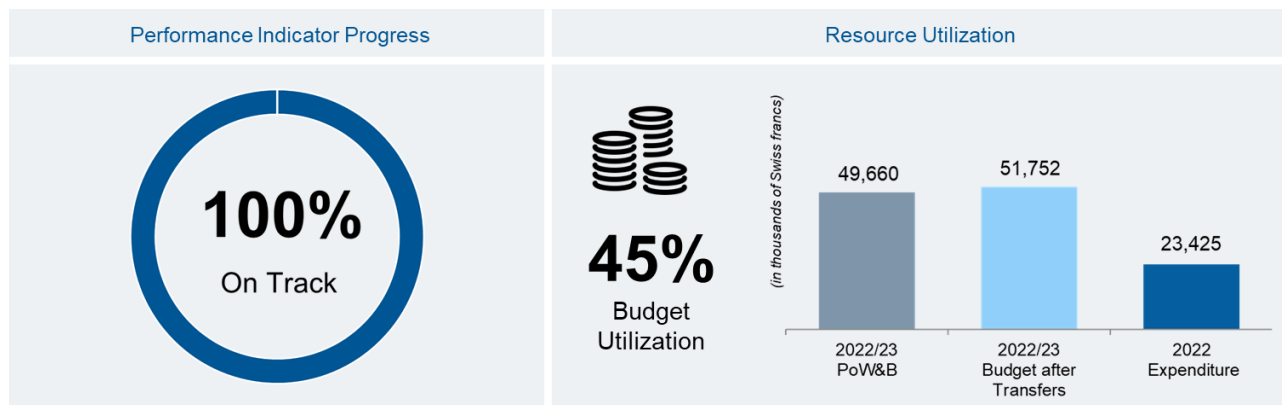
Significant work was undertaken with partners in support of rallying the global community around IP and Youth. WIPO's partnerships with the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) on World IP Day as well as with the International Trade Centre (ITC) on International Youth Day served to sensitize youth across the world on the relevance of IP in their lives as (and aspiring) innovators, creators and entrepreneurs. WIPO also actively participated in high-level fora, such as the WTO Public Forum, the Industrial Property Lusophone Conference, the World Summit on the Information Society Forum and the UNECE Youth Dialogues – to raise awareness about WIPOs youth agenda within the international community - civil society, international organizations, non-governmental organizations, private sector, and academia.

As part of its partnerships with other UN entities, WIPO continued cooperating with UNCTAD on building IP skills and capacity among women digital entrepreneurs as part of UNCTAD's 'e-trade for Women' program, which is aimed at making the voices of female digital entrepreneurs heard in high-level political decision-making processes and at empowering the next generation of female entrepreneurs in developing countries. A session on "The video games sector at the time of NFTs and the Metaverse" was also included in the 2022 Internet Governance Forum (IGF), providing an opportunity to build awareness about the work

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[11] Brazil, Ecuador, Greece (new), Italy, Japan, Lithuania, Mexico, Peru, Republic of Korea, the Russian Federation, Spain, Ukraine.

of WIPO and how the protection of creativity and innovation can be used as an asset for growth for creators, start-ups and SMEs.

Performance Dashboard

Performance Indicator Progress	Resource Utilization

100%
On Track

45%
Budget Utilization

(in thousands of Swiss francs)

2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
49,660	51,752	23,425

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

Performance Data

● On Track   ▲ Not on track   ◆ N/A 2022   ● Not assessable   ◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
2.1.	**Development of balanced and effective international normative frameworks for IP**				
	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Summary by the Chair of SCP/33 of substantive agenda items to be taken up by the Committee [12]	Implementation of agreed work in accordance with the SCP agenda	The SCP fully implemented its work in accordance with the agreed agenda of SCP/34 [13]	●
		State of SCT work at the end of 2021 as per document SCT/44/7 [14] and other relevant working documents	Implementation of agreed work in accordance with the SCT agenda	SCT work implemented in accordance with the agreed agendas of SCT/45 [15] and SCT/46 [15] The SCT continued its work on: (i) protection of country names and geographical names of national significance; (ii) nation brand protection in Member States; (iii) GUI design protection; and (iv) application of Article 11 Paris Convention	●
		Summaries by the SCCR Chair from previous sessions of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCCR agenda	Chair's Summary from SCCR/42 demonstrating progress on agenda Items as agreed by the Committee [16]	●
		The IGC mandate renewal for the 2022/23 biennium was agreed by the 2021 General Assembly	Implementation of agreed work in accordance with the IGC agenda	In accordance with its 2022/23 mandate, the IGC met 4 times in 2022 and 2 expert groups were organized respectively on GRs, TK and TCEs.	●
	No. of new/revised WIPO Standards	1 new Standard adopted and 4 Standards revised (2021)	3 revised or new Standards (per year)	1 new Standard and 5 revised Standards	●
	No. of revisions/modifications to the International Classifications	Nice Classification: 746 modifications (2020/21)	Maintain baseline level	362 modifications (2022)	●
		IPC amendments: 8,634 amendments (2020/21)	Maintain baseline level	3,640 in the 2023.01 version (2022)	●

[12] Summary by the Chair: SCP/33/5
[13] Summary by the Chair: SCP/34/8
[14] Summary by the Chair: SCT/44/7
[15] Summaries by the Chair: SCT/45/8 and SCT/46/8
[16] SCCR/42/SUMMARY BY THE CHAIR

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	n/a	≥ 85% satisfied or very satisfied	97% satisfied or very satisfied based on 61 responses to 1 event	●
	% of treaty notifications that are promptly processed by OLC	92% of treaty notifications processed within 3 days	95% of such notifications processed within 3 days	93% of treaty notifications processed within 3 days	●
2.2.	**WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity**				
	Engagement in the WIPO Conversations on IP and Frontier Technology	n/a	Engagement from government representatives, enterprises, IP professionals and other stakeholders from at least 90 Member States	Conversation 5: Attendance by stakeholders from 93 Member States (including 62 Developing countries and LDCs) Conversation 6: Attendance by stakeholders from 107 Member States (including 72 Developing countries and LDCs)	●
	Level of satisfaction of delegates attending the GAs and other Meetings	95% satisfied or very satisfied	≥ 85% satisfied or very satisfied	93% satisfied or very satisfied	●
2.3.	**International dialogue and cooperation on Building Respect for IP**				
	Progress on the implementation of agreed work in accordance with the agenda of the Committee	The fifteenth and sixteenth sessions of the ACE did not take place in the 2020/21 biennium due to COVID-19. Member States continued to agree on the substantive work of the ACE through consultative process with the Group Coordinators.	Implementation of agreed work in accordance with the ACE agenda	Agreement by Member States to continue discussing the 4 substantive work areas was reached during the fifteenth session of the ACE (WIPO/ACE/15/12 para. 41)	●
2.4.	**Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute**				
	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	n/a	Progress on all WIPO deliverables	Progress made on the implementation of activities in all 8 focus areas of the WIPO Deliverables for LDCs	●
	No. of WIPO initiatives in partnership with the UN and other IGOs	17 initiatives	18 initiatives that have regional or global impact	11 initiatives	●
	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Data not available (2020/21)	Representatives of 319 permanently accredited NGOs attended 20 WIPO events (end 2023)	Representatives of 293 permanently accredited NGOs attended 20 WIPO events (2022)	●

Risks

| Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
2.2.	**WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity**			
Decreased engagement of external partners, including private sector and civil society, results in reduced relevance, credibility and resilience of the sector's platforms and initiatives.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to proactively engage international stakeholders on core and emerging issues throughout the year was effective.	GCP	→

Strategic Pillar 3

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

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

Despite challenging economic conditions, the demand for services under WIPO's Global IP systems continued to be strong in 2022. The PCT filings rose slightly by 0.3 per cent as compared to 2021, with an estimated 278,100 international applications, marking yet another annual record in patent application filings under the PCT. Demand for design protection under the Hague System saw an increase of 18.8 per cent in applications versus 2021, following China's 2022 accession to WIPO's international design registration system. On the other hand, following exceptional growth in 2021, the applications for the Madrid System dropped by 6.1 per cent in 2022, with 69,000 applications filed.

No. of PCT International Applications

▲ 0.3%

277,181 (2021) → 278,100 (2022)
■ No. of PCT International Applications (IAs)

No. of Madrid Applications

▼ -6.1%
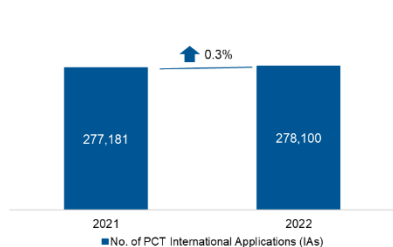
73,500 (2021) → 69,000 (2022)
■ No. of Madrid Applications

No. of Hague Applications

+18.8%
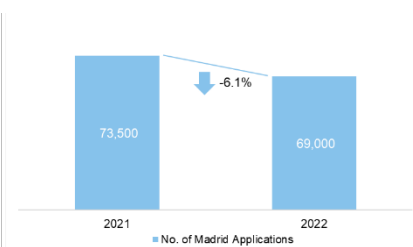
6,714 (2021) → 7,973 (2022)
■ No. of Hague Applications
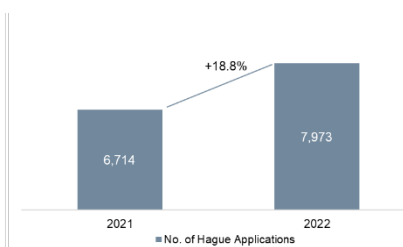
As compared to the targets set for services under the PCT, Madrid and the Hague Systems in the Program of Work and Budget 2022/23, by the end of 2022:

No. of PCT IAs, 2022

Target: 291,900
Actuals: 278,100
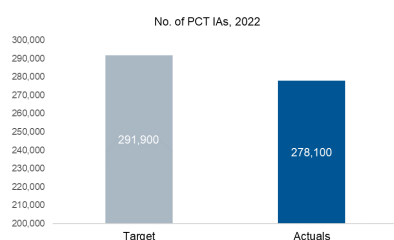
The number of international PCT international applications (IAs) reached 95 per cent of the target, with filings from Asia accounting for 54.7 per cent of all applications in 2022, up from 35.7 per cent in 2010. The shortfall versus the target was due to lower filling numbers from some countries compared to the initially estimated level. The top five origin countries of PCT applications were China, followed by the United States of America, Japan, the Republic of Korea, and Germany.

Three countries (Cabo Verde, Iraq, Mauritius) deposited their instruments of accession to the PCT, bringing the total number of PCT Contracting States to 157 at the end of 2022.

The number of applications under the Madrid System reached 97 per cent of the target. As compared to the 2022 estimates, declines in filings were primarily observed from China. The top five origin countries of Madrid applicants were the United States of America, followed by Germany, China, France and the United Kingdom.

No. of Madrid Applications, 2022

Target: 71,200
Actuals: 69,000
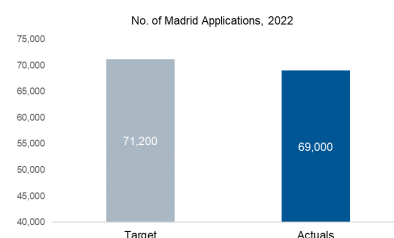
Over the course of the year, Belize, Cabo Verde, and Chile deposited their instrument of accession to the Madrid Protocol, bringing the total membership of the Madrid System to 113 Contracting Parties covering 129 countries by the end of 2022.

No. of Hague Applications, 2022

Target: 7,480
Actuals: 7,973
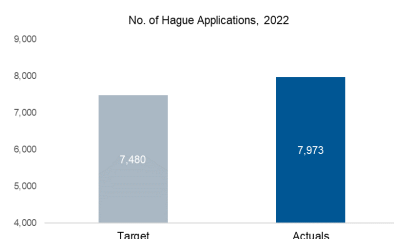
In addition to the strong year-over-year growth, the number of applications under the Hague System reached 107 per cent of the target, primarily due to the accession of China. Germany remained the biggest user of the International Industrial Design System with 4,909 designs contained in applications in 2022, followed by China, Italy, the United States of America and Switzerland.

Morocco also deposited its instrument of accession to the Geneva Act of the Hague System in 2022, bringing the total number of Contracting Parties to 69 covering 96 countries.

Five additional instruments of accession to the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications were deposited in 2022 (Cabo Verde, Côte d'Ivoire, Czech Republic, Peru, African Intellectual Property Organization (OAPI)), bringing the total membership of the Geneva Act of the Lisbon Agreement to 16 Contracting Parties covering 55 countries.

105%
Increase in ADR caseload

It was another record year for the WIPO Arbitration and Mediation Center. In IP alternative dispute resolution (ADR), the WIPO Center saw a 105 per cent increase in caseload in 2022 as compared to 2021. In total, the WIPO Center received 548 mediation, arbitration, expedited arbitration and good offices requests. Most cases were conducted online, and procedures were conducted in multiple languages. Copyright-related disputes were the most common in WIPO's caseload, followed by trademarks and patents.

In the area of domain name disputes, the 12.4 per cent rise to a record 5,764 cases filed in 2022 made for a 56 per cent increase since the beginning of the pandemic in 2020, signalling a continued shift to online activity and the corresponding need for online vigilance. WIPO UDRP cases in 2022 involved parties from 132 countries. The strong demand pushed WIPO cybersquatting cases to a total of over 61,000; the number of domain names covered since the start of this WIPO service surpassed the 110,000 mark.
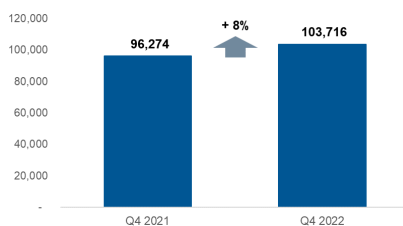
WIPO Center ADR Disputes Subject Matter in 2022

Patents 8%
Trademarks 12%
IT & Commercial Law 8%
Copyright 72%
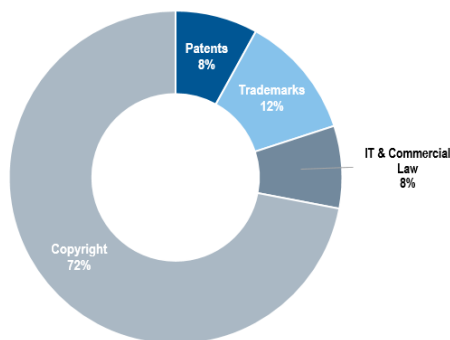
No. of WIPO UDRP Cases
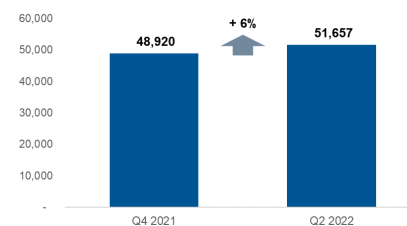

5,128 (2021)
↑ 12.4%
5,764 (2022)
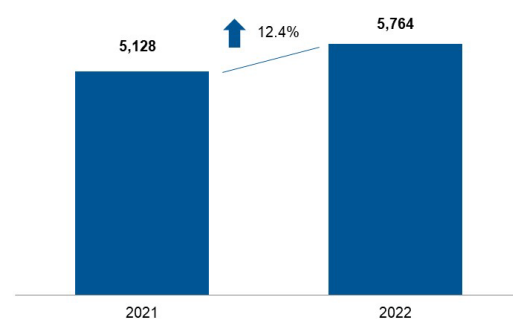
As key providers of knowledge and data that deliver value to users around the world, the global IP databases continued to show strong growth in terms of numbers of records and geographical coverage. Numbers of users also continued to increase: the number of unique visitors to the Global Design Database (GDD) and Global Brand Database (GBD) users grew by 73 and 33 per cent respectively as compared to 2021, while the number of unique PATENTSCOPE searches recorded a 7 per cent increase in Q4 2022 versus Q4 2021.
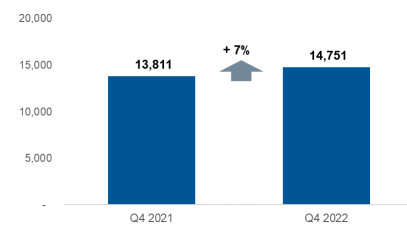
No. of Records in PATENTSCOPE

96,274 (Q4 2021)
+ 8%
103,716 (Q4 2022)

No. of Records in the GBD

48,920 (Q4 2021)
+ 6%
51,657 (Q2 2022)

No. of Records in the GDD

13,811 (Q4 2021)
+ 7%
14,751 (Q4 2022)

The user experience of WIPO Lex was significantly enhanced in 2022 through the streamlining of the presentation of IP legal data in individual country profiles, the migration of the database into the WIPO IP Portal common look and feel, and the development of a useful search widget. The Judgments collection was further expanded with the participation of an additional four jurisdictions. As at end 2022, the collection covered 28 jurisdictions and over 1,000 freely accessible IP court decisions.

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

In the area of customer experience, the Organization-wide WIPO Customer Service Transformation Program was launched in 2022, with the objective to harmonize and elevate WIPO's customer service to the next level. The first phase of the program, which was ongoing at the end of 2022, focuses on defining the organizational customer service vision and a customer-centric service model, with an implementation roadmap, which would chart the way forward for WIPO to proactively respond to the evolving needs of business, industry, and specialized IP agency customer segments.
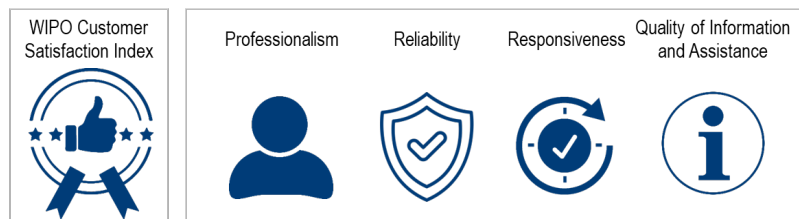
In 2022, the PCT embarked on the transformation of the operations workforce from an application-driven to an applicant/client-driven service provider, with the objective to establish a best-in-class, future organizational model under which staff evolve beyond their current role acting as formalities checkers of PCT applications toward new roles as knowledge providers for WIPO PCT users. In parallel to piloting the transformation, PCT productivity and service quality was maintained or even enhanced, the automation of RO/IB PCT application processing continued, and the PCT successfully implemented WIPO Standard ST.26.
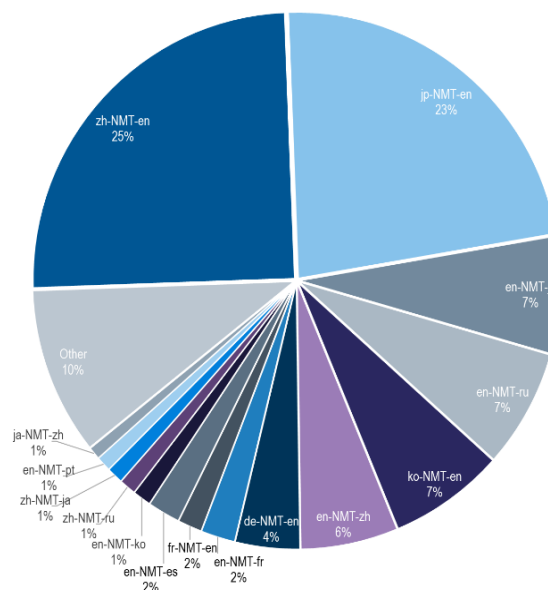
It was a record year for the deployment of ePCT-Filing, with 11 new receiving Offices[17] joining the ePCT system for the first time and/or adopting ePCT-Filing, the WIPO-hosted solution for electronic filing of international applications, bringing the total of participating Offices to 102.

The operations services of the Madrid System set a new record in 2022 with over 1 million service requests processed, noting that despite a drop of international applications received, the overall service requests increased by 6.7 per cent during the year. In the case of the Hague operations, the International Bureau (IB) was able to maintain near real-time processing despite the increase in applications received. Whilst the IB recorded 7,725 registrations, at the same time 99 per cent of the 6,515 inquiries received were resolved in the first instance, and within one business day.

102 Offices accessing and/or using ePCT

The new "eLisbon", the new IT system for the management of the Lisbon Register was launched in the first semester of 2022, providing online services for Competent Authorities of the Lisbon System, including electronic filing services for all Lisbon transactions and a centralized portfolio management of international registrations.

The Advanced Technology Applications Center (ATAC) continued to embed cutting-edge Artificial Intelligence (AI)-based tools to enhance functions and processes of the Organization. The WIPO Speech-to-Text tool (S2T) was successfully integrated into the WIPO conferences platform and was used to record the verbatim of all of WIPO's official meetings in 2022, in support of a total of seven languages (English, French, Spanish, Russian, Arabic, Chinese, and Portuguese). The WIPO Translate widget in PATENTSCOPE was used to translate 1.3 billion words in 2022; the majority of usage was from Chinese to English and from Japanese to English. A widget for the use of WIPO Translate on the WIPO website was also

1.3 billion words translated by WIPO Translate in PATENTSCOPE

Usage of WIPO Translate in PATENTSCOPE 2022

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[17] Albania, Cabo Verde, Germany, Iraq, Jamaica, North Macedonia, Samoa, Syrian Arab Republic, Thailand, Trinidad and Tobago, United Kingdom of Great Britain and Northern Ireland

developed, in order to offer "on-the-fly" translations to users on carefully ring-fenced pages of the website – as per the implementation roadmap of the Revised Language Policy[18].
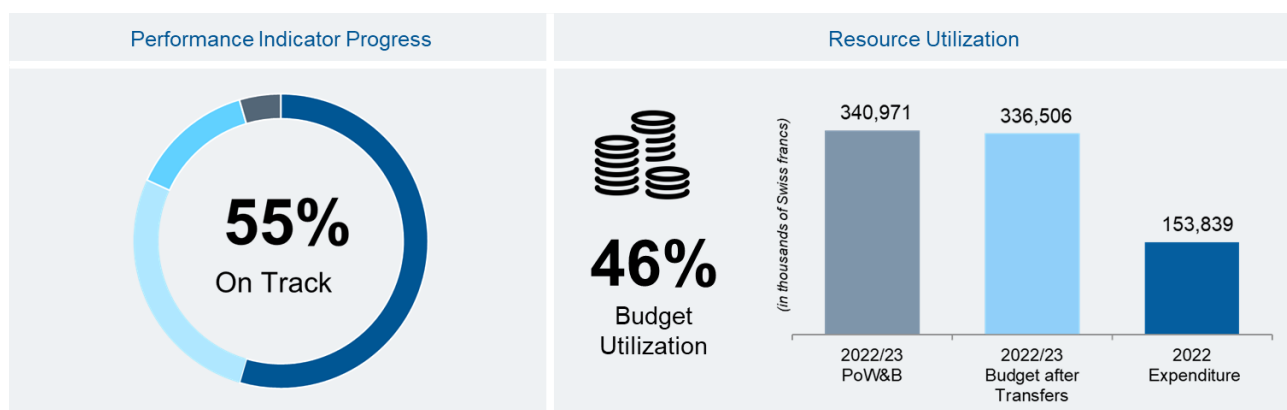
ER 3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges

150
Members in WIPO Green

WIPO GREEN – The Sustainable Technology Marketplace – welcomed 12 new partners in 2022, bringing the total number of partners to 150, a 9 per cent increase as compared to end 2021. WIPO GREEN Matchmaking and Acceleration Projects generated three matches in 2022, in China (2) and Japan.   WIPO GREEN also hosted the second instalment of the WIPO GREEN IP Management Clinic focused on sustainable fashion and launched the IPO Green project supporting IP Offices around the world in developing activities in support of green technologies and the SDGs.

Performance Dashboard

Performance Indicator Progress	Resource Utilization
55% On Track	**46%** Budget Utilization

Resource Utilization (in thousands of Swiss francs):
- 2022/23 PoW&B: 340,971
- 2022/23 Budget after Transfers: 336,506
- 2022 Expenditure: 153,839

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

Performance Data

● On Track　　▲ Not on track　　◆ N/A 2022　　● Not assessable　　◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
3.1.	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**				
	Total Membership	PCT System: 154 Contracting States	155 members	PCT System: 157 Contracting States (Cabo Verde, Iraq, Mauritius)	●
		Madrid System (end 2021): 110 Contracting Parties	6 additional members (3 per year)	Madrid System (end 2022): 3 additional CPs (Belize, Cabo Verde, Chile) (113 CPs covering 129 countries in total)	●
		The Hague System (end 2021): 67 Contracting Parties to the Geneva (1999) Act; 34 Contracting Parties to the Hague (1960) Act	6 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act	The Hague System (end 2022): 2 additional CPs to the Geneva (1999) Act (China, Morocco) (69 CPs in total); No additional members to the Hague (1960) Act (34 CPs in total)	▲

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[18] WO/PBC/32/6.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
		Lisbon System (end 2021): 11 Contracting Parties to the Geneva (2015) Act; 30 Contracting Parties to the Lisbon Agreement (1958 & 1967) Acts	8 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System (end 2022): 5 additional CPs to the Geneva Act (Cabo Verde, Côte d'Ivoire Czech Republic, Peru, African Intellectual Property Organization)[19] (16 Contracting Parties in total); No additional CPs to the Lisbon Agreement (1958 & 1967) Acts (30 CPs in total)	●
	Filing Rate	Madrid System applications: 73,500 (final)	2022: 71,200 2023: 74,000	2022: 69,000 (preliminary)	▲
		The Hague System applications: 6,714 (final)	2022: 7,480 2023: 7,990	2022: 7,973 (preliminary)	●
		Lisbon System international applications: 135	75 per year (150 applications for 2022/23)	2022: 31	▲
	Renewals	Madrid System: 34,218	2022: 32,400 2023: 34,000	2022: 38,265	●
		The Hague System: 5,461	2022: 4,440 2023: 4,630	2022: 5,284	●
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 96% (2020/21 survey)	≥ 90% satisfied or very satisfied	Survey conducted on a biennial basis	◆
		Patent examination-related activities: 98% (2020/21 survey)	≥ 95% satisfied or very satisfied	Survey conducted on a biennial basis	◆
	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	PATENTSCOPE: 1,399,081 (Q4 2021)	20% increase (biennium)	1,493,595 (Q4 2022)	▲
		GBD: 951,781 (Q4 2021)		1,264,722 (Q4 2022)	●
		GDD: 80,204 (Q4 2021)		138,815 (Q4 2022)	●
	Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 61%	≥ 85% satisfied or very satisfied	PATENTSCOPE 83%	●
		GBD: 75%		GBD: 70%	▲
		GDD: 74%		GDD: 74%	▲
	Level of use of WIPO IP ADR and domain name dispute resolution services	901 disputes and 756 bon offices	250 additional disputes and bons offices	448 disputes and 100 bons offices (total 548 additional)	●
		48,974 gTLD cases	5,000 additional gTLD cases	5,047 additional gTLD cases (54,021 cumulative end 2022)	●
		6,695 ccTLD-only cases (cumulative end 2021)	575 additional ccTLD-only cases (end 2023)	717 additional ccTLD-only cases (7,412 cumulative end 2022)	●
	No. of unique visitors to the IP Statistics Data Center	214,943	20% increase (biennium)	109,856	●
	No. of unique visitors to WIPO Lex	976,714	20% increase (biennium)	784,602	●
3.2.	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**				
	Customer Satisfaction Index (CSI)	84% (2020/21 survey)	≥ 85% satisfied or very satisfied	Survey conducted on a biennial basis	◆
	Level of satisfaction of WIPO global IP system users with International Bureau Services	PCT: 87%	≥ 90% satisfied or very satisfied	Survey conducted on a biennial basis	◆
		Madrid System: 78%	≥ 85% satisfied or very satisfied	Survey conducted on a biennial basis	◆
		The Hague System: 82% (2020/21 survey)		Survey conducted on a biennial basis	◆
	Unit Cost	PCT Application: 577 CHF	PCT Application: 575 CHF	PCT Application: 546 CHF	●
		Madrid System new/renewed registration: 598 CHF	New/renewed registration: 584 CHF	Madrid System new/renewed registration: 562 CHF	●

[19] The number of accessions in 2022 includes the accession by Côte d'Ivoire to the Geneva Act of the Lisbon Agreement. Côte d'Ivoire deposited its instrument of accession on September 28, 2018; in accordance with Article 28(3)(b), the accession by Côte d'Ivoire shall enter into force three months after the deposit by OAPI of its instrument of accession.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
		The Hague System new/renewed design: 540 CHF	New/renewed design: 395 CHF	The Hague System new/renewed design: 455 CHF	●
3.3.	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**				
	No. of WIPO Re:Search R&D collaborations advancing through clinical R&D phases	8	15 (cumulative)	Discontinued[20]	◆
	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	8 (cumulative end 2021)	8 additional in the biennium	3 additional matches[21] (11 cumulative end 2022)	▲
	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	491,015	20% increase (biennium)	259,921	●

Risks

Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
3.1.	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**			
Regression in quality of international work products.	The risk did not materialize; the risk exposure decreased during the year	The mitigation plan put in place to strengthen the quality control procedures by the IB, the reinforcement of process improvements, and the quality assurances of national Offices, particularly those acting as International Authorities, was effective as evidenced by PCT fully meeting its quality related performance targets.	PT	→
The Madrid, Hague and Lisbon Systems do not develop to their full potential during the biennium in terms of geographical coverage, usage by prospective applicants and services provided by the IB.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to further digitize and automate processes under the Madrid, the Hague and Lisbon Systems resulted in increased quality and efficiency of transactions. Initiatives to promote the Systems and support accessions by interested Member States contributed to increased membership and use of the Systems.	BD	→
3.2.	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**			
Decrease in PCT filings, in absolute terms or relative to Paris route filings.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan to continuously improve and promote PCT services to existing and potential users through regular contact with clients and various marketing/outreach actions have contributed to prevention in the slide of the filing numbers and resulted in an increase giving a slight upward trend.	PT	→
Being an early adopter of frontier technologies carries inherent opportunities and risks in terms of identifying the most valuable use cases, integrating with existing governance mechanisms as well as accurately capturing the human readiness to adopt the technological change.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan to carry out exploration phases and feasibility studies to analyze cost-effectiveness provided positive use cases in translation systems and image similarity searching.	IP	↗

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[20] WIPO Re:Search was sunset on December 31, 2022.
[21] (i) Seeker: TOYO SDGs Students Project (Toyo University)/Provider: Shiseido Company; (ii) Seeker: Beijing Century City Property Management Co., Ltd./Provider: Beijing ShijiYunan New Energy Co., Ltd; (iii) Seeker: Lake View Hotel Beijing/Provider: Beijing SINOENC Engineering Technology Co., Ltd.

Strategic Pillar 4

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

Key Accomplishments

ER 4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

New & renewed approaches to service delivery to drive impact

In the first year of implementation of the new Medium-Term Strategic Plan (MTSP) 2022-2026, WIPO focused on strengthening and renewing the ways it delivers its program of work to ensure the most effective use of IP as a tool for growth and sustainable development. This included a targeted shift to a project-based approach, aimed at delivering impact on the ground for specific groups of stakeholders over time-limited periods. To support the approach, the RNDS Project Team was formed to incubate new ways of implementing urgent, strategic cooperation initiatives in WIPO Member States in numerous areas relating to IP. At the end of 2022, some 30 national, sub-regional and regional projects achieved their expected benefits or completed important milestones.

The adoption and implementation of national IP strategies provides the basis for a comprehensive approach to empowering developing and transition countries and LDCs to harness IP for enhancing national innovation potential. National IP strategies were finalized and validated in three countries (Ethiopia, Mexico and Nigeria) in 2022.

In 2022, a renewed approach for the National IP Strategies Program was piloted, guided by the principles of adding value and learning by doing. Some 26 strategies were initiated or completed as part of the pilot project in 2022.
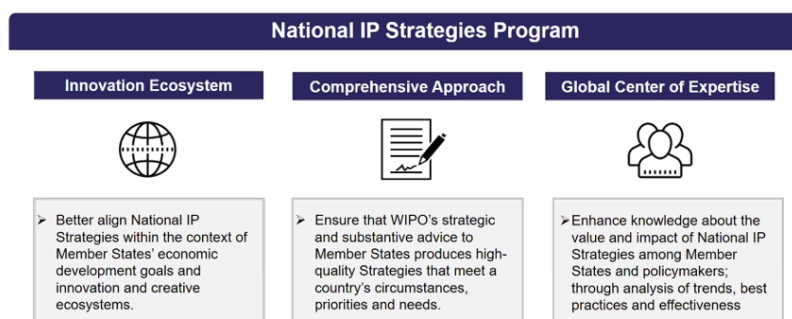
Envisaging a world where innovation and creativity by women anywhere are supported by IP for the good of everyone, the IP and Gender Action Plan (IPGAP) was launched in 2022. Dovetailing with WIPO's 2022–2026 MTSP, the IPGAP commenced implementation in the second half of 2022 and focuses on three pillars: (i) providing support to governments and policymakers with integrating a gender perspective into IP legislation, policies, programs, and projects; (ii) driving research to identify the scope and nature of the gender gap in IP and ways to close the gap; and (iii) continuing existing and piloting new gender-oriented projects and initiatives in the IP environment designed to enhance the IP skills of women and the institutions that support them.
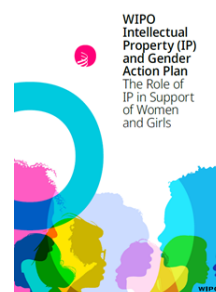
ER 4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States

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

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

Geographical Breakdown of Legislative Advice by Area, 2022
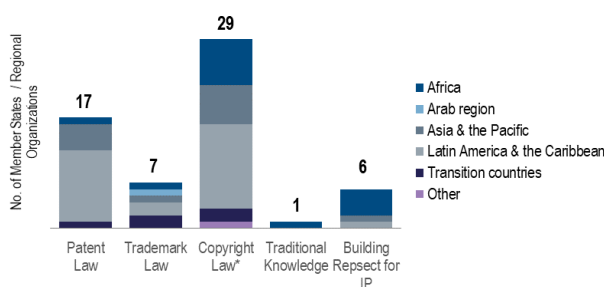
27 countries and 2 regional organizations benefitting 30 countries

The 2022 edition of the Global Innovation Index (GII) *What is the future of innovation-driven growth?* provided the most recent assessment of the innovation performance of 132 economies. In addition, the latest edition of the GII included an expanded Global Innovation Tracker, a ranking of the top-100 science and technology clusters and an in-depth analytical discussion on the future of innovation-driven growth. Numerous ministers from around the world contributed statements on the occasion of the report launch.

381 judges from **102** jurisdictions

The Organization's global network of judges continued to expand in 2022, having successfully navigated the transition from fully virtual work during the pandemic to hybrid activities during the year. Capitalizing on the ability to both take advantage of the benefits of in-person participation while maintaining the expanded reach of virtual connection, an unprecedented 381 judges participated in the annual *WIPO Intellectual Property Judges Forum* from 99 countries and three regional jurisdictions. A total of 102 jurisdictions were represented at the Forum in 2022, a 9 per cent net increase as compared to 2021.

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

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

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

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

WIPO fully implemented the 1 per cent UN Coordination Levy requirements. The United Nations General Assembly Resolution 72/279, stipulates that a contribution must be both tightly earmarked and for United Nations development-related activities to qualify for the application of the 1 per cent levy. The contributions from the WIPO Funds in Trust (FITs) signed in 2022 were aimed at funding activities that supported the implementation of the WIPO Program of Work and Budget for the 2022/23 Biennium and, hence, were assessed as exempt from the 1 per cent levy as they were not tightly earmarked.

A report on WIPO's SDG-related activities was presented to the 28th Session of CDIP in May.

ER 4.3 Increased IP knowledge and skills in all Member States

Dedicated programs focused on increasing the participation of Indigenous Peoples, local communities and women, and inclusiveness in the IP ecosystem remained a priority in 2022:

47
Women from IPLCs benefitting from the WEP

– The second edition of the WIPO Training, Mentoring and Matchmaking Program on IP for Women Entrepreneurs from Indigenous Peoples and local communities (IPLCs) (the WEP) was complemented in 2022 by a tailored mentoring and matchmaking phase, as well as "WEP Clinics" focusing on particular legal and practical issues. The two editions of the WEP benefitted 47 participants and their communities, with 16 participants having registered or in the process of registering trademarks as an outcome of the Program by end 2022. "WIPO Bridge", an electronic platform, was put in place to facilitate access to a dedicated e-library. Stories like that of Laima Abeid Sinari from the United Republic of Tanzania[22] demonstrate the tangible impact of the initiative and how the strategic and effective use of IP tools support entrepreneurial activities of Indigenous Peoples and local communities.

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

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

– The 2022-2023 Andean WEP for Women Entrepreneurs from Indigenous Peoples and local communities in Bolivia, Colombia, Ecuador and Peru was initiated in November in Quito, Ecuador, benefitting 20 women entrepreneurs and their communities, with the support of the *Servicio Nacional de Derechos Intelectuales* of Ecuador (SENADI) and in collaboration with ILO, ITC and INTA.

– In cooperation with UNESCO, the fourth annual training on IP and Life Sciences was organized for selected Laureates and Rising Stars, and in cooperation with UNCTAD, over 40 African women were trained as part of the IP Master Class series.

WIPO Academy awarded the 2022 IP Youth Ambassadorship for Oman to 14-year old Neeam Al Harrasi. She is the first to hold the title in the Arab Region. Neeam invented a new type of bioplastic using natural elements such as rice water and fish scales available in Oman. Neeam's bioplastic innovation won first place in the "Cognitive Development Competition" that was held as part of Oman's Science Festival in 2019. She was encouraged to enter the competition by her physics teacher Ms. T. Dhikra Al Harrasi, at Al Rustaq School in Muscat. She learned about the importance of protecting her intellectual property (IP) during the competition, which inspired her new passion for innovation and IP. Since then, she has filed a patent for her bioplastics innovation with the Intellectual Property Department of Oman. She hopes that her invention can be used in different parts of the world.

As part of the IP4Youth&Teachers service, the WIPO IP Youth Ambassadors Program awarded Ambassadorships to young inventors and creators in Oman and Romania in 2022. The Program aims to support young promising creators and inventors to promote IP education among young people in their country and region.
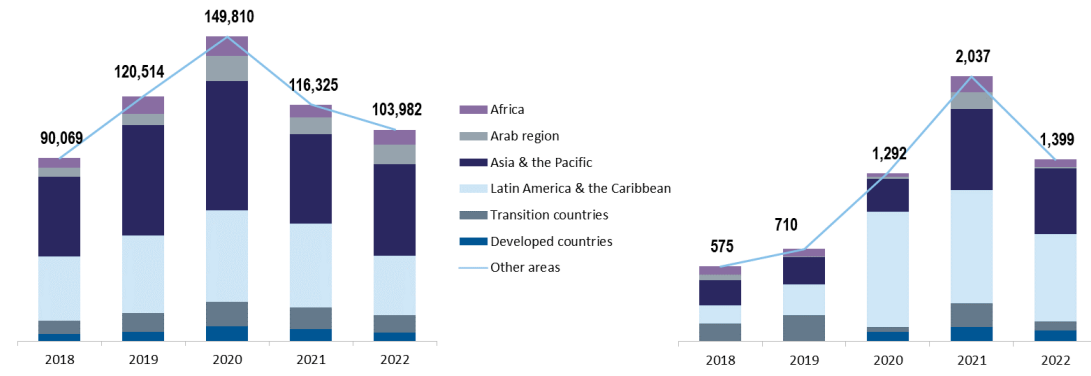
The WIPO Academy maintained its position as a leading, global provider of skills and knowledge building in the area of IP, essential to foster both innovation and creativity for developing countries, LDCs and countries with economies in transition. Innovative and transformative delivery approaches, including blended learning formats developed under COVID, continued to be implemented. Over the course of 2022:

– The new blended learning programs for Judges and IP4Youth&Teachers trained over 400 judges and 300 teachers respectively.

– A total of 251 participants graduated from Joint Master's Degree programs, and over 270 government officials benefited from Professional Development advanced courses, in cooperation with 16 partner institutions from developing countries.

– A total of 320 Distance Learning (DL) courses were offered to approximately 104,000 participants in 10 languages. Some 1,400 participants attended WIPO Summer School (WSS) Programs. In 2022, the participation levels in both types of courses returned to pre-pandemic levels.

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[22] https://www.wipo.int/pressroom/en/stories/laima_sinare.html

Geographical Distribution of Participants in DL Courses

**Geographical Distribution of Participants in WSS Courses**

Legend:
- Africa
- Arab region
- Asia & the Pacific
- Latin America & the Caribbean
- Transition countries
- Developed countries
- Other areas

Two new Intellectual Property Training Institutions (IPTIs) were established in the Dominican Republic and Saudi Arabia in 2022, both of which were self-sustaining and delivering training by the end of the year. Overall, a total of eight additional IPTIs became sustainable, for a cumulative total of 15 out of 17 established. Partner IPTIs organized over 1,300 IP training activities, reaching almost 88,000 participants, of whom 53 per cent were women. This represents a 7 per cent increase in participation over 2021. Tangible results emanating from the work of the IPTIs are demonstrated through success stories like that of Giorgi Merabishvili, a Georgian honey producer.

+8
IPTIs considered sustainable in 2022

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

(Photo: SAKPATENTI)

(Photo: Ziza Ninotsminda)
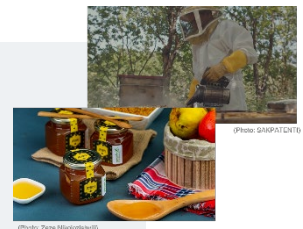
ER 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully

Celebrating innovative commercial solutions, based on IP rights, to promote economic, social and cultural progress, the first WIPO Global Awards were awarded in 2022 to five winners from China, Japan, the Netherlands and Singapore, who were chosen from among 272 submissions spanning 62 countries. The inaugural Global Awards celebrated small and medium-sized enterprises, which constitute the backbone of the worldwide economy.


20
additional patents granted with the support of the IAP in 2022
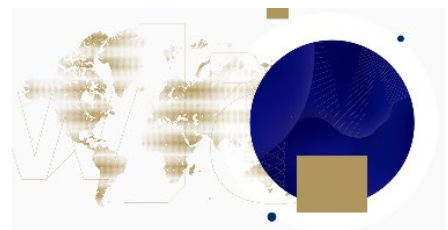
Beneficiaries selected under the Inventor Assistance Program (IAP)[23] increased by 23 per cent per cent in 2022. The IAP also welcomed Chile as the seventh participating country in the program. The network's pro bono patent attorneys assisted 28 additional inventors and SMEs in 2022, for a cumulative total of 167 beneficiaries. By the end of 2022, a total of 42 patents had been granted to innovators that had been supported by the IAP since its inception.

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

[23] IAP figures are based on the data provided on the IAP Online Platform by the end of the reporting period.
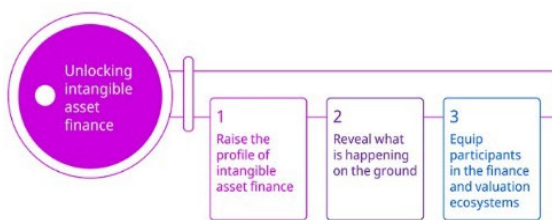
>2k
diagnostic reports generated

In its first full year of use, the WIPO IP Diagnostics, a tool that enables SMEs to make a preliminary determination of the IP assets they possess and provides keys on how to extract maximum value and competitive advantage from such assets, saw over 12,000 unique visitors with over 2,000 diagnostic reports generated.

The breadth and depth of national and regional technology and innovation support and technology transfer networks continued to grow in 2022. The number of national Technology and Innovation Support Center (TISC) networks reached 90, of which 46 were sustainable by the end of the year, an increase of 10 per cent as compared to the end of 2021. By the end of 2022, the number of individual TISCs listed in the TISC Directory[24] had risen to 1,415, an increase of 10 per cent over the previous year. To assist national TISC focal points, managers, and staff to coordinate and manage their projects in an effective manner, a new 'TISC Project and Performance Management' (TPPM) platform was released.

No. of Sustainable TISC Networks

	End 2021	End 2022
■ Maturity level 1	4	4
■ Maturity level 2	29	32
■ Maturity level 3	9	10
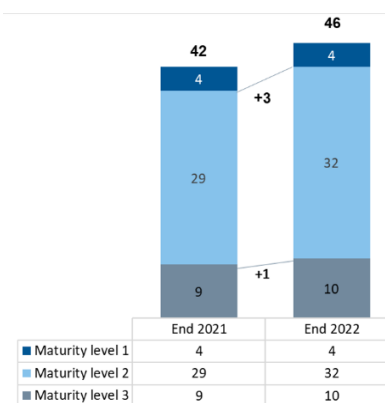
WIPO for Creators, an open public–private partnership launched by WIPO and the Music Rights Awareness Foundation to raise awareness and increase knowledge of creators' rights and related management practices, with a view to ensuring recognition and fair reward for all creators regardless of their geographical, cultural or economic conditions, welcomed one additional partner in 2022, for a cumulative total of 21. The main focus of 2022 was the planning and laying the groundwork for the development of the Creators Platform. The project was launched at the end of 2022 with the support of creative industry stakeholders and partners.

An additional 10 CMOs in developing countries, including in 7 LDCs, adopted WIPO Connect in 2022 as their IT solution to manage copyright, including text and image based works, and related rights, bringing the cumulative total to 35, a 46 per cent increase over 2021.

The Accessible Books Consortium (ABC) continued to benefit people around the globe who are blind, visually impaired, or otherwise print disabled. In 2022, the number of accessible titles available to persons with print disabilities grew from 526,955 at the end of 2021 to 667,135 titles by the end of 2022, a 27 per cent increase.

ER 4.5 Enhanced IP infrastructure for IP Offices

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

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

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[24] http://www.wipo.int/tisc/en/search/

WIPO IPAS Suite of Applications - Usage by Region

Performance Dashboard

Performance Indicator Progress	Resource Utilization

82%
On Track

43%
Budget Utilization

(in thousands of Swiss francs)

125,828	132,141	57,142
2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
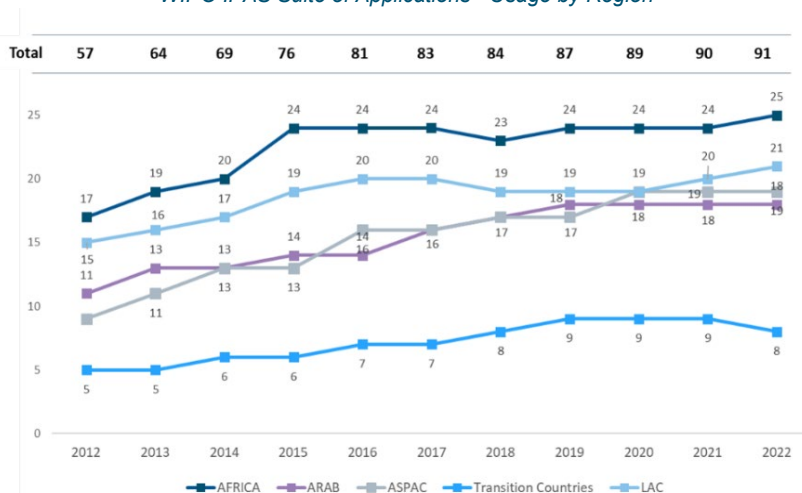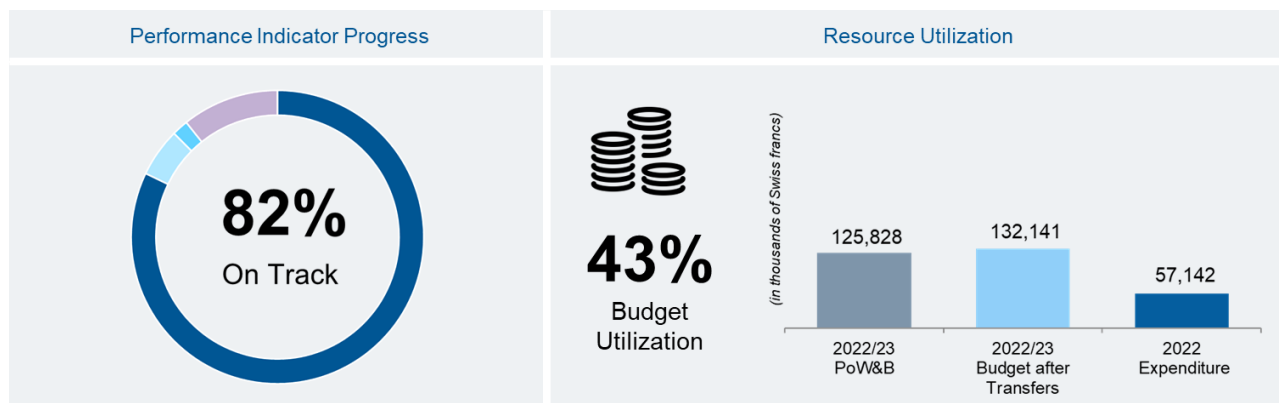
Contributing Sectors: PT, BD, CCI, RND, IP, GCP, IE

Performance Data

● On Track	▲ Not on track	◆ N/A 2022	● Not assessable	◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.1.	**More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**				
	Implementation of topics on IP and Development discussed in the CDIP	n/a	Implementation of agreed work in accordance with the CDIP agenda	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/28 and CDIP 29[25]	●
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	n/a	PTS: 4	Data not available	●
			CCIS: 4	4 projects completed important milestones, including 2 at the national level (Chile, Egypt) and 2 at the regional and sub-regional level (Africa, ASEAN)	●
			RNDS: 16	26 projects in 2022 - Africa: 5 - Arab countries: 7 - Asia and the Pacific: 8 - Latin America and the Caribbean: 6	●

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[25] Summaries by the Chair: CDIP/28/SUMMARY BY THE CHAIR and CDIP/29/SUMMARY BY THE CHAIR

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.2.	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**				
	No. and % of Member States satisfied with the legislative and policy advice provided	Patents and Technology Law: 86%	≥ 90% satisfied or very satisfied	Legislative advice provided to 17 Member States: Africa (1); Asia and the Pacific (4); Latin America and the Caribbean (11); Transition countries (1)	●
				Satisfaction rate: 88% based on 16 responses	
		Trademarks, Industrial Designs and Geographical Indications: 94%		Legislative advice covering 13 specific cases provided to 7 Member States: Africa (1); Arab (1); Asia and the Pacific (1); Latin America and the Caribbean (2); Transition countries (2)	●
				Satisfaction rate: 100% based on 3 responses	
		Copyright: 100%		Advice on copyright and related rights provided to 27 Member States and 2 regional organizations: Africa (7); Asia and the Pacific (6); Latin America and the Caribbean (13); Transition countries (2); Other (1)	●
				Of the above Member States, advice on collective management provided to 11 Member States: Africa (3); Asia and the Pacific (4); Latin America and the Caribbean (2); Transition countries (2)	
				Overall satisfaction rate: 100% based on 7 responses	
		Traditional Knowledge: n/a		Legislative advice provided to 1 Member State: Africa (1)	●
				Satisfaction rate: 100% based on 1 response	
		Building Respect for IP: n/a		Legislative advice provided to 6 Member States: Africa (4), Asia and the Pacific (1), Latin America and the Caribbean (1)	●
				No responses to survey questionnaires were received in 2022	
	No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Eco-systems	n/a	40	63 Member States in 2022 - Africa: 5 - Arab countries: 10 - Asia and the Pacific: 16 - Latin America and the Caribbean: 17 - Transition countries: 15	●
	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO[26]	82 IP ADR schemes adopted	6 additional IP ADR schemes adopted	14 additional IP ADR schemes adopted[27]	●
		35 IP ADR schemes supported	8 additional IP ADR schemes supported	12 additional IP ADR schemes supported[28] (33 schemes supported in total in 2022)	●
		4 gTLD policies adopted and supported	2 gTLD policies supported	2 gTLD policies supported	●
		80 ccTLD policies adopted	2 additional ccTLD policies adopted	1 additional ccTLD policy adopted[29]	●
		35 ccTLD policies supported (cumulative end 2021)	6 additional ccTLD policies supported (end 2023)	5 additional ccTLD policies supported[30] (19 policies supported in total in 2022)	●

[26] Data reflect unique schemes/policies
[27] (i) Arab States of the Gulf - Patent Office of the Cooperation Council for the Arab States of the Gulf (GCC-SG); (ii) Argentina - National Directorate of Author's Right Office (DNDA); (iii) Chile - Santiago Chamber of Commerce (CCS); (iv) China - Fujian High Court; (v) Egypt - Ministry of Justice; (vi) Georgia - National Intellectual Property Center (SAKPATENTI); (vii) Greece - Hellenic Copyright Organization (HCO); (viii) Guatemala - Registry of Intellectual Property (RPI); (ix) New Zealand - Intellectual Property Office; (x) Qatar - Ministry of Commerce and Industry; (xi) Slovak Republic - Industrial Property Office; (xii) Spain - Mediautor Spain; (xiii) Thailand - Department of Intellectual; (xiv) USA - United States Patent and Trademark Office (USPTO)
[28] (i) Algeria - Algerian National Institute of Industrial Property (INAPI); (ii) Botswana - Companies and Intellectual Property Authority (CIPA); (iii) Brazil - Brazilian National Institute of Industrial Property (INPI-BR); (iv) Brazil - Brazilian Intellectual Property Association (ABPI); (v) China - Shanghai High People's Court; (vi) Indonesia - Directorate General of Intellectual Property Rights (DGIPR); (vii) Nigeria - Patents and Designs Registry; (viii) Nigeria - Trademarks Registry; (ix) Romania - Romanian Copyright Office (ORDA); (x) Serbia - Intellectual Property Office of the Republic of Serbia; (xi) Switzerland - Palexpo; (xii) Switzerland - Swiss Federal Institute of Intellectual Property (IPI)
[29] .SN (Senegal)
[30] .AE (United Arab Emirates); .GA (Gabon); .KH (Cambodia); .MG (Madagascar); .VN(Viet Nam)

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	No. of unique visitors to the Global Innovation Index websites	1,757,767	20% increase (biennium)	1,002,852	●
	No. of countries using the GII for the development of their innovation strategies and ecosystem	77 countries (out of 110 responding countries)	20% increase (biennium)	Survey conducted on a biennial basis	◆
	Level of sustained engagement by Member State judiciaries	88 countries and 6 regional jurisdictions represented in the 2021 Judges Forum (virtual)	70 countries and 4 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)	99 countries and 3 regional jurisdictions represented in the 2022 Judges Forum (face-to-face with hybrid option)	●
4.3.	**Increased IP knowledge and skills in all Member States**				
	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	95%	≥ 95% satisfied or very satisfied	88% based on 159 responses	▲
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	93%	≥ 90% satisfied or very satisfied	97% based on 250 responses from the evaluation of 8 activities - 74% very satisfied - 23% satisfied	●
	% of participants who have successfully completed skills-based training programs	n/a	≥ 80%	86%	●
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	64%	≥ 70%	88%[31]	●
	No. of sustainable[32] IP training institutions (IPTIs)	7[33]	12 (cumulative)	8 additional (Costa Rica, Dominican Republic[34], Iran (Islamic Republic of), Saudi Arabia, Trinidad and Tobago, Türkiye (2), Ukraine) (15 cumulative end 2022)	●
	No. of people trained by the IPTIs	81,948	5% annual increase	87,967 (+7%)	●
	Level of satisfaction of participants in WIPO training and skills development programs	CCI: n/a	≥ 85% satisfied or very satisfied	CCI: 72% Very interesting 28% Satisfactory	●
		GCP: 92%		GCP: 91% satisfied or very satisfied	●
		Africa: 85%		Africa: 95%	●
		Arab region: 88%		Arab region: 93%	●
		Asia and the Pacific: 96%		Asia and the Pacific: 97%	●
		Latin America and the Caribbean: 89%		Latin America and the Caribbean: 96%	●
		LDCs: 90%		LDCs: 97%	●
		TDCs: n/a		TDCs: 95%	●
		EOs (all): n/a		WAO: 89% WBO: 95%. WOC: 98% WJO: 100% WNO: 92% WRO: 96%	●
				WSO: Data not available	●
4.4.	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**				
	No. of CMOs in developing countries and LDCs using WIPO Connect	25 CMOs for 25 Creation Classes	38 CMOs for 56 Creation Classes	35 CMOs for 41 Creation classes in 33 countries - Africa: 23, of which 17 LDCs - Arab countries: 2 - Asia and the Pacific: 4, of which 1 LDC - Latin America and the Caribbean: 5 - Transition countries: 1 (cumulative December 31, 2022)	●
	ABC: No. of accessible titles delivered to persons with print disabilities	526,955	25% increase (biennium)	667,135 (+27%)	●

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[31] Due to a change in methodology for calculating the success rate, the 2022 performance data and the baseline are not comparable.
[32] Sustainable IPTIs are financially and technically self-supporting institutions to which WIPO provides advice on request.
[33] Corrigendum: At the end of 2021, there were seven sustainable IPTIs, not eight as reported in the WPR 2020/21.
[34] National Copyright Office of the Dominican Republic (ONDA)

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	No. of sustainable national TISC networks	42 sustainable national networks (cumulative end 2021)	49 sustainable national networks (cumulative end 2023)	46 sustainable national networks (cumulative end 2022)	●
		Maturity Level 1: 4 Total	Maturity Level 1: 5 Total	Maturity Level 1: 4 total	
		Maturity Level 2: 29 Total	Maturity Level 2: 32 Total	Maturity Level 2: 32 total	
		Maturity Level 3, including the provision of value-added services: 9 Total	Maturity Level 3, including the provision of value-added services: 12 Total	Maturity Level 3, including the provision of value-added services: 10 total	
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	n/a	≥ 90% satisfied or very satisfied	Data not available	●
	LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development needs[35]	0 (end 2021)	4 ATs identified (of which 1 deployed) (end 2023)	1 AT identified (none deployed)	▲
	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	65%	≥ 85% satisfied or very satisfied	96% satisfied or very satisfied	●
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	366,023	20% increase (biennium)	225,178	●
	No. of SME support institutions who are using WIPO materials and tools	n/a	10	14	●
	No. of SMEs assisted by support institutions that use WIPO materials or tools	n/a	2,000 SMEs	1,745[36]	●
4.5.	**Enhanced IP infrastructure for IP Offices**				
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.5	≥ 3.5	3.6	●
	No. of documents exchanged through WIPO CASE and DAS	502,207	550,000 (annual)	527,589[37]	▲

Risks

Risk		Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
4.1	**More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**				
	Adjustments in IP policy or priorities at the regional or national level may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	The risk materialized.	The mitigation plan to retain flexibility to make adjustments in workplans for regions and countries and liaise constantly with appropriate regional and national authorities to support implementation of workplans was effective.	RND	↗
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**				
	Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to support Member States' and stakeholders' efforts to create and evolve their legal and technical ecosystems was effective and was implemented across the CCI Sector.	CCI	→

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[35] An enhanced methodology for the work on ATs with Member States was introduced in 2022.
[36] Represents only partial data, due to lack of information regarding SMEs that access WIPO's tools and materials directly via the WIPO Website instead of through SME support institution websites.
[37] Excludes documents exchanged through WIPO CASE for Australia due to technical constraints.

4.3	**Increased IP knowledge and skills in all Member States**			
Restrictions on mobility and travel, which affect the delivery of technical assistance programs, the attendance at WIPO events or face-to-face WIPO Academy training courses.	The risk materialized.	The mitigation plan to strengthen digital adaptation of technical assistance and course delivery, permitting hybrid or fully on-line tools-enhanced events or capacity development programs, was effective.	RND	↗
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**			
Insufficient engagement or changes in priorities at national level could negatively impact the: i) establishment and sustainability of technology transfer networks and structures; ii) projects to support IP as a tool for business growth; or, iii) judicial programs.	The risk did not materialize; the risk exposure remained stable throughout the year.	Mitigation was effective through close collaboration with national authorities and other stakeholders from the outset to ascertain mid- to long-term commitment and through the support given by WIPO in the planning, monitoring and evaluation of national projects in accordance with best practices in results based management and taking into account local circumstances and needs.	IE	→
User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, results in diminished market position, organizational reputation, or policy impact.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to leverage WIPO's position as a global, neutral and credible forum was effective. An increase in the application of IT tools for user experience and case management, and the organization of online and hybrid events, in particular through tailored webinars and collaboration with Member State IP institutions and stakeholders, contributed. Assessments of user experience and needs led to regular updating of materials and specialized resources available on our platforms that contributed to improved outreach and user experience, including through the upgrading of web and digital media based marketing infrastructure.	IE	→
Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to institute automated and manual quality control mechanisms proved effective.	IE	→
4.5	**Enhanced IP infrastructure for IP Offices**			
After WIPO software systems are implemented for IP Offices' core business, there is a risk that they are insufficiently integrated into existing operations or lack self-supporting mechanisms, threatening their sustainability in the medium term.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to provide formal procedures for software support; maintenance and training; and knowledge transfer activities proved effective.	IP	→

Foundation

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

Key Accomplishments

ER 5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively

WIPO launched its WIPO Disability Inclusion Strategy in 2022, which aims to: (i) facilitate a cultural shift towards a rights-based approach to disability; (ii) embed the rights of persons with disabilities into both the internal and external aspects of the Organization's work; (iii) listen to, learn from and strengthen our engagement with diverse persons with disabilities and their representative organizations; (iv) support greater diversity in the workforce; and (v) mainstream disability across relevant initiatives and programmes, improving access to IP services for persons with disabilities.

50%
of UN-SWAP indicators met or exceeded targets

The implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0 continued, with WIPO meeting or exceeding the requirements for 50 per cent of the applicable UN-SWAP indicators, representing an improvement of 25 percentage points since the launch of the UNSWAP 2.0 in 2018. The UN-SWAP indicators or evaluation, audit, and knowledge and communication were assessed as "exceeds requirements", and five indicators related to leadership, gender-responsive performance management, gender architecture, organizational culture, and coherence were assessed as "meets requirements".

In line with the Revised Language Policy adopted by Member States in 2021, the Secretariat implemented a range of initiatives aligned with technological developments in the field of language services. In line with the implementation roadmap, pilots were carried out using raw machine translation for some carefully ring-fenced pages of the WIPO website, and post-editing machine translation output for some types of documentation depending on the required levels of translation quality. By ensuring a faster delivery of multilingual content with agreed quality criteria, while at the same time safeguarding cost efficiencies, this helped increase the reach of the Organization to a wider audience, thus offering greater opportunities for the further promotion of multilingualism.

In line with the new HR Strategy for 2022-2026, a new HR model was introduced in 2022, focusing on service delivery and thematic areas rather than functions. The new model aims to ensure HRMD works horizontally with the business, co-owning outcomes.

74
eSAT score

An organizational-wide Engagement Survey was conducted, providing real-time employee feedback. The overall eSat score to the question "how happy are you working at WIPO" was 74, against a benchmark of 75[38]. The survey seeks to strengthen everyone's engagement at WIPO, both within the departments and more broadly at the Organization level. The data gathered provided teams and team leaders the chance to engage in discussions and subsequently establish 'action' plans focused on key areas for development.

Launched in 2021, the Young Experts Program (YEP) - aimed at forging the next generation of intellectual property leaders - welcomed the first group of young professionals and completed the selection process for the second cohort, expected to arrive in Q1 2023. The two-year program is designed to expose young people with high potential, particularly from developing and least developed countries as well as countries in transition, to the technical and policy aspects of IP. The program aims to gear them up for leadership positions within the innovation and creative ecosystems of their home countries and regions.

[38] Score from employee engagement survey data for 1,000 organizations

WIPO's geographical diversity continued to evolve in 2022. The proportion of staff members from Africa, the Asia and the Pacific region, Latin America and the Caribbean, Eastern & Central Europe & Central Asia as well as the Middle East slightly increased as compared to 2021, while the percentage of staff members from Western Europe continued to decrease.

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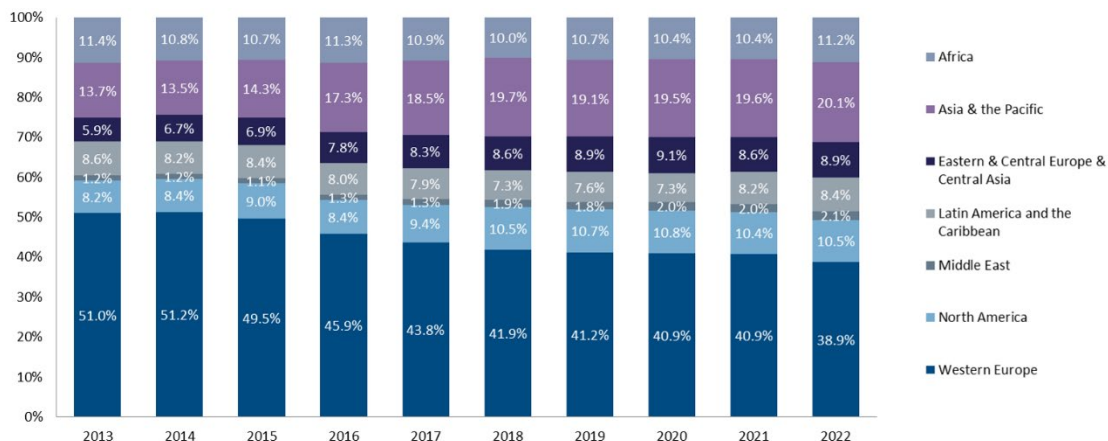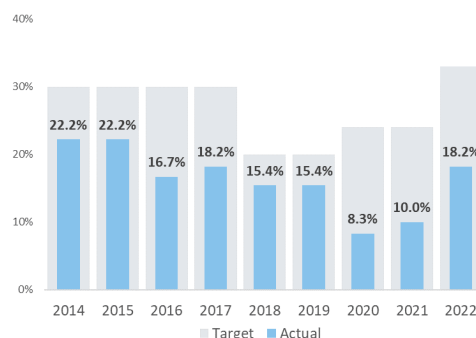

In its commitment to achieving gender balance at all staff levels, WIPO met the gender parity target set for the P4 level in 2022. While still well below target, progress was seen at the D2 level, with an almost 10 percentage point increase as compared to 2020.

Women Representation at P4 Staff Level
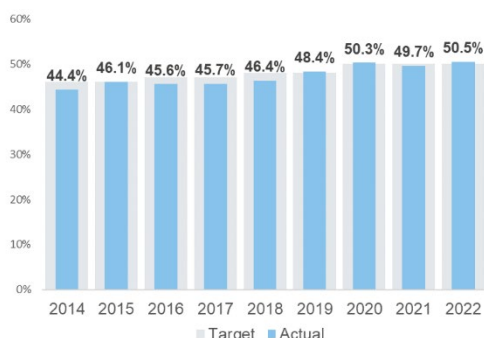
Women Representation at D2 Staff Level

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

Enhanced information security measures

In line with its commitment to ensuring a digitally enabled, secure and sustainable operating environment and service, 10 of the 13 projects defined in the 'Next Generation Information Security Strategy (2022-24)' began implementation in 2022, with progress tracking as expected. Building on existing security measures, additional information security capabilities were further enhanced to safeguard the secure and resilient delivery of WIPO's mandate. Two key areas included the increased focus on application security upfront in the development process, and an update to the architecture of WIPO's 24/7 cyber security incident monitoring and response center.

The secure digital transformation of WIPO continued throughout the year, including progress made on the PCT Resilient and Secure Platform (RSP) and ongoing migration of applications to the cloud, while maintaining a secure environment through 24/7 cyber threat monitoring and response. The ISO/IEC 27001 certification was successfully extended to include the Global Databases Division. To ensure re-use of security architectures across the cloud and on-premise applications, 28 new security solution architectures were created, maintaining a cumulative 80 per cent reusability ratio of security architectural patterns.

The expansion of the Fee Transfer Service continued with the participation of an additional 3 ISAs and 11 ROs, representing increases of 16 per cent and 15 per cent compared to 2021. In line with the target for the service, coverage reached 97.6 per cent of PCT Search fee volume. The expansion led to further process efficiencies in the administration of cash transfers and the improved management of currency exchange rates related to the transfer of search fees.

85 Receiving Offices and **21** ISAs
97.6% of PCT search fees processed

Expansion of payment methods for a better UX

With a view to enhancing the user experience for WIPO's customers, new payment methods were tested for several key payment systems, namely WIPO Pay customer and JCB and SOFORT with Apple Pay, Samsung Pay, and Google Pay. These payment methods will go live in Q1 2023. In addition, WIPO Pay for Lisbon was launched in 2022.

The year 2022 saw the completion of key steps in the transformation of the digital workplace at WIPO. The implementation of the new Teams system provided more efficient ways of collaborating and a new mobile device management system enabled staff to take advantage of the collaboration systems anywhere from their corporate smartphones.

The availability of new services such as Zoom conferences with live interpretation made it possible to better support hybrid or virtual events and meetings. In total, 168 events, 248 hybrid meetings with interpretation, about 1,000 hybrid meetings, and more than 60 webinars were supported. The use of the Multimedia Studio facilities intensified with 147 video recordings during the year.

Over 20 business application projects were completed, including the Green Technology Book, Trilateral Gateway, AMC MCST Gateway, Article 11 Database and eLisbon. In addition, the maintenance and further development of a portfolio of over 30 existing business applications continued, including ABC, WIPO Lex, IAP, WIPO Green, WIPO Bridge, Article 6*ter*, and Development Sector system applications.

WIPO campus – Fit for purpose

Ensuring that the WIPO campus remains fit for purpose, several renovations projects were completed in 2022: (i) creation of accessible restrooms in the AB Building; (ii) replacement of basement windows in the GB I and II Buildings; and (iii) thermic insulation in the basement of the GB I Building. The replacement of AB Building drinking water pipes commenced. In addition, the last lease of archives storage space for PCT files was terminated in 2022, representing an annual saving of 75,000 Swiss francs.

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

Taking its Enterprise Performance Management (EPM) system to the next-level, the new cloud-based EPM 2.0 biennial planning application, WePerform, was developed using SaaS technology. The application went live in November 2022 and was used to support the planning of the Program of Work and Budget 2024/25. With UX at the core of its design, the agile planning system was well received by end-users.

Define your Results Framework   **Allocate your staff's time**   **Plan your Non-Personnel Resources**   **Review**

Significant progress was made in modernizing the corporate governance framework with Member States' approval of the revised Financial Regulations and Rules that reflect the current business model, embedding risk management and strengthening the use of data analytics to effectively support internal controls. A revised Risk Appetite Statement presents acceptable risk in the context of Expected Results, thus enabling managers to drive implementation strategies and decision-making in-line with agreed levels of risk.
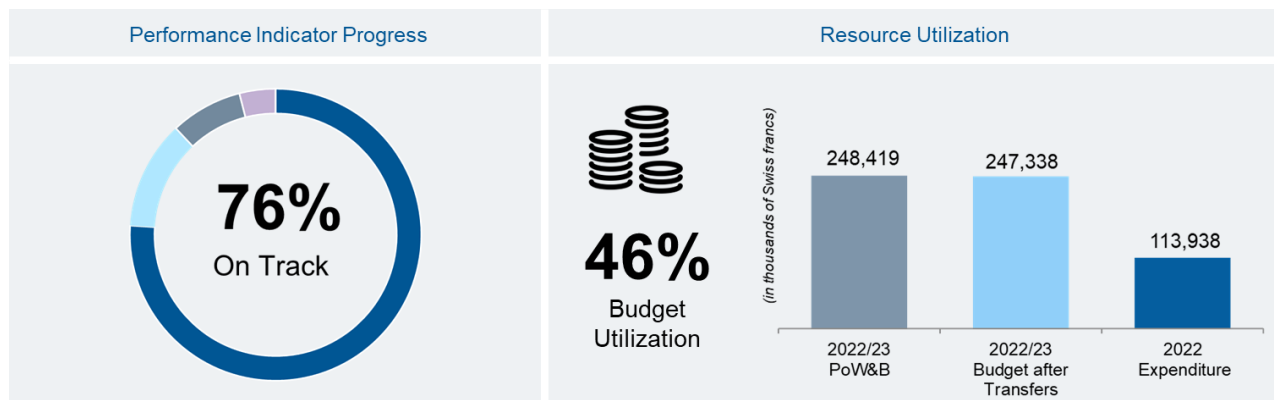
Procurement activities continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in cost avoidance of more than 3.8 million Swiss francs in the first year of the biennium, despite inflation and rising costs. The benefits of moving to Long Term Agreements (LTAs) resulted in a 69 per cent reduction of the time to procure services.

During 2022, the Internal Oversight Division (IOD) issued six internal audit reports, five evaluation reports, and eight full investigation reports. IOD issued a Data Analytics Memorandum as part of its use of analytics and continuous auditing techniques to support assurance services. The reports resulted in 52 new recommendations while 73 recommendations were closed during the same period.

69%
reduction of time to procure service

Performance Dashboard

Performance Indicator Progress

76%
On Track

Resource Utilization

46%
Budget Utilization

(in thousands of Swiss francs)

248,419	247,338	113,938
2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure

Contributing Sectors: AFM, AFM (ODG)

Performance Data

● On Track   ▲ Not on track   ◆ N/A 2022   ● Not assessable   ◆ Discontinued

Performance Indicators	Baselines	Targets	Performance Data	PIE
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	Satisfaction rate on language services at meetings in 2020: 93%	Maintain satisfaction level	93%	●
Cost of per-word/page of translation	0.50 CHF (2020/21)	5% reduction	0.38 CHF (2022), a 24% reduction as compared to the baseline	●
% of spend through UN cooperation	17.61%	> 18% per year	21%	●
Employee Engagement	e-Sat: 74	Improvement over previous survey	Assessment conducted on a biennial basis	◆
Gender: % of women at P4 to D2 level	P4 – 50.3%	P4 – 50%	P4 - 50.5%	●
	P5 – 31.4	P5 – 35%	P5 - 28.8%	▲
	D1 – 37.5%	D1 – 41%	D1 - 34.4%	▲
	D2 – 8.3%	D2 – 33%	D2 - 18.2%	●
Geographical Diversity: % by region as per agreements	Africa: 10.4%	Agreement among Member States on WIPO's policy on geographical distribution	Africa: 11.2%	●
	Asia and the Pacific: 19.6%		Asia and the Pacific: 20.1%	
	Eastern and Central Europe & Central Asia: 8.6%		Eastern and Central Europe & Central Asia: 8.9%	
	Latin America and the Caribbean: 8.2%		Latin America and the Caribbean: 8.4%	
	Middle East: 2%		Middle East: 2.1%	
	North America: 10.4%		North America: 10.5%	
	Western Europe: 40.9%		Western Europe: 38.9%	

	Performance Indicators	Baselines	Targets	Performance Data	PIE
5.2.	**Digitally enabled, secure and sustainable operating environment and services**				
	Expansion of the Fee Transfer Service	95.2% of search fees volume settled through the Fee Transfer Service from participating Receiving Offices (ROs) (2021)	> 97.5% of global PCT search fee volume to be settled through the Service	97.6% of global PCT search fee volume were settled through the Fee Transfer Service from participating Receiving Offices (ROs) (2022)	●
		96.6% of transactions related to the Fee Transfer Service are settled in accordance with the calendar in 2021	> 97.0% of settlements to be received in accordance with the Service calendar	96.0% of transactions related to the Fee Transfer Service were settled in accordance with the calendar in 2022	●
	WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core and non-core activities	Maximum of 1 working day per year with a breakdown of a technical installation affecting WIPO core activities	Zero working days with a breakdown of a technical installation affecting WIPO core activities	●
	Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	●
	Availability of digital services both internally and externally facing (uptime)	Corporate IT Infrastructure: 100%	≥ 99.8%	99.99%	●
		Corporate IT Services: 99.98%		99.98%	●
	Improved service delivery to external stakeholders (Apdex score)	Apdex score > 0.6 for 76% of applications moved to the cloud	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	83% of the measured cloud applications have an Apdex score ≥ 0.6	●
5.3.	**Sound and prudent financial management and effective corporate governance and oversight**				
	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	An unqualified audit opinion	An unqualified audit opinion	Unqualified audit opinion and continued positive feedback from auditors on our financial statements. The long-form report stated "The financial statements remain of high quality, supported by sound systems of internal controls and reporting".	●
	Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice	RBM: Maturity level 4.4 (end 2021)	RBM: Maturity level 4.5 (end 2023)	Assessment conducted on a biennial basis	◆
		RM: Dimensions 1-4 'advanced', dimensions 5 and 6 'established'	RM: Dimensions 1-6 'advanced'	RM: Dimensions 1-4 'advanced', dimensions 5 and 6 'established'	●
		% of incidents addressed within the time limits in SLAs: 94%	% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 95%	●
		% of resources spent on KTLO vs value-add work: 70%	% of resources spent on KTLO vs value-add work: 50%	% of resources spent on KTLO vs value-add work: 60%	●
	Cost savings for goods and services procured by WIPO	9,063,345 CHF (2020/21)	6,500,000 CHF (biennium)	3,846,000CHF	●
	Average air ticket fare	1,284 CHF (2020/21)	3% biennial decrease	1,614CHF	▲
	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/33/6	No interference	No interference in IOD's work, as reflected in the annual report: WO/PBC/36/5	●
	No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted	100% of recommendations were accepted	●

Risks

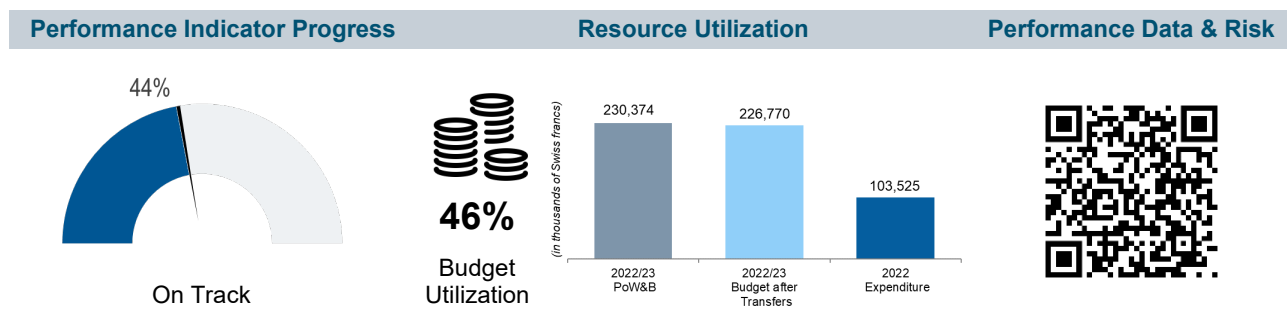| Risk	Risk Evolution	Effectiveness of Mitigation	Risk Owner	Impact on performance
5.1.	**A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively**			
Corporate governance and oversight systems prove ineffective, or perceived to be not wholly objective and independent impacting the impartiality and credibility of the work with outcomes and trust diminished.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to adhere to relevant standards and codes as well as the Internal Oversight Charter was effective.	AFM (ODG)	→
Organizational change programs are inherently risky and a more open and dynamic organizational culture may take longer to institutionalize than foreseen.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to articulate a new culture, leading by example and to deliver change towards a trust-based environment, thus improving performance, was effective. There was a perceptible increase of internal communications and an Engagement Survey was used as a basis to work more collaboratively. A high-level managerial retreat was organized, providing teams, and especially team leaders, the possibility to engage in discussions and subsequently establish 'action' plans focused on key areas for development.	AFM (ODG)	→
5.2.	**Digitally enabled, secure and sustainable operating environment and service**			
The value of investments made under the Member State-approved strategies for core and strategic cash pools could decrease, which would result in a reduction of net assets (reserves). Protracted negative interest rate conditions for Swiss francs may also result in increased costs from operating cash.	The risk materialized.	The mitigation plan for the Advisory Committee on Investments (ACI) and its investment advisors to closely monitor the performance of the investment strategies was effective in terms of targeted medium and long-term objectives. While the unrealized investment losses in 2022 had a negative impact on net assets, an overall increase in net assets was recorded, owing to actuarial gains relating to WIPO's long-term employee benefits.	AFM	↘
Access to, or occupation of, WIPO premises is not viable for more than seven days, owing to physical inaccessibility, health and safety concerns, building infrastructure damage or other cause.	The risk did not materialize; the risk exposure remained stable throughout the year.	The cross-functional mitigation actions that are in place continued to strengthen the capacity of the Organization's personnel to work both remotely and onsite. Cross-functional collaboration and preparedness also strengthened preventative maintenance and installation security procedures, resulting in a progressive reduction in the number and duration of technical breakdowns.	AFM	↗
A serious security incident, resulting from terrorism, civil unrest, natural disaster or other cause, which presents a risk to WIPO personnel and assets at WIPO HQ or globally, through its network of External Offices and its international travel and outreach to Member States and other stakeholders.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to be prepared for such an incident required changes to the WIPO campus, extensive use of technology and the creation of awareness, communication and training materials on how to react to such a serious security incident. WIPO will train staff and test readiness in 2023 and beyond with simulated incidents/exercises.	AFM	→
5.3.	**Sound and prudent financial management and effective corporate governance and oversight**			
Failure of key suppliers to deliver services triggers a disruption to our operations including to services provided to our external customers.	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to conduct due diligence checks throughout the lifecycle of key contracts meant that, had this risk materialized, WIPO would have been ready to respond quickly to mitigate impact to our operations and services provided to external customers.	AFM	→

III. PERFORMANCE DASHBOARDS BY SECTOR

Patents and Technology

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

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

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	2,101	2,158	857
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,487	3,781	1,834
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,067	3,573	1,789
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	213,418	209,120	95,422
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	3,824	3,477	1,521
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,824	2,287	1,064
4.3	Increased IP knowledge and skills in all Member States	2,653	2,374	1,038
	Total	**230,374**	**226,770**	**103,525**

Budget and Expenditure Personnel and Non-Personnel
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	134,345	130,718	61,202	47%
Non-personnel Resources	96,030	96,052	42,323	44%
Total	**230,374**	**226,770**	**103,525**	**46%**

Brands and Designs

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk
67% On Track	46% Budget Utilization	

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

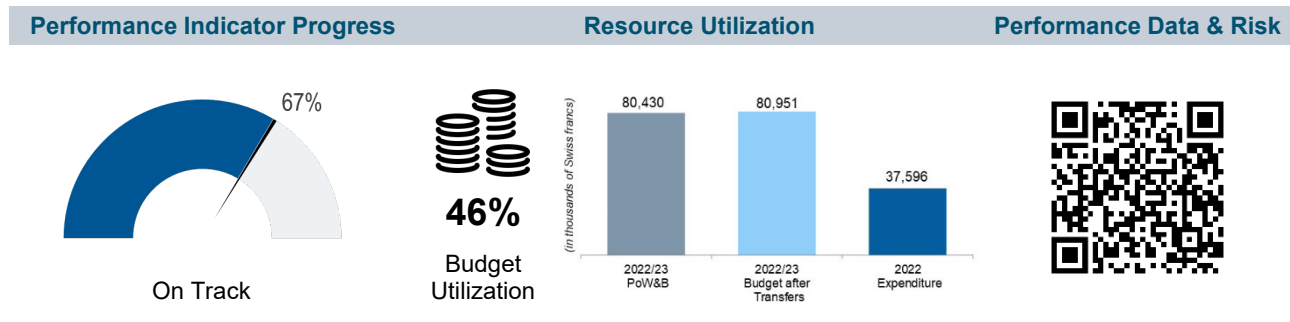|	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	2,440	2,575	1,138
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	13,324	12,714	5,902
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	61,877	62,614	29,172
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	-	199	80
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,069	1,176	551
4.3	Increased IP knowledge and skills in all Member States	1,521	1,632	726
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	200	42	26
	Total	**80,430**	**80,951**	**37,596**

Budget and Expenditure Personnel and Non-Personnel
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	59,735	58,470	28,007	48%
Non-personnel Resources	20,695	22,481	9,588	43%
Total	**80,430**	**80,951**	**37,596**	**46%**

Copyright and Creative Industries

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

75%

On Track

45%
Budget
Utilization

31,735 — 2022/23 PoW&B
33,166 — 2022/23 Budget after Transfers
14,843 — 2022 Expenditure

(in thousands of Swiss francs)

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

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	8,269	9,107	4,279
2.1	Development of balanced and effective international normative frameworks for IP	3,537	3,734	1,560
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,577	2,187	1,063
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	285	242	90
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	286	273	125
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,191	1,598	637
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,754	4,553	1,841
4.3	Increased IP knowledge and skills in all Member States	1,741	1,707	780
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,095	9,765	4,467
	Total	**31,735**	**33,166**	**14,843**

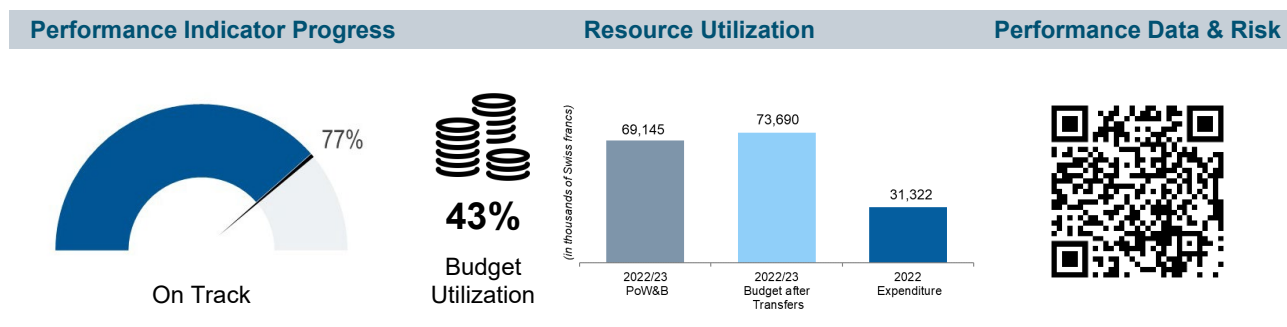## Budget and Expenditure Personnel and Non-Personnel
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	18,352	18,426	8,809	48%
Non-personnel Resources	13,383	14,740	6,035	41%
Total	**31,735**	**33,166**	**14,843**	**45%**

Regional and National Development

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

77% On Track

43% Budget Utilization

(in thousands of Swiss francs)

	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
	69,145	73,690	31,322

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

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	3,149	3,689	1,575
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	918	854	396
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	7,880	7,464	3,157
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,095	1,003	464
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	11,744	14,467	5,279
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	11,288	10,013	4,345
4.3	Increased IP knowledge and skills in all Member States	25,297	28,039	12,426
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	7,396	7,841	3,532
4.5	Enhanced IP infrastructure for IP Offices	379	319	149
	Total	**69,145**	**73,690**	**31,322**

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

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	44,214	46,478	21,950	47%
Non-personnel Resources	24,932	27,213	9,373	34%
Total	**69,145**	**73,690**	**31,322**	**43%**

Infrastructure and Platforms

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk
62% On Track	44% Budget Utilization	

Resource Utilization (in thousands of Swiss francs):
- 2022/23 PoW&B: 37,682
- 2022/23 Budget after Transfers: 37,758
- 2022 Expenditure: 16,768

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

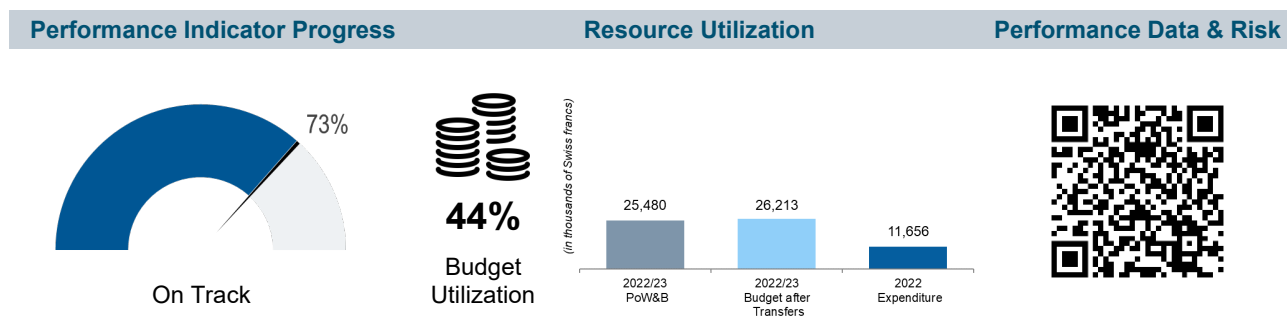|	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	7,411	7,487	3,545
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,467	1,467	655
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,148	9,588	4,014
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,089	6,812	2,906
4.5	Enhanced IP infrastructure for IP Offices	12,568	12,404	5,648
	Total	**37,682**	**37,758**	**16,768**

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

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	26,496	25,071	11,594	46%
Non-personnel Resources	11,186	12,687	5,173	41%
Total	**37,682**	**37,758**	**16,768**	**44%**

Global Challenges and Partnerships

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

73%

On Track

44%
Budget Utilization

(in thousands of Swiss francs)

25,480 — 2022/23 PoW&B
26,213 — 2022/23 Budget after Transfers
11,656 — 2022 Expenditure

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

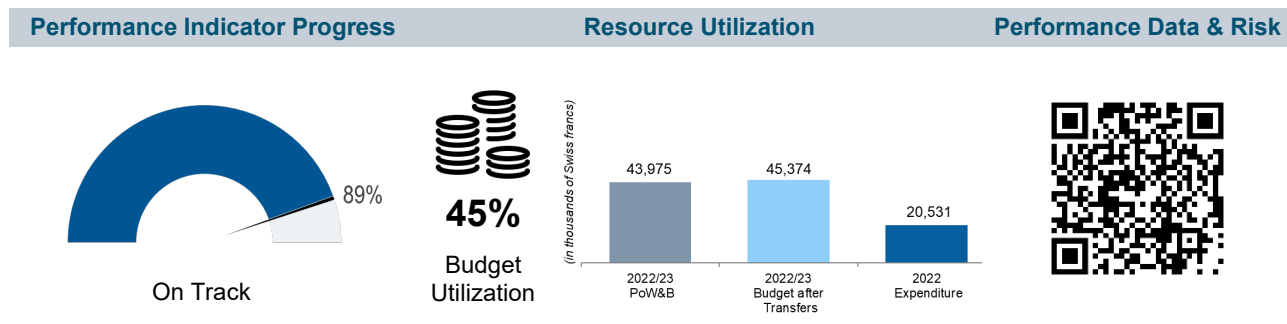|	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	3,644	4,200	1,969
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,714	3,765	1,699
2.3	International dialogue and cooperation on Building Respect for IP	3,805	3,691	1,645
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	6,505	6,579	3,044
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	3,562	2,760	1,240
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	644	718	393
4.3	Increased IP knowledge and skills in all Member States	1,039	1,117	413
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,567	3,383	1,254
	Total	**25,480**	**26,213**	**11,656**

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

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	18,421	18,561	8,898	48%
Non-personnel Resources	7,060	7,652	2,758	36%
Total	**25,480**	**26,213**	**11,656**	**44%**

IP and Innovation Ecosystems

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

89%

On Track

45%
Budget
Utilization

(in thousands of Swiss francs)

43,975 — 2022/23 PoW&B
45,374 — 2022/23 Budget after Transfers
20,531 — 2022 Expenditure

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

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	17,305	17,572	8,440
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	191	189	42
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	2,444	2,584	1,077
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,767	1,862	823
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	10,630	10,850	4,967
4.3	Increased IP knowledge and skills in all Member States	723	763	250
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,914	11,555	4,931
	Total	**43,975**	**45,374**	**20,531**

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

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	32,432	33,221	15,977	48%
Non-personnel Resources	11,542	12,153	4,554	37%
Total	**43,975**	**45,374**	**20,531**	**45%**

Administration, Finance and Management and Office of the Director General

Performance Dashboard

Performance Indicator Progress	Resource Utilization	Performance Data & Risk

82% On Track

46% Budget Utilization

Resource Utilization (in thousands of Swiss francs):
- 2022/23 PoW&B: 263,023
- 2022/23 Budget after Transfers: 262,207
- 2022 Expenditure: 120,731

Administration, Finance and Management and Office of the Director General: Budget and Expenditure (by result)
(in thousands of Swiss francs)

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	5,549	5,594	2,772
2.1	Development of balanced and effective international normative frameworks for IP	1,315	1,746	767
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	7,580	7,345	3,163
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	160	184	90
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	53,528	47,609	21,164
5.2	Digitally enabled, secure and sustainable operating environment and services	149,571	155,778	70,318
5.3	Sound and prudent financial management and effective corporate governance and oversight	45,320	43,952	22,457
	Total	**263,023**	**262,207**	**120,731**

Administration, Finance and Management and Office of the Director General: Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	135,144	134,432	64,321	48%
Non-personnel Resources	127,879	127,775	56,410	44%
Total	**263,023**	**262,207**	**120,731**	**46%**

IV. ANNEXES

ANNEX I   Budget after Transfers by Sector in 2022/23

(in thousands of Swiss francs)

Sector	2022/23 PoW&B	Transfers [1]			2022/23 Budget after Transfers [2]	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Sector	Total PoW&B
Patents and Technology	230,374	324	(3,928)	(3,604)	226,770	-1.6%	-0.5%
Brands and Designs	80,430	1,008	(487)	521	80,951	0.6%	0.1%
Copyright and Creative Industries	31,735	1,742	(312)	1,431	33,166	4.5%	0.2%
Regional and National Development	69,145	5,348	(803)	4,545	73,690	6.6%	0.6%
Infrastructure and Platforms	37,682	384	(309)	76	37,758	0.2%	0.0%
Global Challenges and Partnerships	25,480	1,497	(764)	733	26,213	2.9%	0.1%
IP and Innovation Ecosystems	43,975	2,001	(602)	1,399	45,374	3.2%	0.2%
Administration, Finance and Management	263,023	5,760	(6,577)	(817)	262,207	-0.3%	-0.1%
Unallocated	11,946	5,418	(9,701)	(4,283)	7,664	n/a	n/a
TOTAL	**793,792**	**23,482**	**(23,482)**	**-**	**793,792**	**-**	**-**

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

[2] As at 31 Dec 2022.

ANNEX II   Estimated Income for 2022

(in thousands of Swiss francs)

	2022 PoW&B Income Estimates [1]	2022 Updated Income Estimates [2]
Fees		
PCT	362,434	377,290
Madrid	78,451	85,210
Hague	5,833	6,440
Lisbon	75	75
Sub-total	*446,793*	*469,015*
Contributions (unitary)	17,498	17,498
Arbitration	1,600	1,600
Publications	490	490
Miscellaneous Income	1,544	1,544
Sub-total	*21,132*	*21,132*
Total Income after IPSAS adjustments	**467,925**	**490,147**

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

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

Note: The investment gains/(losses) estimate for 2022/23 is excluded from the income estimates for the biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic cash).

ANNEX III   2022 Approved Budget and Budget after Transfers by Sector

(in thousands of Swiss francs)

Sector	2022 PoW&B [1]	2022 Budget after Transfers [2]
Patents and Technology	114,955	109,973
Brands and Designs	40,063	39,239
Copyright and Creative Industries	15,813	16,294
Regional and National Development	34,475	34,947
Infrastructure and Platforms	18,747	18,109
Global Challenges and Partnerships	12,694	12,452
IP and Innovation Ecosystems	21,808	21,506
Administration, Finance and Management	131,132	128,394
Unallocated	5,973	4,850
TOTAL	**395,660**	**385,764**

[1] The PoW&B for 2022 reflects the total annual budget in Annex VIII of the Program of Work and Budget 2022/23.

[2] 2022 Budget after Transfers reflects transfers as at December 31, 2022.

# ANNEX IV   Indicators of the PCT System

General

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

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

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

Workloads

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

Evolution of PCT applications by Medium of Filing
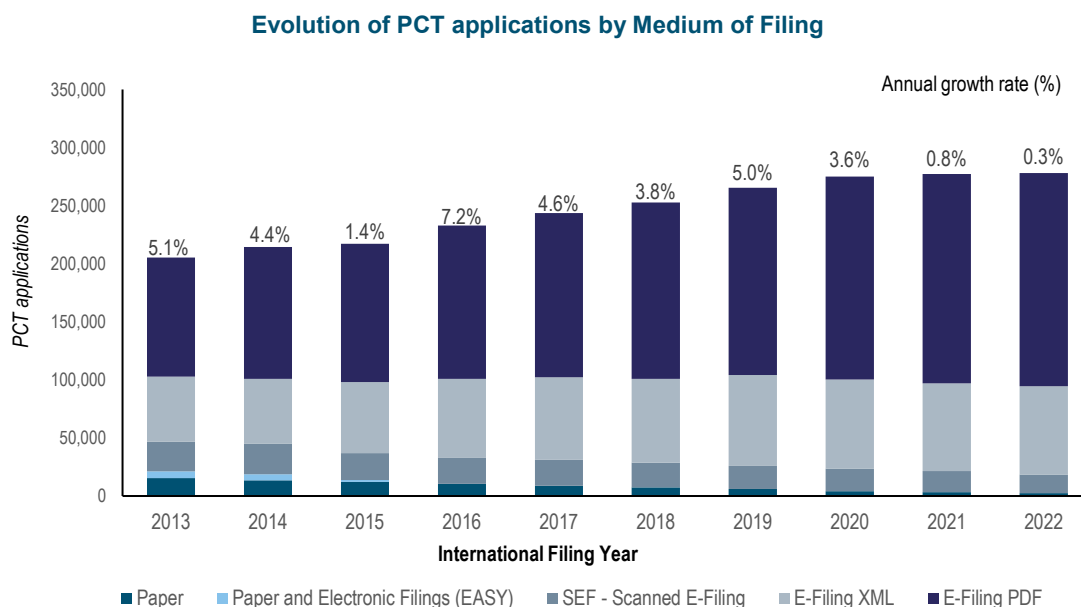
Note: Data for 2022 are WIPO estimates. PDF, XML and SEF-Web are the three electronic filing mediums.
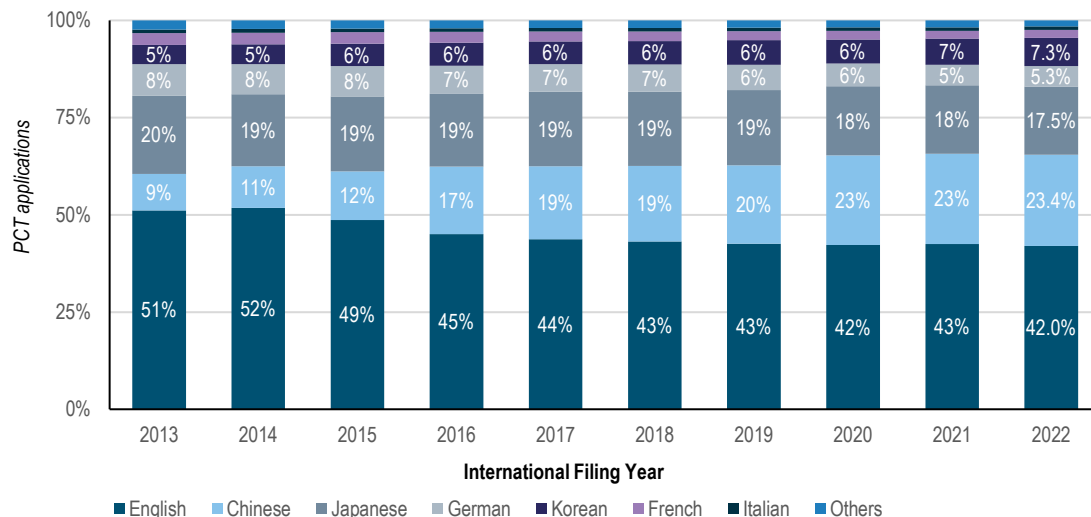
Source: WIPO Statistics Database, March 2023

- In 2022, 278,100 PCT applications were filed, representing an increase of 0.3 per cent compared to the previous year.

- In 2022, electronic filing methods, which represented 99.1 per cent of total filings, were composed of PDF (66 per cent), XML (27.4 per cent), and SEF-Web (5.7 per cent) filings.

Language Distribution

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

Language of Filing (all languages)

Source: WIPO Statistics Database, March 2023

English and Chinese accounted for nearly two-thirds of filings in 2022, with 42 per cent and 23.4 per cent of the total, respectively. The share of Asian languages has increased sharply over the past decade. The combined share of the PCT applications filed in Chinese, Japanese, and Korean increased from 34.5 per cent in 2013 to 48.2 per cent in 2022. Zooming in on languages other than English provides the following picture:

Languages of Filing (all languages except English)
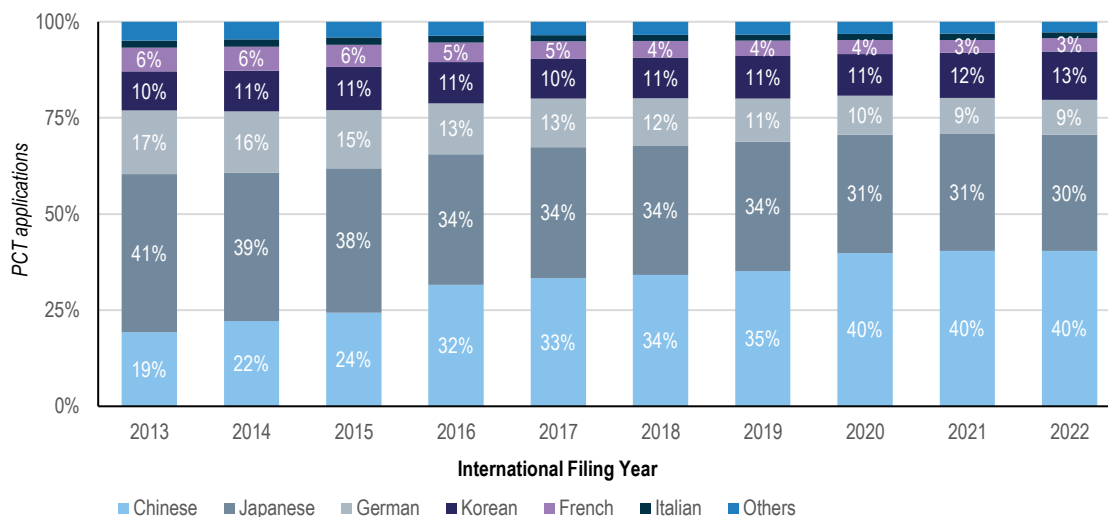
Source: WIPO Statistics Database, March 2023

The sharp increase in the number of applications filed in Asian languages in recent years puts a considerable strain on the IB due to the limited number of staff resources able to work in these languages. Mitigation of this issue has consisted of automation of certain tasks and recruitment of staff able to work in these languages.

Unit Cost of Processing an Application

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

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

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

Formally, the unit cost is defined as:

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

Unit Cost of Processing a Published PCT Application
*(in Swiss francs)*
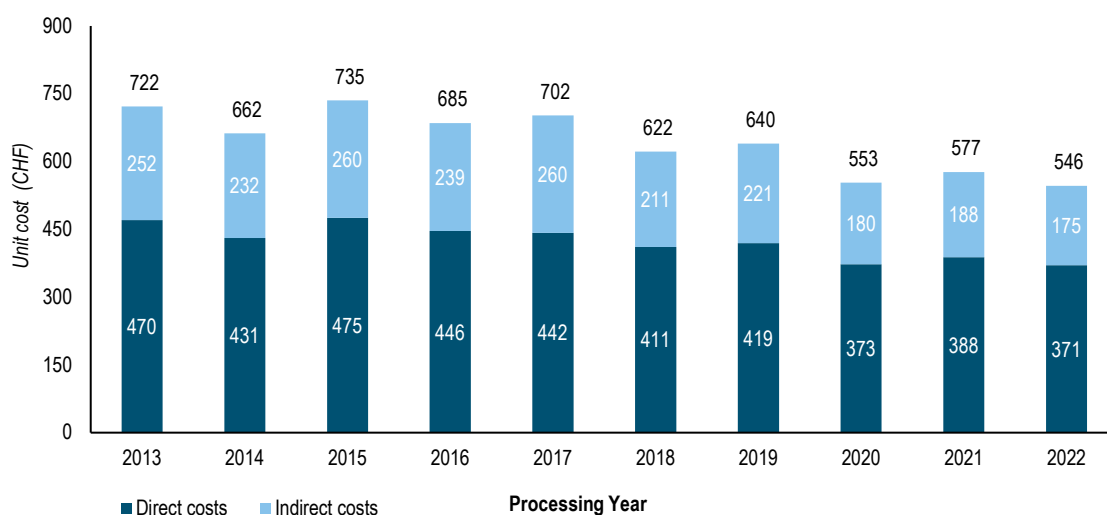
Source: WIPO Statistics Database, March 2023

The average cost of processing a published PCT application was 546 Swiss francs in 2022, representing a decrease of 5.3 per cent compared to 2021. The unit cost in 2022 decreased as a result of a 3.4 per cent increase in the number of published PCT applications combined with a 2.1 per cent decrease in total costs as compared to 2021.

Productivity of Formalities Examination

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

Productivity of Formalities Examination
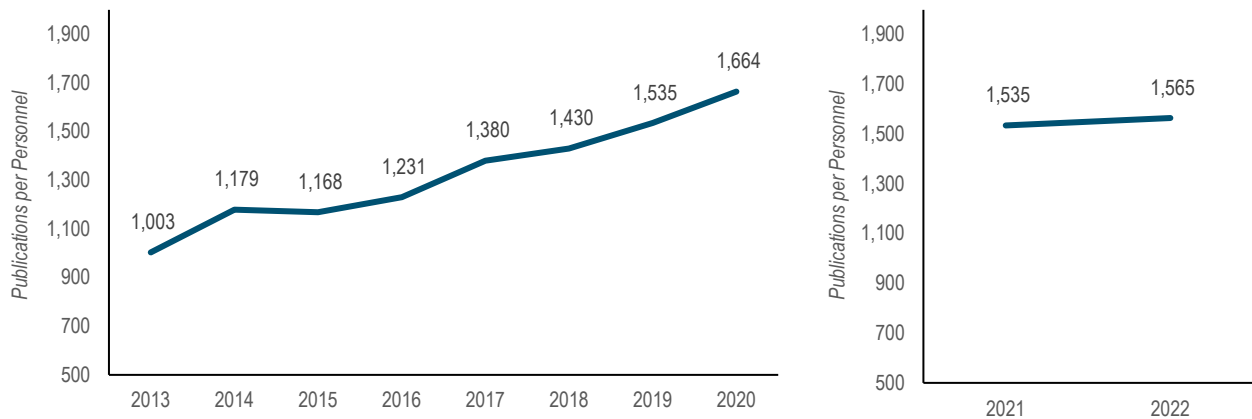
Note: From 2021 onwards, the methodology for calculating the number of personnel is aligned with the head count (rather than full time equivalent) based methodology applied for the PCT unit cost indicator. The 2021 and 2022 productivity, if calculated using the old methodology, would be 1,608 and 1,682. Source: WIPO Statistics Database, March 2023

- Productivity of formalities examination increased steadily from 1,535 in 2021 to 1,565 in 2022.

- The overall increase over time was mainly due to automation, which permits the processing of much larger workloads with a limited workforce.

Aggregate Quality of Formalities Examination

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

Quality Index of Formalities Examination
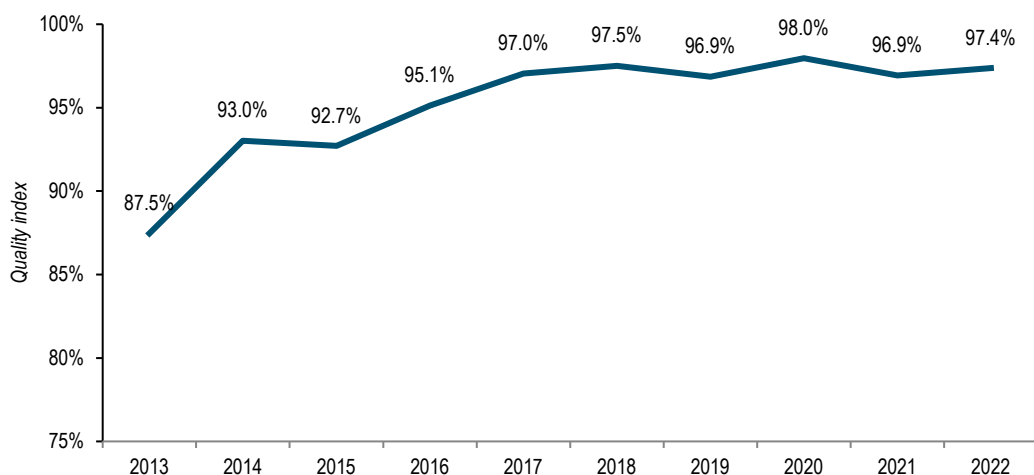
Source: WIPO Statistics Database, March 2023

- The overall quality, as measured by the aggregate index, improved markedly from an average of 87.5 per cent in 2013 to 97.4 per cent in 2022.

Quality of Translation

Documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is "acceptable" or "not acceptable". This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with external agencies that consistently have less than 80 per cent of their translations deemed "acceptable" are discontinued. In 2022, 92 per cent of translations were determined to have been of acceptable quality.

Quality of Translation
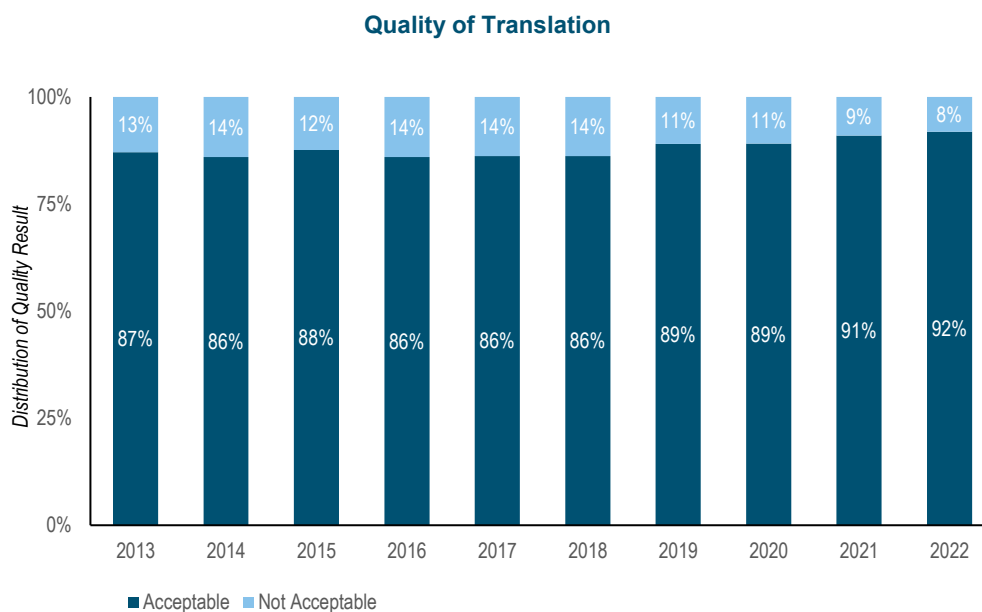
Source: PCT Services Department, March 2023

Quality of Software Development

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

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

The QSD is defined as:

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

In 2022, the quality of software development, as defined by the QSD, was 92.2 per cent.

Quality of Software Development
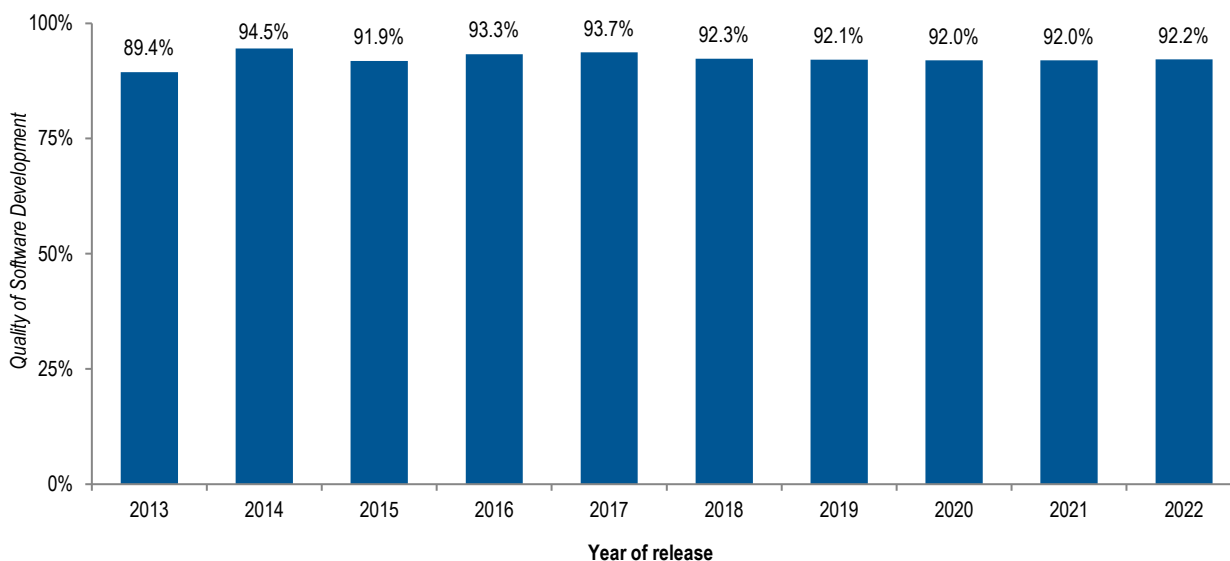
Source: PCT Services Department, March 2023

RO/IB Filings

This table presents PCT filings by the top 10 receiving Offices (by number of applications filed) over the past five years to 2022. PCT applications are typically filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT Contracting States. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving Offices, as well as its market share is shown in the table below.

PCT applications received by the top 10 receiving Offices

Receiving Offices	International Filing Year					2022 Share (%)	Changed Compared to 2021 (%)
	2018	2019	2020	2021	2022		
China	55,204	60,997	72,338	73,452	74,420	26.8	1.3
United States of America	55,343	56,232	55,887	56,454	55,330	19.9	-2.0
Japan	48,630	51,652	49,313	49,040	48,826	17.6	-0.4
European Patent Office	37,937	37,998	38,872	38,322	38,854	14.0	1.4
Republic of Korea	16,990	18,885	19,675	20,525	21,964	7.9	7.0
International Bureau	12,239	12,901	13,431	13,506	13,713	4.9	1.5
United Kingdom	3,885	3,827	3,446	3,530	3,372	1.2	-4.5
France	3,539	3,206	2,536	2,362	2,422	0.9	2.5
Türkiye	1,088	1,374	1,520	1,710	2,010	0.7	17.5
Canada	1,913	2,067	1,927	1,995	1,960	0.7	-1.8
Others	16,010	16,244	15,944	16,286	15,229	5.5	-6.5
Total	**252,778**	**265,383**	**274,889**	**277,182**	**278,100**	**100.0**	**0.3**

Note: Data for 2022 are WIPO estimates

Source: WIPO Statistics Database, March 2023

ANNEX V   Indicators of Madrid Operations

General

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

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

Incoming Documents

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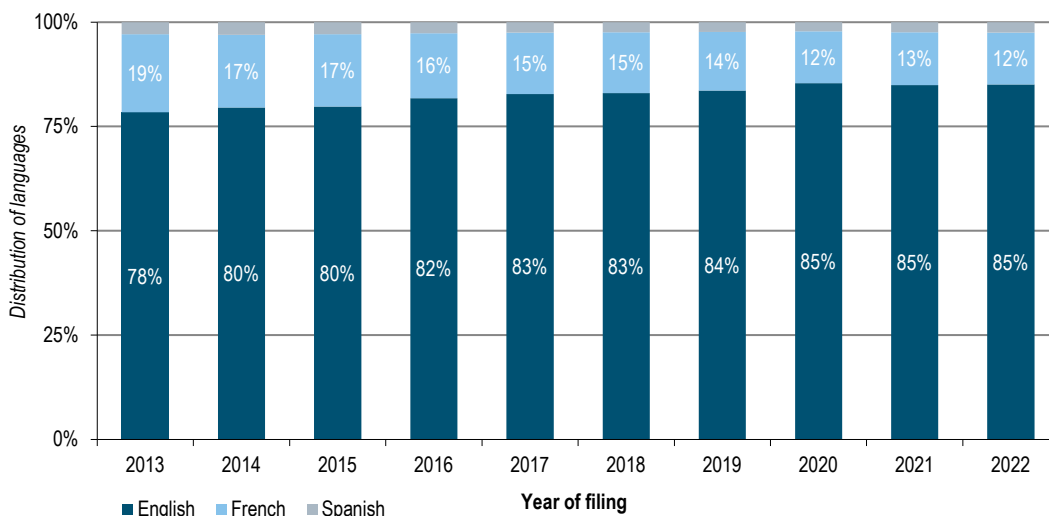
International Applications

Note: Data for 2022 are WIPO estimates.

Source: WIPO IP Statistics Database, March 2023.

- In 2022, an estimated 69,000 applications were filed, representing a drop of 6.1 per cent compared to 2021.

- In 2021, the number of applications filed grew sharply by 15% over the preceding year.
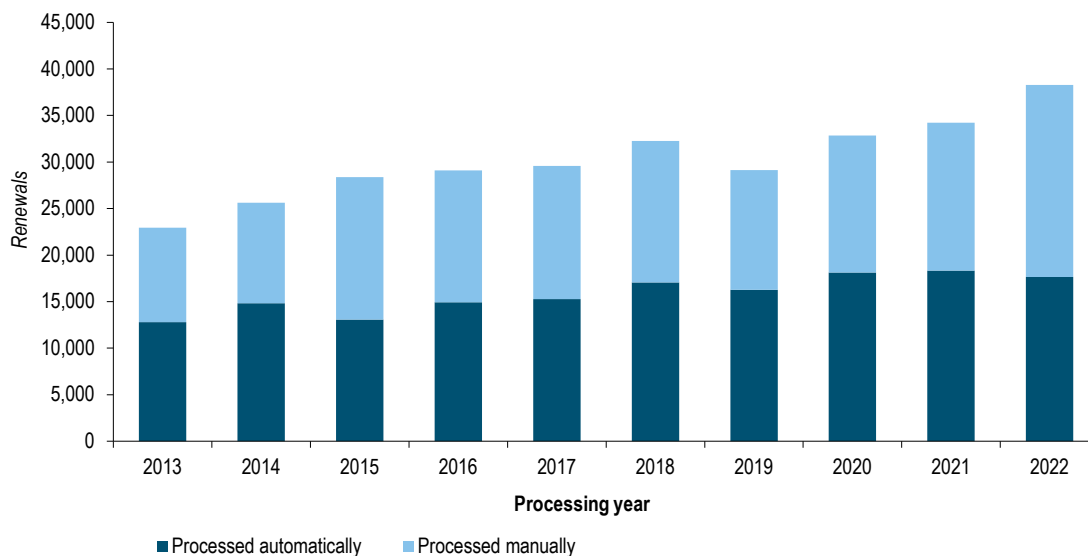
Distribution of Applications by Language of Filing

Source: WIPO IP Statistics Database, March 2023.

- In 2022, 85 per cent of all applications were filed in English. This share has remained stable since 2020.

Renewals of International Registrations

Source: WIPO IP Statistics Database, March 2023.

- In 2022, the IB received 38,265 renewals, up 11.8 per cent from 2021.

- The decrease observed in 2019 was a consequence of the decline in applications in 2009, due to the financial crisis.

Total Processed Workload

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

As the processing of each type of document does not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10

decisions (a 1:1.6:1.8:1.8:10 workload ratio). Similarly, for documents processed automatically, one IT system support FTE is required to process 17 documents.

Total Processed Workload
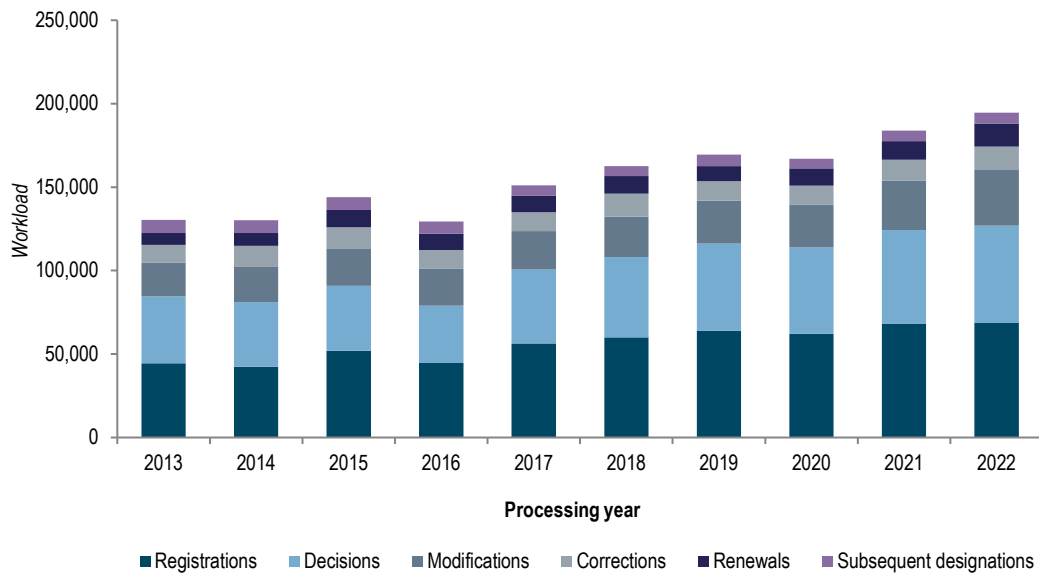
Source: Madrid Registry and WIPO IP Statistics Database, March 2023.

- In 2022, the total processed workload increased by 5.8 per cent compared to 2021

Medium of Transmission of Incoming Documents

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

Distribution of Incoming Documents by Medium of Transmission
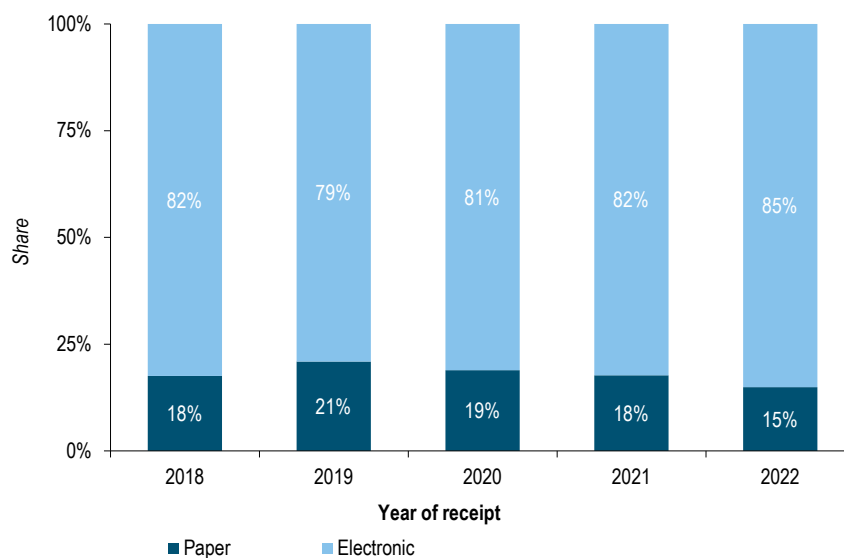
Source: Madrid Registry, March 2023.

- In 2022, 85 per cent of all incoming documents were transmitted electronically to the IB.

Unit Cost of Processing

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

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

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

The weighted system, described above under processed workload[39], is used to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed International Registration

New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year. Combined, these two types of transactions reflect the core business of the IB.
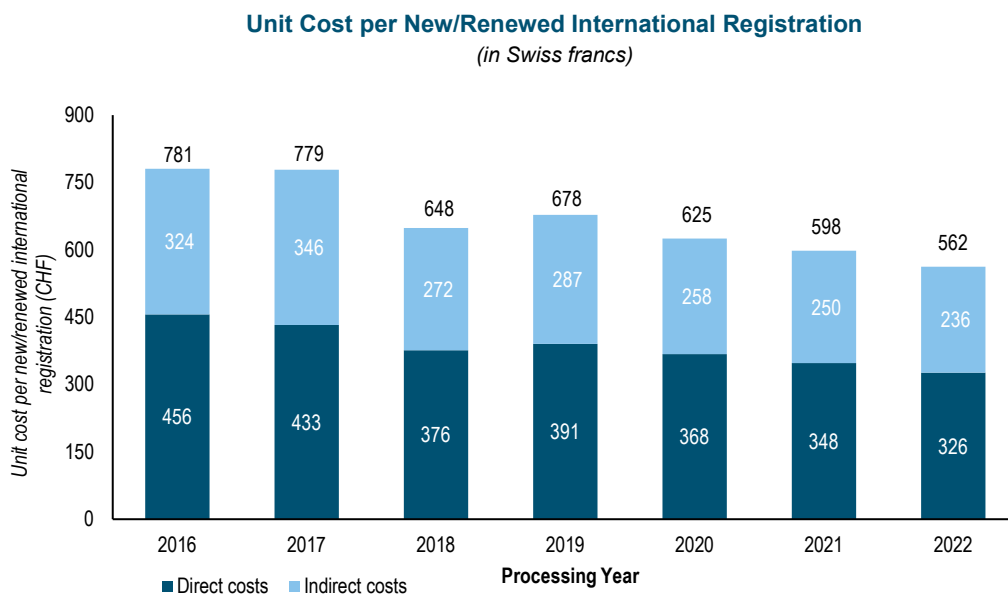
Unit Cost per New/Renewed International Registration
(in Swiss francs)

Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2023.

- The average cost of processing a new/renewed international registration dropped by 5.9 per cent to 562 Swiss francs in 2022 as a result of an increase in new and renewed registrations, combined with a decrease in the resources required to process them.

Unit Cost per Document Inscribed in the Register

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

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[39] See "Total Processed Workload"
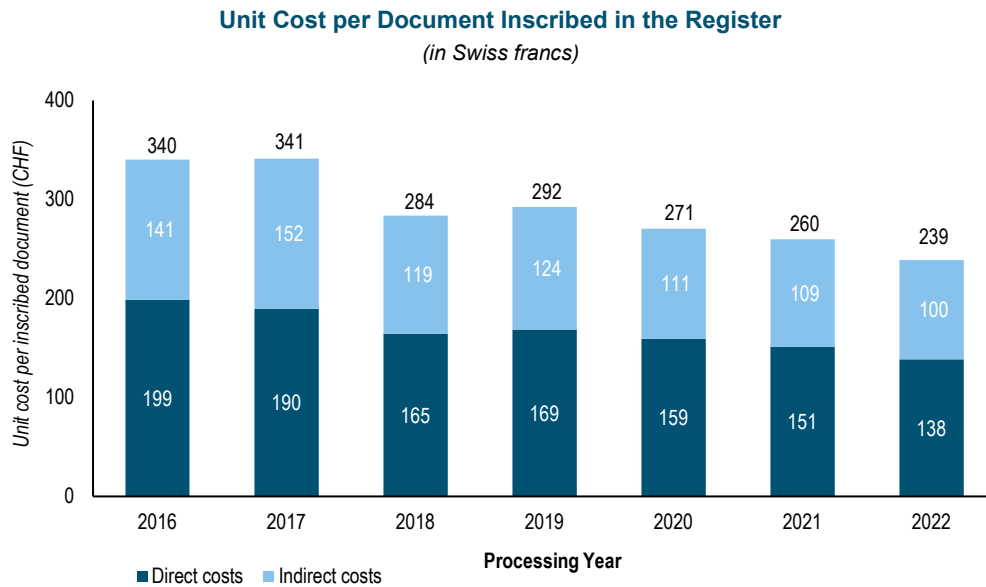
Unit Cost per Document Inscribed in the Register
(in Swiss francs)

Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2023.

- The average cost of inscribing a document dropped by 8.2 per cent to 239 Swiss francs in 2022 as a result of an increase in the number of documents inscribed in the registry, combined with a decrease in the resources required to process them.

Productivity of Examination

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

Productivity of Examination
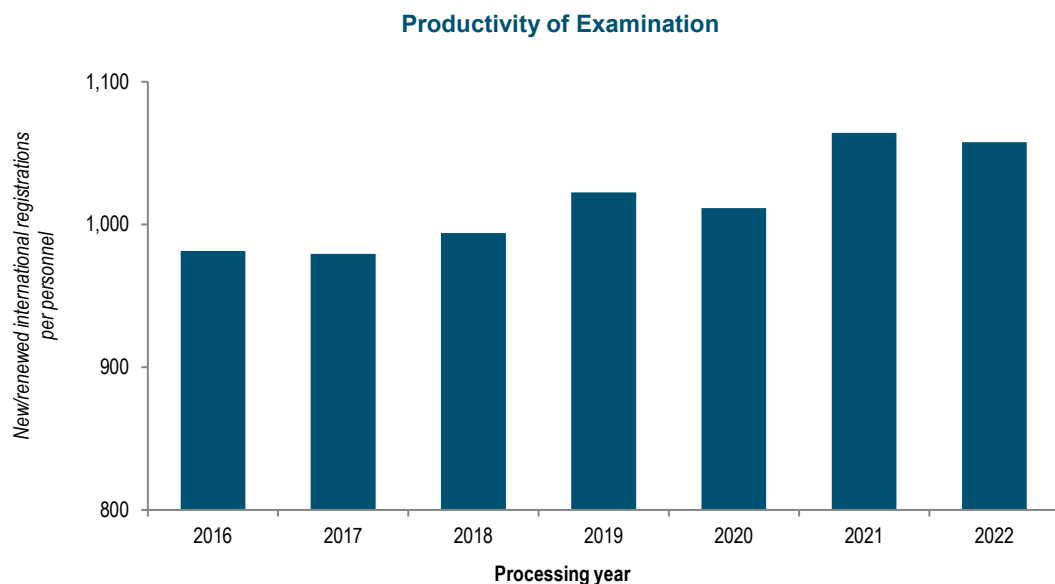
Source: ERP systems and WIPO IP Statistics Database, March 2023.

- In 2022, the productivity of examination remained relatively stable as compared to 2021.

Pendency

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

Average Pendency of Applications
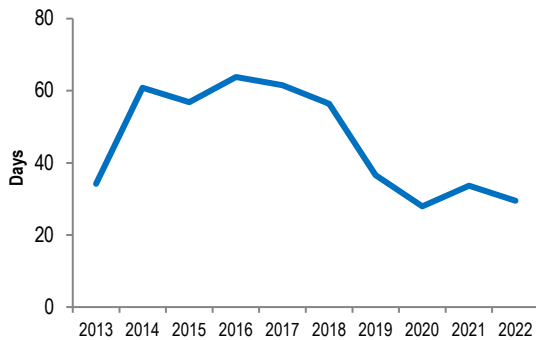
Average Pendency of Corrections
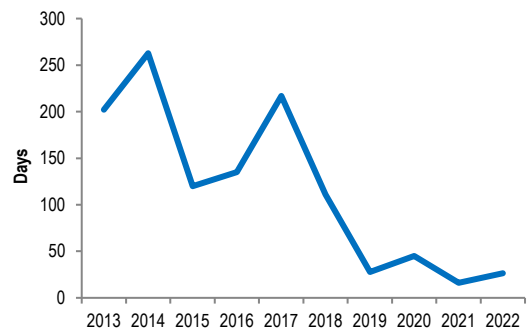
Average Pendency of Decisions
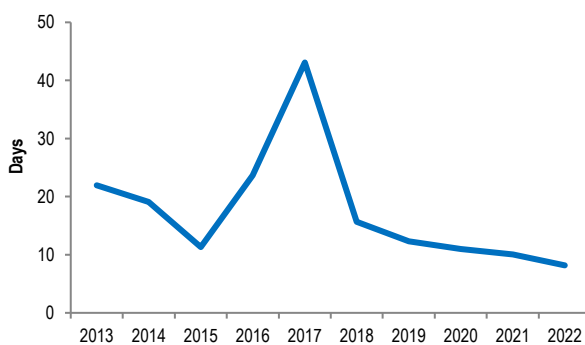
Average Pendency of Modifications
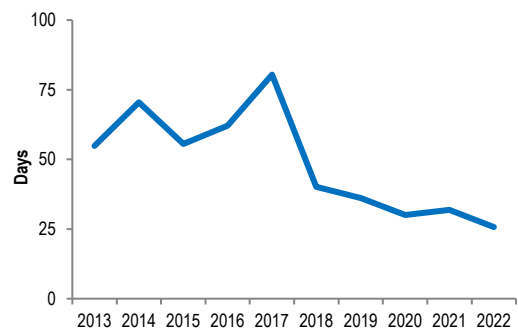
Average Pendency of Renewals
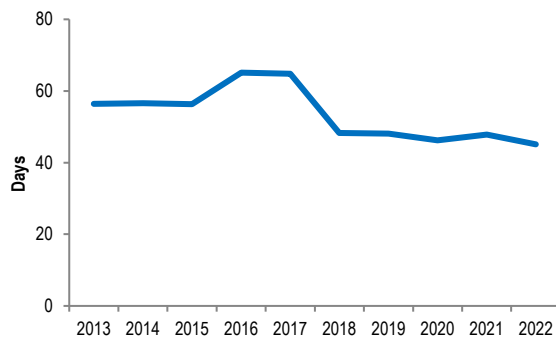
Average Pendency of Subsequent Designations
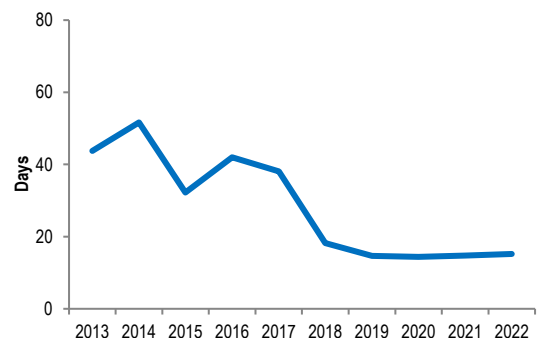
Source: Madrid Registry, March 2023.

- In 2022, the average pendency time improved for four of the six transactions, with those for modifications and registrations decreasing the most. In contrast, the average pendency of processing corrections increased in 2022 as compared to 2021.

Quality of Examination

The overall quality of trademark examination is monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance[40].

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[40] The Madrid Registry QMF is available on request at madrid.qp@wipo.int.

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

(a)   The results of the internal review of Nice classification work; and

(b)   Classification errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

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

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

Quality Performance: Nice Classification
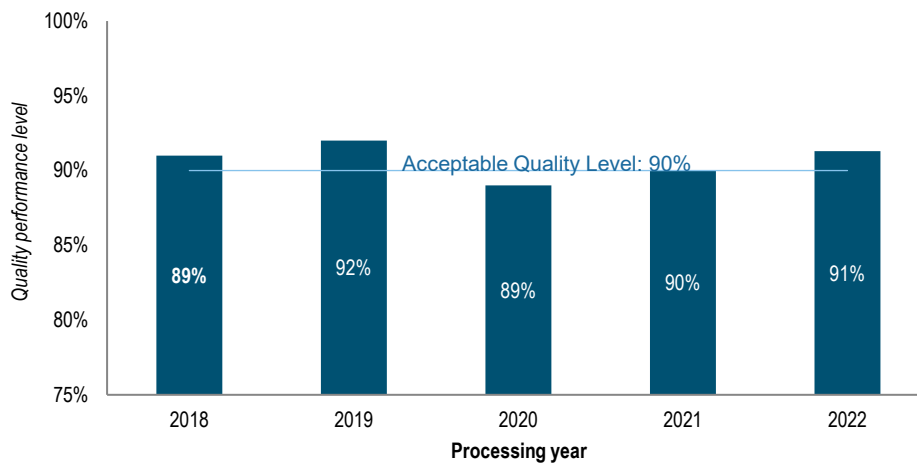
Source: Madrid Registry, March 2023.

- The overall qualitative performance for Nice classification was at 91 per cent in 2022.

Errors Made by the IB

The distribution of errors presented in the chart below is based on a sample of classifications[41]. The sample includes transactions that were processed both manually and in an automated way.

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[41] Transactions which contain one or more errors.

Distribution by Type of Error in Classification
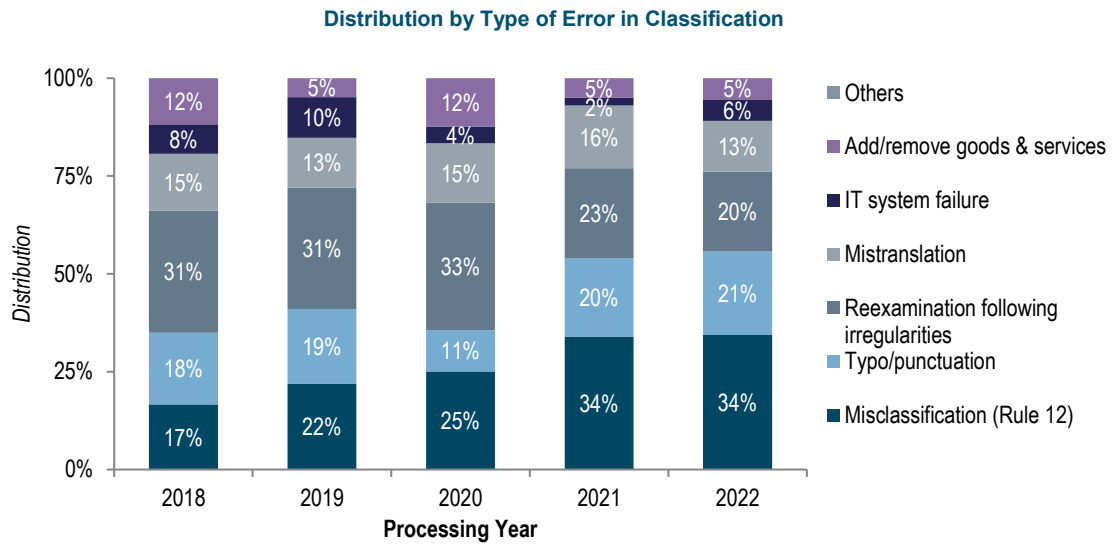
Source: Madrid Registry, March 2023.

- Misclassification, typo/punctuation and reexamination following irregularities accounted for 75 per cent of total errors in 2022.

ANNEX VI Indicators of the Hague Operations

General

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

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

Incoming Documents

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

International Applications Filed
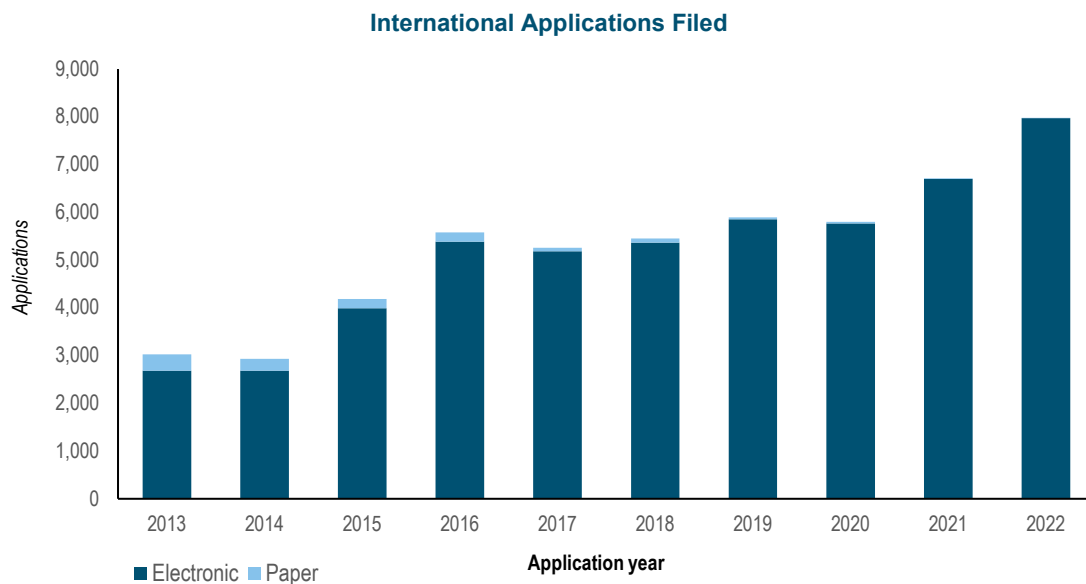
Source: WIPO IP Statistics Database, March 2023.

- In 2022, applicants filed 7,973 international applications, up 18.8% from 2021.

- In 2022, 99.9 per cent of applications were filed electronically, representing an 11.1 percentage points increase over 2013.

- In 2022, 94.2 per cent of applications were filed directly with the IB and the remaining 5.8 per cent indirectly with Offices.

Average Number of Designs per Application
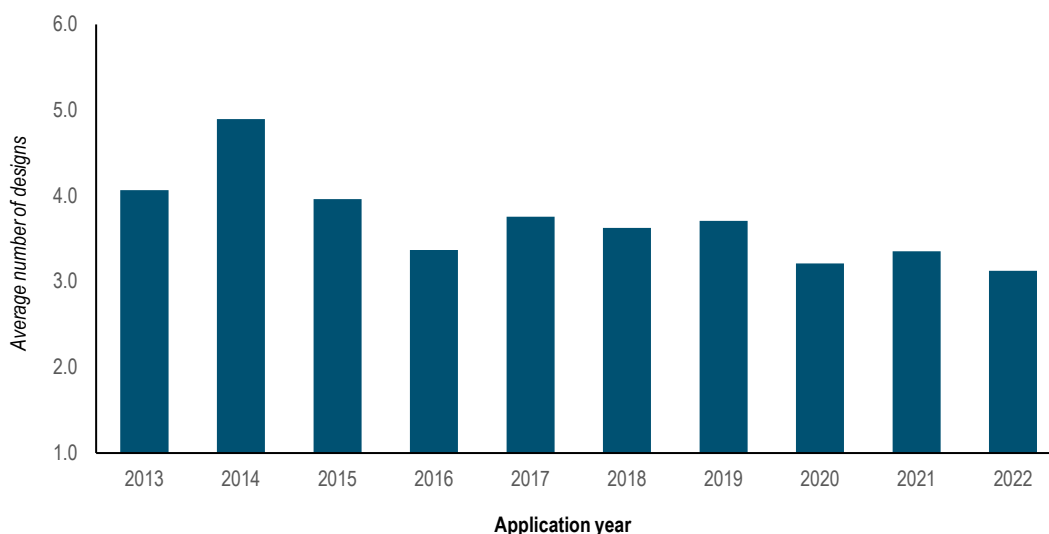
Source: WIPO IP Statistics Database, March 2023.

- An application filed in 2022 contained, on average, 3.1 designs.

Renewals

Renewals of International Registrations
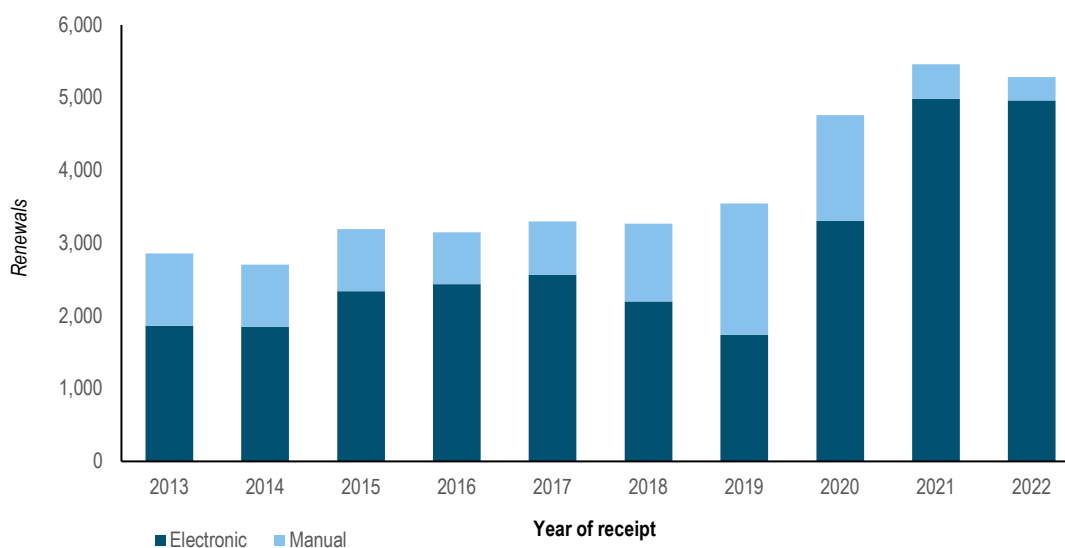
Source: Hague Registry, March 2023.

- In 2022, the number of renewals recorded decreased by 3.2 per cent as compared to 2021, totaling 5,284 renewals. Compared to the PoW&B 2022/23, the number of renewals increased by 19 per cent.

Total Processed Workload

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

As the processing of these types of documents does not require the equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, the IB

can process manually 1.9 renewals, 1.7 changes or 9.6 decisions (a 1:1.9:1.7:9.6 workload ratio) and process automatically 25 renewals and 13.4 decisions (a 1:25:13.4 workload ratio).   These ratios take into account improvements in productivity, resulting from the introduction of timeliness standards, implementation of the new the IT system (after the 2018 transition) and revised production targets for examiners

Total Processed Workload
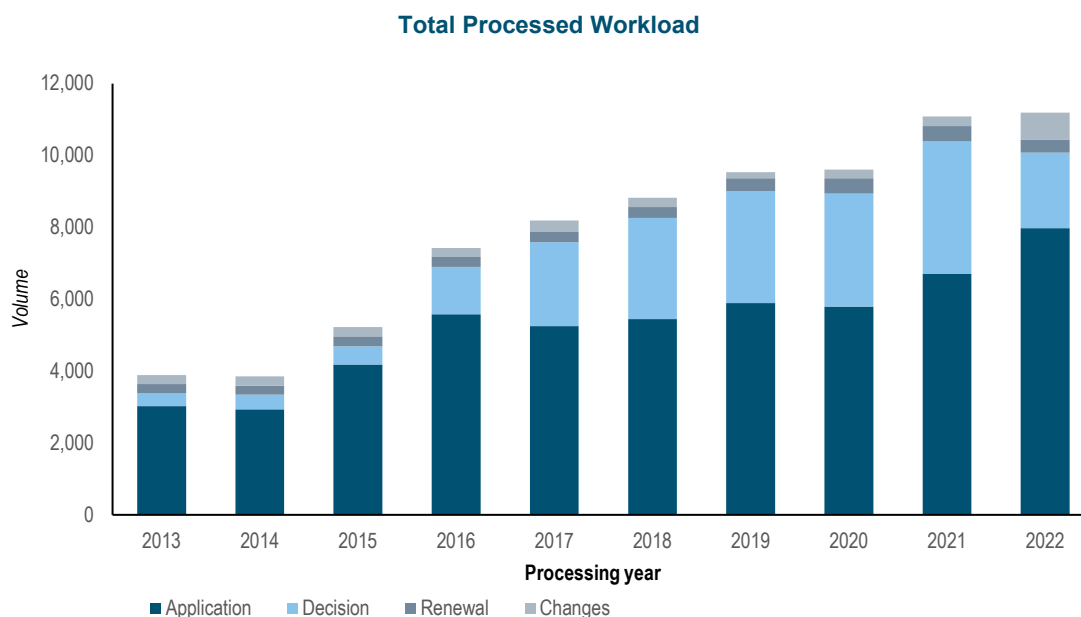
Source: Hague Registry and WIPO IP Statistics Database March 2023.

- The increase in the total processed workload amounted to 15.4 per cent in 2021 compared to 2020. The increase in 2022 compared to 2021 amounted to 0.9 per cent.

- The increase in workload in 2021 and 2022 was mainly due to the increase in the number of applications, decisions and renewals received.

Unit Cost

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

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

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

The weighted system, described above under processed workload[42], is used to better approximate the actual work required to process the four categories of documents, taking into account that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed Design

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

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

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[42] See "Total Processed Workload"

Unit Cost per New/Renewed Design
(in Swiss francs)
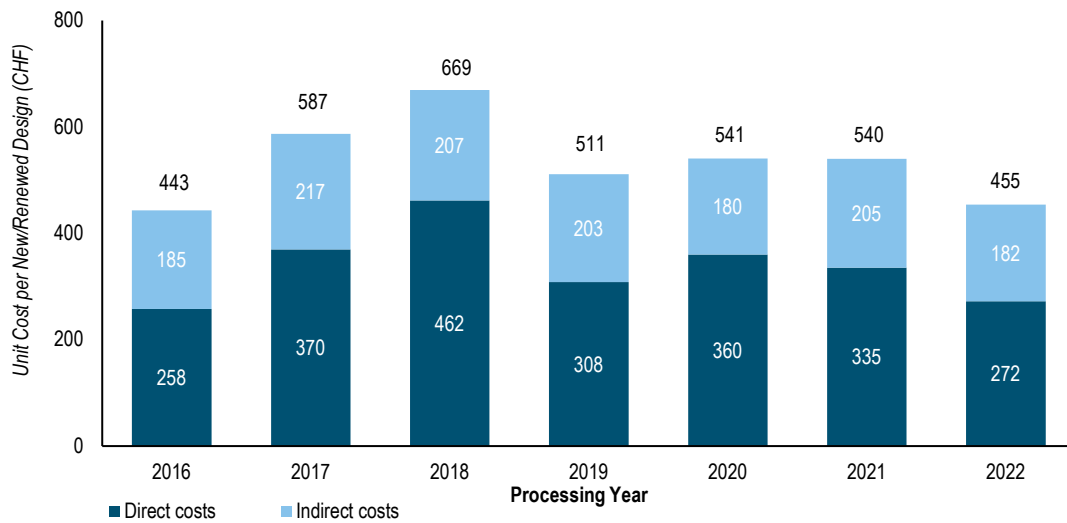
Source: Hague Registry ERP systems and WIPO IP Statistics Database, March 2023.

- The average cost of processing a new/renewed design was 455 Swiss francs in 2022, representing a decrease of 16 per cent as compared to 2021. The unit cost in 2022 decreased as a result of a 9.6 per cent increase in the number of new/renewed designs combined with a 7.7% decrease in total costs as compared to 2021.

Unit Cost per Document Recorded in the Register

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

Unit Cost per Recorded Documents
(in Swiss francs)
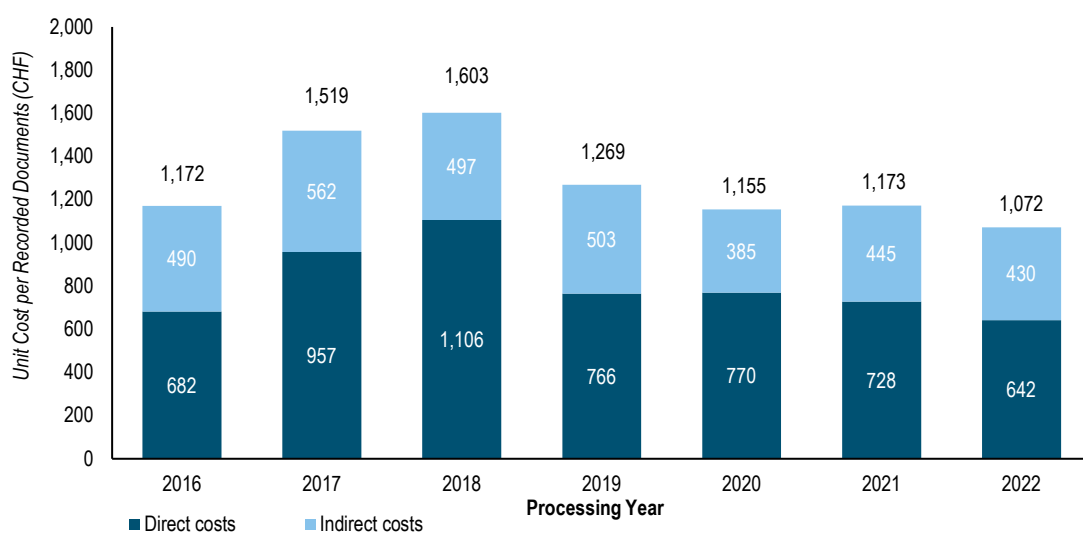
Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2023.

- The average cost of recording a document in the Register amounted to 1,072 Swiss francs in 2022, representing a decrease of 8.6 per cent compared to 2021. This is due to an increase of 0.9 per cent of total

recorded documents on the one hand, combined with a decrease of 7.7 per cent of total costs on the other hand.

Pendency

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

Timeliness to Process Regular International Applications
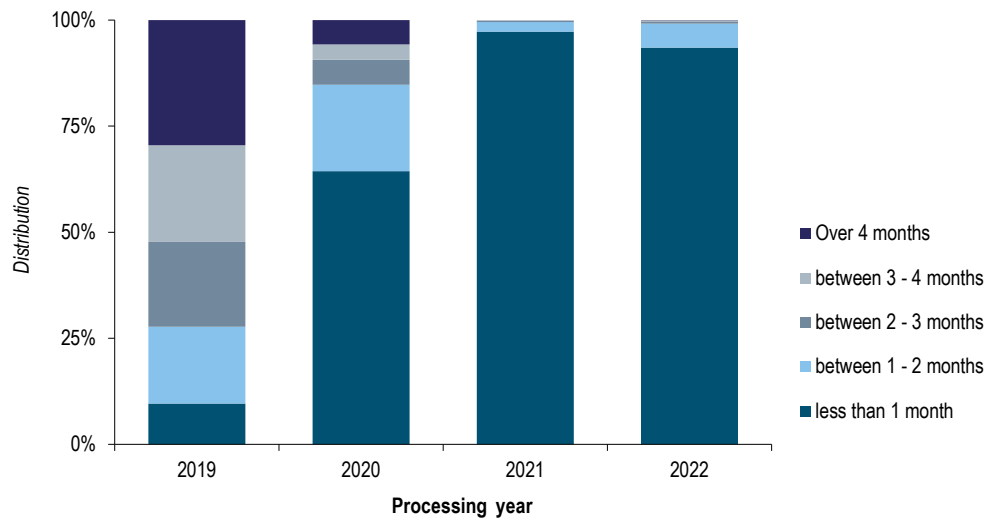
Source: Hague Registry, March 2023

- In 2022, the share of regular applications processed within one month was 93.5 per cent. 43.3 per cent of total processed applications were regular, as compared to 41.4 per cent in 2021.

ANNEX VII Funds-in-Trust Progress Report 2022

The FIT report is an integral part of the WIPO Performance Report. The Annex provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2022 as well as financial information. The Annex reports on all the FITs listed in the table below, excluding FITs exclusively financing personnel and FITs under which no activities were implemented in 2022.

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

Funds-in-Trust as at December 31, 2022

(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2021	2022 Income				2022 Expenditure				Reimbursements to donors / Transfer to a new FIT	Balance as of December 31, 2022
			Funds received	ULO/Other income	Exch. Rate diff.	Total	Staff	Other direct	Administrative support costs	Total		
Accredited Indigenous and Local Communities	W_IGC	20,574.53	14,233.70	-	-	14,233.70	-	28,362.00	-	28,362.00	-	6,446.23
Australia	WAUS3	143,801.69	-	-	-	-	-	20,500.00	2,665.00	23,165.00	120,636.69	-
China	WCNSP	511,838.05	279,045.65	-	-	279,045.65	-	206,766.77	26,879.70	233,646.47	-	557,237.23
China (HR)	WCNPR	343,660.38	416,327.00	-	-	416,327.00	309,048.80	-	40,176.35	349,225.15	-	410,762.23
France (Industrial Property)	WFRIP	1,000,900.44	300,000.00	-	-	300,000.00	-	226,109.76	29,394.30	255,504.06	-	1,045,396.38
France (Lisbon)	WFRLS	-	97,284.50	-	-	97,284.50	-	-	-	-	-	97,284.50
Italy	WITIP	43,799.12	-	-	-	-	-	-	-	-	-	43,799.12
Japan (Copyright)	WJPCR	896,261.53	468,646.00	426.43	-	469,072.43	173,481.75	105,899.48	36,264.15	315,645.38	-	1,049,688.58
Japan (Industrial Property) Global	WJPIG	7,640,423.05	4,819,949.00	-	411.73	4,820,360.73	1,075,449.19	2,158,778.45	420,396.10	3,654,623.74	-	8,806,160.04
Japan (Junior Professional Officers)	WJPOJ	168,522.75	-	-	-	-	-	-	-	-	-	168,522.75
Mexico	WMEXI	128,998.18	-	-	-	-	-	5,620.24	730.65	6,350.89	-	122,647.29
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	790,576.69	228,855.87	-	-	228,855.87	-	207,063.92	10,353.20	217,417.12	-	802,015.44
Republic of Korea (Copyright)	WKRCR	1,154,073.65	321,828.56	-	-	321,828.56	-	217,518.31	10,875.95	228,394.26	-	1,247,507.95
Republic of Korea (Copyright/Professional Officers)	WKRPO	290,440.32	130,214.00	-	-	130,214.00	219,234.95	-	26,308.20	245,543.15	-	175,111.17
Republic of Korea (Industrial Property)	WKIPO	563,190.74	260,184.10	-	-	260,184.10	52,840.30	187,356.09	2,402.00	242,598.39	-	580,776.45
Republic of Korea (IP Education)	WKRED	766,463.47	316,269.00	-	-	316,269.00	-	255,363.66	12,768.20	268,131.86	-	814,600.61
Republic of Korea (Professional Officers)	WKRJP	618,915.29	548,159.00	-	-	548,159.00	415,299.10	-	49,835.90	465,135.00	-	701,939.29
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	400,762.43	134,452.82	-	-	134,452.82	-	278,264.63	25,043.85	303,308.48	-	231,906.77
Republic of Korea (Ministry of Justice)	WKRJH	210,122.27	196,729.00	-	-	196,729.00	240,194.21	-	28,823.35	269,017.56	-	137,833.71
Spain	WESCH	198,351.28	-	-	-	-	-	-	-	-	198,351.28	-
Spain (Industrial Property)	WESPI	-	198,351.28	-	-	198,351.28	-	40,816.31	5,306.15	46,122.46	-	152,228.82
United Arab Emirates	WDUAE	45,857.39	-	-	-	-	-	-	-	-	-	45,857.39
Uruguay	WUYCH	89,941.14	-	-	-	-	-	39,898.00	5,186.75	45,084.75	-	44,856.39
WIPO for Creators	WWFCR	78,367.17	27,042.65	-	-	27,042.65	-	-	-	-	-	105,409.82
TOTAL		**16,105,841.56**	**8,757,572.13**	**426.43**	**411.73**	**8,758,410.29**	**2,485,548.30**	**3,978,317.62**	**733,409.80**	**7,197,275.72**	**318,987.97**	**17,347,988.16**

Accredited Indigenous and Local Communities

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
2.1	**Development of balanced and effective international normative frameworks for IP**		
	On average, 4 participants from indigenous or local communities financed by the WIPO Voluntary Fund per IGC session, subject to the rules of the Fund as agreed by the WIPO General Assembly, and, in particular, to adequate funds being available	IGC 42: none (due to COVID 19-related travel restrictions and policies in place at the time) IGC 43: 2 participants financed IGC 44: 4 participants financed IGC 45: 3 participants financed	Benin, Cameroon, Ecuador, Mali, Panama, the Philippines, Senegal, United States of America

China

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
2.1	**Development of balanced and effective international normative frameworks for IP**		
	Increased awareness and enhanced cooperation through the exchange of ideas on regional, national and local practices, experiences and substantive issues regarding IP protection of traditional knowledge (TK) and genetic resources (GRs)	Increased awareness and enhanced cooperation among Member States through the exchange of ideas on regional, national and local practices, experiences and substantive issues regarding IP protection of TK and GRs, including on key issues to be addressed by the upcoming Diplomatic Conference.	All WIPO Member States
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	No. of registrations of GIs by local communities as a result of WIPO technical assistance	Progress on the protection of new GIs was made under Phase I of the following GI projects:	
		– GI Project "Kampot-Kep (Sea) Salt" and "Kampot Fleur de Sel": development of a draft book of specifications, in close collaboration with GI producers;	Cambodia
		– GI Project "Madd de Casamance: (i) finalization and submission of the GI application to the national Senegalese IP authority (ASPIT) for its transmission and registration by OAPI, following its validation by the National GI Committee of Senegal; and (ii) development of the logo for the GI "Madd de Casamance" and common packaging for GI products;	Senegal
		– GI Project "Riz de Kovié": in close collaboration with GI producers, (i) development of an advanced draft of the book of specifications and draft control plan; (ii) creation of the GI producers association, including the drafting of the statutes; and	Togo
		– GI Project on "Attieke": development of an IP strategy for "Attieke" in collaboration with national authorities and local producers.	Côte d'Ivoire
	Enhance capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	Capacity of local communities was enhanced for the strategic use of GIs as part of the GI Project "Madd de Casamance" (Phase I): selected groups of harvesters and women cooperatives were trained and assisted to implement, in a pilot phase, the GI quality scheme and GI branding and marketing strategy for the commercialization of their products mainly in Casamance and Dakar, including through participation of the GI producers association (APPIGMAC) in the International Trade Fair FIDAK 2022.	Senegal

	Performance Indicators	Key Results in 2022	Beneficiary Countries
		Enhanced capacity and knowledge of GI producers "Kampot-Kep (Sea) Salt" and "Kampot Fleur de Sel" from Cambodia and of IP/GI officials from Pakistan, on the collective management of GIs (producers association, control/certification, GI branding) through the provision of three scholarships to the Advanced InterGI Training Course.	Cambodia, Pakistan
	Enhanced capacity of IP professionals, particularly in the area of trademarks and IP and designs	Enhanced knowledge of IP professionals from developing countries in the core areas of IP with a focus on industrial property through the provision of scholarships for 4 students.	Brazil, Jordan, Mexico, Tunisia
3.2	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**		
	Increased operational efficiency and quality of Madrid System operations	The project to establish and expand electronic communication with Madrid Members continued in 2022 and contributed to the digital transformation of the Madrid System as follows:	
		4 Member Offices moved to standardized exchange using Extensible Mark-up Language (XML), resulting in a visible improvement in the quality of submissions;	Australia, Israel, the Philippines, Singapore
		Targeted outreach efforts to Member Offices continued, with 8 additional Offices expressing interest in participating in the project.	Armenia, Cambodia, Croatia, Czech Republic, India, Kyrgyzstan, Lao People's Democratic Republic, United Arab Emirates
	Enhanced understanding about the importance of electronic communication and electronic data exchange in the Madrid System	17 trademark and IT specialists from 8 Offices enhanced their understanding about the importance of electronic communication and electronic data exchange, including the review and resolution of real-life examples of XML issues in data exchange, through participation in the 'Online Training Workshop for National Intellectual Property Offices on XML', organized in cooperation with CNIPA.	Australia, Croatia, Finland, Germany, the Philippines, Republic of Moldova, Switzerland, Türkiye
	Enhanced understanding of the Hague System among participants in WIPO training and promotional events	IP professionals from 31 countries enhanced their understanding of the Hague System.	See below[43]

France

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	Participants using enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 800 participants from 36 Offices, private sector, relevant pubic institutions such as Government representatives, universities and R&D institutions in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; (ii) technology transfers, licensing, IP commercialization and IP valuation as well as related European and international IP Law.	See below[44]

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[43] Algeria, Benin, Bolivia, Brunei Darussalam, Burkina Faso, Cambodia, Cameroon, Chile, Colombia, Comoros, Congo, Côte d'Ivoire, Ecuador, France, Guinea-Bissau, Indonesia, Lao People's Democratic Republic, Madagascar, Malaysia, Mauritius, Morocco, Niger, Peru, the Philippines, Senegal, Singapore, Spain, Thailand, Togo, Tunisia, Viet Nam

[44] Argentina (2), Bangladesh (1), Bahrain (1), Benin (3), Burkina Faso (3), Brazil (720), Cambodia (2), Cameroon (2), Central African Republic (3), Chile (3), Colombia (3), Côte d'Ivoire (1), Cuba (1), Egypt (4), Equatorial Guinea (3), Gabon (2), Georgia (1), Ghana (1), Guinea (2), Guinea-Bissau (2), Kazakhstan (1), Kuwait (7), Mali (4), Mauritania (3), Niger (3), Peru (2), Qatar (4), Senegal (4), South Africa (1), Republic of Korea (1), Thailand (2), Togo (2), Uganda (1), Uzbekistan (1), Viet Nam (1), Zambia (3)

	Performance Indicators	Key Results in 2022	Beneficiary Countries
	% of trainees who are satisfied with WIPO Academy training programs	89% of respondents indicated that the WIPO-INPI-OMPIC Training Course on Trademarks and the WIPO-CEIPI Advanced Training Course on IP, Technology Transfer and Licensing with CEIPI met expectations	34 participants from the following 19 countries : Benin (1), Brazil (1), Burkina Faso (3), Côte d'Ivoire (2), Cuba (1), Egypt (4), Gabon (3), Georgia (1), Ghana (1), Kazakhstan (1), Madagascar (2), Mali (1), Morocco (4), Niger (2), Rwanda (1), South Africa (1), Uganda (1), Uzbekistan (1), Zambia (3)
	No. of countries engaged in South-South Cooperation	41 developing countries benefited from the cooperation with OMPIC and OAPI in various capacity building programs	See countries listed below[45]
	% of trainees satisfied with the enhanced knowledge and skills acquired	100% (based on 5 respondents out of the 6 who took part in the *Summer School of the Center for International Intellectual Property (IP) Studies CEIPI*).	Argentina, Cambodia, Chile, Colombia, Thailand, Viet Nam
		100% (based on one response out of the 4 participants who took part in Advanced InterGI, organized in partnership with the Agricultural Research Centre for International Development (CIRAD)).	Bangladesh, Cambodia, Chile, Republic of Korea
		100% of participants who took part in the Online Training Course on Geographical Indications in ASEAN countries- e-AsiaGI 2022.	Thailand
		100% of the participants who took part in the Seminar for Members of the Judiciary from the Cooperation Council of the Arab States of the Gulf.	Bahrain (1), Kuwait (7), Qatar (4)
	Enhanced IP knowledge and skills of the Trainers of Judiciary Training Institutes of the African Organization of Intellectual Property (OAPI) Member States	7 magistrates from 3 OAPI member state pilot countries enhanced their knowledge and skills under the training-of-trainers program, which targeted trainers in national judiciary training institutes.	Cameroon (2), Côte d'Ivoire (3), Senegal (2)

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	5 countries took steps to advance and strengthen the development of their copyright framework.	Bhutan, Cambodia, the Philippines, Sri Lanka, Thailand

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**		
	Global participation in World IP Day Campaign	The World IP Day 2022 Campaign materials, such as the World IP Day video clip and digital ads, were delivered in 8 languages (the six official UN languages, Japanese and Portuguese).	All countries

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[45] Argentina, Bangladesh, Benin, Burkina Faso, Brazil, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Chile, Colombia, Comoros, Congo, Côte d'Ivoire, Cuba, Democratic Republic of the Congo, Djibouti, Egypt, Equatorial Guinea, Gabon, Georgia, Guinea, Guinea-Bissau, Kazakhstan, Madagascar, Mali, Mauritania, Morocco, Niger, Peru, Rwanda, Senegal, South Africa, Thailand, Togo, Tunisia, Uganda, Uzbekistan, Viet Nam, Zambia

	Performance Indicators	Key Results in 2022	Beneficiary Countries
		These attracted over 3.3 million impressions/views via WIPO's social media platforms (Facebook, Instagram, LinkedIn, Twitter, YouTube) and websites associated with the Google Display Network during the campaign period.	
		Online content was viewed by users from 189 countries.	
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	% of participants providing positive feedback on the relevance of capacity building and promotional events	100% of participants provided positive feedback on the relevance of WIPO capacity building and promotional events:	
		Virtual Regional Training Workshop on the Madrid System for Selected African Madrid Members.	African Intellectual Property Organization (OAPI), Algeria, Madagascar, Morocco, Tunisia
		Virtual Regional Meeting of Intellectual Property Office Officials Responsible for the Madrid System for Selected Asia and the Pacific Madrid Members.	Bangladesh, Bhutan, Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Pakistan, Papua New Guinea, the Philippines, Samoa, Singapore, Sri Lanka , Thailand, Viet Nam
		Virtual Regional Meeting on the Madrid System for Selected Latin America and the Caribbean Countries.	Antigua and Barbuda, Barbados, Belize, Brazil, Jamaica, Trinidad and Tobago
		Sub-regional Workshop on the Hague System for Stakeholders Botswana, Ghana, Namibia, Rwanda and Sao Tome and Principe.	Botswana, Ghana, Namibia, Rwanda, Sao Tome and Principe
	Enhanced access to information for the use of IP to support innovation	Development of a Hague System Information Kit	All countries
3.3	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**		
	Participation of stakeholders in the WIPO Green platform	11 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan.	All countries
		67 additional technologies and 27 needs identified and uploaded to the WIPO GREEN database in the Latin American Acceleration Project.	Argentina, Brazil, Chile
		41 IP Offices participated in the Supporting IP Offices to Develop Green Technology Promotion Initiatives (IPO GREEN).	See below[46]
4.1	**More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**		
	Level of satisfaction of participants in WIPO training and skills development programs	85% of participants were satisfied with WIPO training and skills development programs:	
		Forum on "Intellectual Property, Innovation and Sustainable Development for Small Island Developing States (SIDS): A Look at Innovation and Leveraging IP in the Blue Economy	Barbados, Belize, Grenada, Jamaica, St. Lucia, Trinidad and Tobago
		Intellectual Property and Innovation: Boosting Business Competitiveness in the African Continental Free Trade Area (Policy Dialogue in Africa)	All African countries
		Youth Entrepreneurship Regional Forum on the "Critical Role of Intellectual Property and Innovation for Youth Entrepreneurship and Start-ups" (Policy Dialogue in Africa)	All African countries
		Regional Meeting of Heads of Industrial Property Offices of Latin American Countries	Argentina, Brazil, Chile, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Uruguay, Venezuela

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[46] Albania, Algeria, Argentina, Australia, Azerbaijan, Bahrain, Barbados, Brazil, Cambodia, Chile, Colombia, Costa Rica, Croatia, Czech Republic, Denmark, Dominican Republic, El Salvador , Greece, Guatemala, Honduras, Israel, Italy, Jamaica, Japan, Lao People's Democratic Republic, Latvia, Lithuania, Mexico, North Macedonia, Peru, the Philippines, Portugal, Republic of Moldova, Serbia, Singapore, Slovenia, South Africa, Spain, St. Vincent and the Grenadines, Suriname, Switzerland

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**		
	No. of countries responding to the survey on consumer attitudes towards IP infringement	A survey was conducted with consumers from 6 countries to garner insights on consumer attitudes and behaviour related to counterfeit products, in order to determine how best to encourage consumers not to buy counterfeit goods. The results of the surveys were shared with the IP Offices as the basis for the development of strategies against counterfeit goods in the respective countries.	Indonesia, Malaysia, the Philippines, Singapore, Thailand, Viet Nam
4.3	**Increased IP knowledge and skills in all Member States**		
	Increased awareness among diverse economic actors and creators concerned broadly with Designs in the Western African region of the importance of Designs as a key IPR for growth and development	A new ECOWAS Info App for Designs was developed in 2022 and will be launched in the pilot countries in Q2 2023.	Côte d'Ivoire, Ghana
	% of participants satisfied with capacity building and training events	93% of participants were satisfied with the WIPO capacity building and training events:	
		– Master's Degree in Intellectual Property (MIP) program offered jointly by WIPO, OAPI and the University of Yaoundé II, Yaoundé Cameroon and by WIPO, ARIPO and the African University, Mutare, Zimbabwe, respectively	Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Eswatini, Ethiopia, Gabon, Guinea, Kenya, Malawi, Mauritania, Namibia, Niger, Nigeria, Senegal, Sudan, United Republic of Tanzania, Togo, Uganda, Zambia, Zimbabwe
		– National Workshop on Examination in the PCT National Phase for Patent Examiners of DPDT Bangladesh	Bangladesh
		– National Workshop on Examination in the PCT National Phase for Patent Examiners of the Angolan Institute of Industrial Property (AIIP)	Angola
		– Online Symposium on IP and Creativity for Youth	All countries
		– Long-term Fellowship and Internship	Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam
		– Short-term Fellowship Training/ Practicum/ Internship	Mozambique
		– Sub-Regional Seminar on Intellectual Property Enforcement in the Digital Environment for Government and Law Enforcement Officials	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic, the Philippines, Thailand, Viet Nam
		– WIPO-South Africa Advanced Summer School on Intellectual Property and Transfer of Technology, with the assistance from the Government of Japan	Cameroon, Ghana, Malawi, Namibia, Sierra Leone, Uganda, Zambia
		– Event for MIP graduates (Africa)	Botswana, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Malawi, Uganda, Mozambique, Namibia, Nigeria, Sierra Leone, Sudan, United Republic of Tanzania, Zambia, Zimbabwe
		– Commentary and Annotations Project on the Bangui Agreement of OAPI	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	% of participants providing positive feedback on the relevance of the programs	100% of participants provided positive feedback on the relevance of the following WIPO programs: – Scholarships for the International Patent Drafting Program.	Botswana, Malaysia, Nigeria, the Philippines, Sri Lanka, Thailand, Togo, Viet Nam

	Performance Indicators	Key Results in 2022	Beneficiary Countries
		– Branding Projects.	Botswana, Ghana, Kenya, Mauritius
		– Plastic waste prevention and remediation in Caribbean landfill, agricultural soil, beaches and seawater: Skills Building for technology transfer and collaborative development.	Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago
		– Technology and Innovation Support Center (TISC) Online Seminar on Using Inventions in the Public Domain.	Tunisia
		– Tokyo International Conference on African Development (TICAD) Inter-Regional Webinar on IP and Innovation for SMEs.	All African countries
		– WIPO Virtual Regional Meeting on Developing the ASEAN Regional Technology and Innovation Support Center (TISC) Network.	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Viet Nam
		– WIPO-ARIPO Virtual Regional Meeting on Developing the Regional Technology and Innovation Support Center (TISC) Network.	Botswana, Cabo Verde, Eswatini, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Sao Tome and Principe, Sierra Leone, Sudan, Uganda, United Republic of Tanzania, Zambia
	Enhanced content of IP Advantage Database	15 new case studies were added to IP Advantage Database	All countries
	Enhanced access to information for the use of IP to support innovation	Access to information was enhanced through: – Finalized report on the situational analysis of IP and Innovation Ecosystems in Sub-Saharan Africa as part of the *IP Weeks (IP Policy Guidelines and SMEs Related Activities) and fostering the Innovation Ecosystems.*	Sub-Saharan African countries
		– Research on various IP topics, including SDGs, IP and Corporate Social Responsibility, IP Diagnostics, IP Promotion and IP-backed finance.	All countries
		– The translation of the WIPO Patent Drafting Manual (Second Edition) into French and Spanish.	All French and Spanish-speaking countries
4.5	**Enhanced IP infrastructure for IP Offices**		
	New features implemented for IP Offices in WIPO systems per year	Digitization of IP documents such as patents, trademarks, industrial designs and utility models for IP Offices.	Malawi, Thailand, OAPI Member States
		Integration of WIPO CASE functionality within IPAS.	All countries with IP Offices using the IPAS-Cloud and participating in WIPO CASE
		Data Capture of IP documents for IP Offices.	OAPI Member States
		Cloud Migration of WIPO CASE platform.	All countries using WIPO CASE
		Data Validation and Verification of IP records for IP Offices.	Eswatini
		Cloud Migration of ARIPO Member State Data Exchange.	ARIPO Member States
		XML Full text conversion of available patent back file.	the Philippines
	% of participants providing positive feedback on the relevance of the program	100% of participants provided positive feedback on the Sharing-Best-Practices Workshop on Smarter IP Office Business Services.	Cambodia, Lao People's Democratic Republic, the Philippines, Thailand, Viet Nam

Mexico

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	Increased awareness of the importance of IP as a tool for economic growth and social development	Some 400 IP lawyers and professionals increased their awareness of the importance of IP as a tool for economic growth and social development through an exchange of views as part of a forum held during the WIPO Director General's visit to Mexico.	Mexico
	% of participants who expressed satisfaction with the content and organization of the event	99% of the participants expressed satisfaction with the content and organization of the "Online Workshop for trademark examiners".	Mexico
	% of participants with enhanced understanding of the enforcement of IP rights in the digital environment	99% of participants in the above workshop indicated that they had enhanced their understanding of selected trademark issues.	Mexico
	Increased awareness of the importance of the creative industries in fostering sustainable economic recovery in the post-COVID-19 environment	Some 70 representatives of SMEs from 4 Pacific Alliance countries increased their awareness of the importance of the creative industries in fostering sustainable economic recovery in the post-COVID-19 environment.	Chile, Colombia, Mexico, Peru

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Over 3,000 participants from 69 countries enhanced their awareness of WIPO's ADR services through ADR, copyright and content-related webinars.	See below[47]
	No. of downloads of the Report on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business-to-Business (B2B) Digital Copyright- and Content-related Disputes	In 2022, the Report on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business-to-Business (B2B) Digital Copyright- and Content-related Disputes registered 8,242 downloads (over 10,000 downloads in total since its publication in September 2021).	All countries
	Increased access to online tools to facilitate the filing and administration of ADR cases related to copyright and content disputes	Launch of an online gateway to facilitate the filing of mediation cases under the WIPO-MCST Mediation Promotion Scheme as well as modules to streamline the co-administration of mediation requests filed with the National Directorate of Copyright of Colombia (DNDA) and the National Institute of Copyright of Mexico (INDAUTOR).	All countries

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[47] Albania, Argentina, Australia, Belgium, Bolivia, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Côte d'Ivoire, Cuba, Cyprus, Czech Republic, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, France, Georgia, Germany, Guatemala, Honduras, India, Indonesia, Iran (Islamic Republic of), Iraq, Israel, Italy, Japan, Kenya, Latvia, Lebanon, Lithuania, Mexico, Morocco, Myanmar, Netherlands, Nicaragua, Nigeria, Pakistan, Panama, Paraguay, Peru, the Philippines, Poland, Portugal, Republic of Korea, Romania, Russian Federation, Serbia, Singapore, South Africa, Spain, Switzerland, Thailand, Türkiye, Uganda, Ukraine, United Kingdom, United Republic of Tanzania, United States of America, Uruguay, Venezuela, Viet Nam

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

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
2.3	**International dialogue and cooperation on Building Respect for IP**		
	Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement policy making	Two studies were completed and presented at the 15th session of the ACE: A study on the role of the domain name system and its operators in online copyright enforcement. The study analyzed the role of domain name registries and registrars in copyright enforcement, examining judicial approaches and applicable contractual policies with respect to copyright-infringing websites. A study on copyright infringement in the video game industry. The study discussed the legal status of video games and legislative and judicial approaches to copyright enforcement in the gaming industry. Moreover, it provided an overview of the most common types of copyright infringement issues in the industry.	All countries
	Increased awareness on topical issues that arise in IP enforcement and in building a culture of respect for IP	A total of 673 participants increased their awareness on: (i) Online Piracy; (ii) Camcording and Copyright Enforcement Challenges; (iii) Stream Ripping and Music Piracy; and (iv) Copyright Infringement in the Video Game Industry under the framework of the "Respect for IP Webinars", a monthly series launched in May 2022 that addresses topical issues in IP enforcement and building respect for IP.	All countries
	Increased access to tools and information aimed at raising public awareness, in particular among youth, of the importance of respect for copyright	Tools and information aimed at raising public awareness of the importance of respect for copyright were made available to WIPO Member States for use in national awareness-raising campaigns including:	
		– The establishment of IP Clubs launched in 9 secondary schools in three ARIPO Member States with the aim of educating youth on the importance of protecting and enforcing IP and its value for society in the region. The IP Clubs reached 182 students, 12 to 18 years of age.	Botswana, Malawi, Zimbabwe
		– A Thai-language version of Picture *Frenzy for Pororo*, an episode of the animation series *Pororo, the Little Penguin* promoting respect for copyright.	Thailand
		– Increased awareness among high school students from two high schools in Dakar, Senegal through a workshop on Citizen Journalism and IP with the main objective of introducing secondary school students to the principles of IP and the importance of respecting it	Senegal
		– A simplified, Korean-language version of the WIPO Consumer Survey Toolkit on Respect for IP was developed to assist in conducting consumer opinion surveys on respect for IP and will be launched in Q2 2023.	Korean-speaking countries

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	6 countries took steps to advance and strengthen the development of their copyright framework.	Bhutan, Cook Islands, Pakistan, the Philippines, Thailand, Viet Nam

	Performance Indicators	Key Results in 2022	Beneficiary Countries
	No. of accessible books produced by local partners in Kyrgyzstan, the Philippines, and Senegal.	Through funding and technical assistance provided by WIPO's Accessible Books Consortium, the partner NGOs in three countries produced 297 accessible format copies of educational materials in English, French, Russian and Tagalog/Filipino for primary, secondary and university-level students in printed braille, Epub3, Daisy text, Daisy audio (synthetic speech), braille-ready files, and large print files: Kyrgyzstan (159), the Philippines (126) and Senegal (12).	Kyrgyzstan, the Philippines, Senegal

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	Increased IP awareness among children	Creation and publication of versions of the 5 Pororo IP animations in Thai.	Thailand
	No. of countries that have taken measures to strengthen business competitiveness through brands and designs	2 additional countries took measures and 6 countries took additional measures to strengthen business competitiveness through brands and designs (8 countries in total).	Bangladesh, Bhutan, Cambodia, Lao People's Democratic Republic, Iran (Islamic Republic of), Niue, Samoa, Thailand
	Increased information on the benefits of trade secret protection in the IP eco-system	Development began on a whitepaper on trade secrets to: (i) support policymakers in developing national strategies and legal frameworks that fully integrate trade secret protection; and (ii) raise awareness in the private sector about the benefits of trade secret protection for commercial success. It will be published in Q3 2023.	All countries
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Increased awareness among students and academics on the importance of Appropriate Technologies and problem solving using patent information	3 innovators received awards for their proposals for cleaning rivers and beaches as part of the Appropriate Technology Competition. 52 proposals were submitted in total.	Dominican Republic
	Enhanced understanding among students and academics on the importance of Appropriate Technologies and problem solving using patent information	1,523 participants enhanced their understanding of the importance of Appropriate Technologies and problem solving using patent information.	Dominican Republic
	Enhanced understanding among IP professionals on quality standards and best practices for PCT Receiving Offices (ROs)	8 IP professionals enhanced their understanding of quality standards and shared best practices, including on measures taken to ensure continuous delivery of service during COVID-19 and paths to facilitate future quality certification processes.	Brazil, Chile, Cuba, Dominican Republic, Mexico, Peru, Spain, United States of America

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2023	Beneficiary Countries
III.2	**Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition**		
	Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of senior students, graduates and young professionals from developing countries, LDCs and countries in transition relating to: (i) deeper knowledge of IP issues; (ii) understanding and tools for IP Management; and (iii) knowledge of the role and functions of WIPO (45 participants (29 women, 16 men) from 27 countries successfully completed a short term education program).	Bangladesh (1), Brazil (1), Bulgaria (1), Cameroon (1), Canada (1), Colombia (1), Egypt (1), Eswatini (1), Georgia (2), Germany (1), Ghana (1), India (9), Iran, Islamic Republic of (6), Italy (1), Kenya (1), Myanmar (1), Nigeria (3), Peru (1), Republic of Moldova (1), Russian Federation (1), Singapore (1), Sri Lanka (1), Türkiye (1), Uganda (1), Ukraine (1), United States of America (1), Viet Nam (3)

	Performance Indicators	Key Results in 2023	Beneficiary Countries
		Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (18 participants (8 women, 10 men) from 14 countries successfully completed the Master's degree course).	Belize (1), Bhutan (1), Botswana (1), Cambodia (1), Ghana (1), India (1), Myanmar (1), Nauru (1), the Philippines (1), Republic of Korea (3), Rwanda (1), Somalia (1), Thailand (2), Uganda (2)
		Enhanced knowledge and skills of trademark examiners from developing countries, LDCs and countries in transition (12 trademark examiners (5 women, 7 men) from 8 countries completed certified training).	Bangladesh (5), Ghana (1), Kazakhstan (1), Lebanon (1), Nepal (1), the Philippines (1), Tajikistan (1), Zambia (1)
		Enhanced knowledge and skills of patent examiners from developing countries and countries in transition (7 patent examiners (3 women, 4 men) from 5 countries completed 3-phase certified training).	Bhutan (2), Kenya (1), the Philippines (2), United Republic of Tanzania (1), Zambia (1)
		Enhanced understanding among senior government officials of the importance and role of IP and IP-driven policy for industrial development and economic growth, in developing countries in Asia (13 participants from Asia countries (8 women, 5 men) from 10 Asian countries).	Bangladesh (1), Indonesia (1), Iran, Islamic Republic of (1), Lao People's Democratic Republic (1), Myanmar (1), Nepal (1), the Philippines (2), Sri Lanka (1), Thailand (2), Viet Nam (2)
		Enhanced capacities of young students, innovators, and researchers in the field of IP R&D and acquired advanced-level analytical and practical application skills (42 participants (22 women, 20 men) from 32 countries).	Albania (1), Azerbaijan (1), Botswana (2), Bulgaria (2), Burundi (1), Colombia (1), Egypt (2), Ghana (1), India (2), Indonesia (1), Iran, Islamic Republic of (1), Iraq (1), Jordan (1), Kenya (1), Liberia (1), Mali (1), Mexico (2), Myanmar (1), Namibia (1) , Nicaragua (1), Nigeria (1), Oman (1), Other (2), Peru (1), Sao Tome and Principe (1), Saudi Arabia (2), Sierra Leone (1), South Africa (1), Sri Lanka (2), Thailand (1), Uganda (1), Ukraine (3)
		Enhanced knowledge and skills of public and private sector professionals from developing countries, LDCs and countries in transition in managing IP assets: – 1,130 participants from 115 countries completed the online component of training. – 305 participants successfully completed IP Panorama training.	
		– 52 participants (26 women, 26 men) from 29 developing or in-transition countries, proactively participated in interactive learning, including a mock-negotiation session via Zoom, and were awarded Advanced International Certificates for successful completion of the final intensive training phase.	Botswana (1), Brazil (1), Cameroon (1), Columbia (1), India (8), Italy (2), Jordan (1), Kenya (4), Lebanon (1), Malaysia (1), Mali (1), Myanmar (1), Nigeria (5), Panama (1), the Philippines (3), Poland (1), Republic of Korea (1), Romania (1), Singapore (2), South Africa (2), Spain (1), Sri Lanka (1), Thailand (2), Tunisia (1), Türkiye (1), Uganda (2), Ukraine (2), United Kingdom (1), Viet Nam (2)
	Participants who were satisfied with the training programs	Of 171 respondents to evaluation surveys conducted across 6 of the above training programs[48], 94% reported overall satisfaction	

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[48] Professional Development training in (i) patent and (ii) trademark examination; (iii) Summer School short education program; (iv) IP R&D; (v) Industrial Development for Senior Government Officials; and (vi) Advanced International Certificate Course (AICC)

Spain (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs	15 judges from 13 Latin American countries and 1 regional organization participated in the XIX edition of the WIPO/AECID/OEPM Regional Seminar on Intellectual Property (IP) for Judges of Latin America organized jointly with the Spanish Patent and Trademarks Office (OEPM) and the Spanish Agency for International Cooperation and Development (AECID). 98% of the 12 respondents reported overall satisfaction with the event.	Brazil, Chile, Colombia, Costa Rica, Cuba (2), Dominican Republic, Ecuador, Guatemala, Nicaragua, Panama, Paraguay, Peru, Uruguay, the Andean Community
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	100% of the above respondents indicated that they would apply the skills learned in their daily work.	Same as above

Uruguay

Performance Data

	Performance Indicators	Key Results in 2022	Beneficiary Countries
4.5	**Enhanced IP infrastructure for IP Offices**		
	Improved management and processing of industrial property files and applications with the objective of safeguarding the protection of the Industrial Property rights of their owners	The first phase of the Modernization of the IP Office Systems project in the National Directorate of Industrial Property (DNPI) of Uruguay was completed in 2022, culminating with the upgrade of the Office to the latest version of IPAS and EDMS to deliver improved services to users. A Phase II of the project will begin implementation in 2023.	Uruguay

ANNEX VIII   Capital Master Plan Progress Report 2022

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

The report includes Progress Reports for projects which were under implementation in 2022 and Completion Reports for projects that were completed during the course of 2022.

Progress Reports provide Member States with an overview of progress made in project implementation during the period January to December 2022. Completion Reports provide a concise summary of the overall project implementation and achieved benefits.

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

CMP 9 & 41	PCT Resilient and Secure Platform - Phase I and Hybrid Phase - Project Progress Report
CMP 10	Madrid IT Platform - Project Progress Report
CMP 11	Integrated Conference Services Platform (ICSP) - Project Progress Report
CMP 16	Elevators In AB Building - Phase I - Project Completion Report
CMP 18	Dynamic Incident Management (DIM) - Project Progress Report
CMP 19	Migration of Email to the Cloud - Project Completion Report
CMP 20 & 32	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase I and II - Project Completion Report
CMP 21	WIPO IP Portal - Phase II - Project Progress Report
CMP 22	Hague Externalization Project - Project Progress Report
CMP 23	ECM Implementation - Phase II - Project Completion Report
CMP 24	Web CMS Technology Replacement - Project Progress Report
CMP 25	Treasury Management System (TMS) - Project Progress Report
CMP 26	Power Outage Mitigation (AB and GB Buildings) - Phase II - Project Completion Report
CMP 27	Modernization of Elevators Motorization Systems - Phase II - Project Completion Report
CMP 31	Enterprise Performance Management (EPM) 2nd Generation Cloud Based - Project Progress Report
CMP 33	Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG) - Project Progress Report
CMP 34	Conference Systems Upgrade - Project Progress Report
CMP 35	Strong Modern Authentication - Project Progress Report
CMP 36	WIPO IP Portal - Phase III - Project Progress Report
CMP 37	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase III - Project Progress Report
CMP 38	Enterprise Service Management - Project Progress Report
CMP 39	AIMS 2.0 Transformation – Phase I - Project Progress Report
CMP 40	Data Management and Governance - Project Progress Report

Capital Master Plan Projects as at December 31, 2022

(in thousands of Swiss francs)

	Project Budgets	Expenditure [1]			Remaining Balance	Budget Utilization
		Expenditure up to end 2021	2022 Expenditure	Total Expenditure		
ICT Related Projects						
WIPO IP Portal - Phase II	6,960	6,050	312	6,361	599	91%
WIPO IP Portal - Phase III	7,531	-	2,514	2,514	5,017	33%
PCT Resilient and Secure Platform - Phase I[2]	8,800	6,598	1,436	8,034	766	91%
PCT Resilient and Secure Platform - Hybrid Phase	9,945	-	-	-	9,945	-
Madrid IT Platform	6,000	833	1,089	1,922	4,078	32%
Hague Externalization Project	3,001	1,574	1,055	2,630	371	88%
ECM Implementation - Phase II[3]	2,718	1,593	981	2,574	144	95%
Web CMS Technology Replacement	911	436	383	819	92	90%
Cloud Transition[3-4]	2,095	2,028	64	2,092	2	100%
Cloud Transition - Phase II[3-4]	560	414	144	558	2	100%
Cloud Transition - Phase III[4]	2,750	-	341	341	2,409	12%
Migration of Email to the Cloud[3]	912	903	5	908	4	100%
Integrated Conference Services Platform (ICSP)	930	314	213	527	403	57%
Treasury Management System (TMS)	250	87	8	96	154	38%
EPM 2nd Generation Cloud Based	825	-	448	448	377	54%
AIMS 2.0 Transformation - Phase I	2,900	-	-	-	2,900	-
Conference Systems Upgrade	2,594	-	2,137	2,137	457	82%
Enterprise Service Management (ESM)	1,500	-	-	-	1,500	-
Data Management and Governance	1,000	-	-	-	1,000	-
Sub-total	*62,180*	*20,830*	*11,131*	*31,961*	*30,219*	*51%*
Building Related Projects						
Power Outage Mitigation (AB and GB Buildings) - Phase II[3]	1,750	906	4	910	840	52%
Elevators in AB Building - Phase I[3]	430	314	8	322	108	75%
Modernization of Elevators Motorization Systems - Phase II[3]	1,420	757	621	1,379	41	97%
Sub-total	*3,600*	*1,977*	*634*	*2,611*	*989*	*73%*
Safety and Security Related Projects						
Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG)	407	-	62	62	345	15%
Dynamic Incident Management (DIM)	400	198	119	317	83	79%
Strong Modern Authentication	897	-	26	26	871	3%
Sub-total	*1,704*	*198*	*207*	*405*	*1,299*	*24%*
GRAND TOTAL	**67,484**	**23,005**	**11,971**	**34,976**	**32,508**	**52%**

[1]Expenditure refers to actual expenditure pre-IPSAS adjustments.

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

[3]These projects have been closed and their remaining balances have been returned to the Accumulated Surpluses.

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

CMP 9&41 PCT RESILIENT AND SECURE PLATFORM PHASE I AND HYBRID PHASE

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

Project Progress Report

Business Case and Objectives[49]

The hybrid cloud approach for the RSP program was approved by the PBC and the WIPO Assemblies in 2022. As a result, the program has been extended to 2025, with an additional budget of CHF 9,945,000 for the 2023-25 period.

As per the business case detailed in the *Supplementary Capital Master Plan Proposal For The PCT Resilient And Secure Platform (RSP) Hybrid Phase*[50], the hybrid approach consists of maintaining the highly confidential PCT documents under the strict control of WIPO, using local, secure dedicated infrastructure, while leveraging the public cloud for the PCT processing system.

The scope of the Hybrid Phase of the RSP includes:

- o **Securing PCT highly confidential data within WIPO:** continue the local management by WIPO of this set of data, whilst modernizing it to improve security and resiliency; and

- o **Modernizing PCT processing workflows:** remodel, secure, and streamline PCT processing workflows, including leveraging public cloud services, and creating synergies between locally managed documents and their processing *via* a hybrid solution.

Following the approval of the PCT Hybrid Phase, the ongoing activities of the Infrastructure Modernization Project were put on hold in August 2022 to focus on the redefined business case. To reflect the business case change, this project is renamed the PCT Hybrid Cloud Infrastructure project.

Project Progress Overview – CMP 9

Key Achievements in 2022

In 2022, the following progress was made:

- 72 PCT systems were modernized as part of the software transformation project, bringing the total to 96 out of 118;

- Automated application life cycle Management Systems (pipelines) for legacy applications was enabled to improve agility in application delivery;

- Completion of ePCT hybrid cloud infrastructure and ePCT contingency designs.

Benefits Realization

Benefits Delivered by end 2022[51]
Reduced likelihood of malicious or accidental disclosure of sensitive data (65 per cent corresponding to a cost avoidance of 1.8 million Swiss francs per year).
Reduced likelihood of cyber-attacks in PCT IT network (46 per cent corresponding to a cost avoidance of 1.3 million Swiss francs per year).
Reduced interruption time for PCT critical systems (10 per cent corresponding to a cost avoidance of 0.1 million Swiss francs per year).
Improved customers experience (50 per cent corresponding to a cost avoidance of 1.6 million Swiss francs per year).
Increased Organizational Flexibility (45 per cent corresponding to a cost avoidance of 0.4 million Swiss francs per year).

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
During the September 2020 PBC session, further clarifications were requested by Member States as to the hosting of PCT highly confidential information in a public cloud environment. Depending on the outcome of the discussions, alternative strategies to the public cloud could be adopted for the PCT, leading to a critical impact to the program and its strategy.	The risk did not materialize.	The decision was taken during the 2022 PBC 34th session to adopt the Hybrid Cloud approach for the RSP, allowing the program to move forward with realizing its business case objectives.	RSP timeline continues to 2025 to achieve the business goal.
Knowledge in cloud technologies has increased in 2020/21, however, the pause in cloud deployment may cause the loss of key resources.	The risk materialized with the departure of the RSP Senior Technical Architect in 2022. The risk remains valid.	The mitigation for this risk is to spread knowledge among program resources to lessen the impact. Moreover, the integration of internal WIPO resources in 2022 with expert knowledge in the technical areas of interest for the program reduced the impact to an acceptable level.	The impact was reduced by training internal WIPO resources, specifically for Cloud-related knowledge.

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[51] Benefits are based on the outcomes delivered the year before, and correspond to the percentage of completion of the full expected benefit once all outcomes are delivered. Benefits are all considered as recurring (yearly) unless explicitly defined as unique.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable) - CMP 9
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget at end 2022	Expenditure	Budget Utilization	Implementation Progress Rate
Deliver a PCT organizational design aligned with the selected RSP architecture	164,475	164,475	164,475	100%	100%
Initiate PCT organizational transformation based on selected design implementation	860,199	534,135	534,135	100%	100%
Provide an analysis on the relevance of secure cloud based solutions (Infrastructure as a Service, Platform as a Service, Software as a Service) for the Resilient and Secure platform	285,671	285,671	285,671	100%	100%
Conduct software application architecture assessment and review	134,659	83,913	83,913	100%	100%
Following the MSP framework, finalize the Defining a Programme stage	62,065	62,065	62,065	100%	100%
Conclude tendering activities necessary for sourcing the Resilient and Secure Platform based on EOI results and comparison between the "classical" and "cloud" approach	220,426	162,463	162,463	100%	100%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	98,359	100%	100%
Initiate PCT applications software transformation based on selected design implementation[52]	1,009,562	2,587,281	2,587,281	100%	100%
Implement Corporate VDI Solution for PCT	486,500	603,644	603,644	100%	100%
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	164,531	164,531	100%	100%
Deliver hybrid cloud hosting environment	300,000	525,317	525,317	100%	76%
Deliver RSP Low level design hybrid cloud Architecture[53]	500,000	791,827	791,827	100%	95%
Migrate PCT IT systems into the PCT hybrid cloud Infrastructure[54]	3,731,084	142,539	142,539	100%	13%
Mature PCT IS Service Management Processes and improves RSP program management	-	392,005	392,005	100%	100%
Following the MSP framework, manage and deliver RSP Program second tranche	-	120,000	110,578	92%	100%
Deliver RSP design for modernized Architecture[55]	-	157,000	136,360	87%	50%
Migrate PCT IT systems into the PCT modernized Infrastructure[56]	-	503,775	366,365	73%	50%
Perform PCT applications software transformation and modernization	-	1,421,000	822,220	58%	80%
Total	**8,000,000**	**8,800,000**	**8,033,748**	**91%**	**87%**

Resource Utilization as at December 31, 2022 (by Deliverable) - CMP 41
(in Swiss francs)

	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
RSP Hybrid Phase	9,945,000	-	-	-

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[52] The budget moved to undertake "Perform PCT applications software transformation and modernization" (to reflect the modernization phase). The remaining scope of work planned under this deliverable was transferred along with the budget.
[53] Following the decision to put on-hold the migration of highly confidential information to the cloud, this deliverable was repurposed to design the modernization of the existing infrastructure.
[54] Ibid.
[55] Development of deliverables halted due to the adoption of the Hybrid Cloud Approach for the RSP program. Focus on planning for the delivery of the refined Business Case.
[56] Ibid.

Project Timeline – CMP 9

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

Project Timeline – CMP 41

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

- The decision to adopt the hybrid cloud approach during the 2022 General Assemblies extended the RSP Program deadline to the end of 2025.

- The decision led to the suspension of all Infrastructure Modernization activities as they lost their relevance to the realization of the objectives of the revised business case. While adapting the project's scope and schedule to the new business case, work was completed on the hybrid cloud infrastructure for the PCT environment, and work streams linked to the revised objectives were initiated by the end of 2022.

- The Software Transformation project was not impacted from a planning point of view in 2022, hence no delays were experienced. The Scope of the project has been updated for the Hybrid Phase starting in 2023.

CMP 10 MADRID IT PLATFORM

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

Project Progress Report

Business Case and Objectives[57]

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

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: Completed 31%, In Progress 31%, Planned 38%, De-scoped

Resource Utilization (in Swiss francs): Approved Project Budget 6,000,000; Expenditure (as at Dec 31, 2022) 1,922,305. Utilization rate: 32%

Key Achievements in 2022

The following progress was made:

Continued deployment of the following new online services/tools to Madrid Registry customers:

- o Change in Ownership (Total and partial) (MM5)
- o Correction of a Recording (MM21)
- o Cancellation of an International Registration (MM8)

As part of an organization-wide identity and portfolio management initiative, the Madrid Registry produced detailed Madrid-related business specifications. The implementation of these specifications will be undertaken as part of eMadrid.

An initial design prototype for the eMadrid interface was produced in collaboration with an external UX consultancy. eMadrid is an online portal that offers Madrid external users a secure and centralized location to perform all necessary actions related to the filing and management of their international applications and registrations. Until the eMadrid solution is developed, an interim eMadrid landing page was launched.

In order for the Madrid Registry to receive and process audiovisual marks, work progressed on developing the Madrid Object Storage System (MOSS) – formally referred to as the New Document Management System (DMS). A minimum viable solution was developed to ensure that the processing of these types of marks would be possible from the entry into force of the relevant rule change on February 1, 2023.

Based on the outputs provided by the external consultancy (Analysis & Planning) an initial version of the project roadmap was established. The roadmap provides an overview of the project's intended work packages and required resources for the entire project lifecycle. However, due to the retendering of procurement contracts for ITC related consultancy expertise and substantial organizational changes anticipated in the coming years, the roadmap has not yet been finalized.

Benefits Realization

Benefits Delivered by end 2022

IMPROVED CUSTOMER EXPERIENCE

- – In a short period, an adoption rate of approximately 50 per cent has been observed for all launched online forms. These online forms improve customer experience by guiding users through the required steps via a simple and effective online interface. The release of the following online forms accounts for 96% of transactions that can be performed online for the management of international registrations:
    - o 2020: New Application Assistant and Limitation of Goods & Services
    - o 2021: Management of Representative, Recording of a Renunciation and Change in Holders Details
    - o 2022: Change of Ownership and Correction of a Recording
- – The launch of the interim eMadrid landing page is the first step in ensuring that customers have access to all Madrid services through a single online entry point

Benefits Delivered by end 2022

INCREASED EFFICIENCY OF IB

- Elimination of data entry step for launched online forms
- Preliminary pendency results for online forms:
  - Limitation of Goods & Services: 26 per cent decrease compared to PDF submission and 37 per cent decrease compared to paper submissions
  - Management of Representative: 27 per cent decrease compared to PDF submission and 43 per cent decrease compared to paper submissions
  - Change in Holders Details: 37 per cent decrease compared to PDF submission and 51 per cent decrease compared to paper submissions
  - Recording of a Renunciation: 40 per cent decrease compared to PDF submission and 44 per cent decrease compared to paper submissions
  - Change of Ownership: 57 per cent decrease compared to PDF submission and 64 per cent decrease compared to paper submissions

IMPROVED QUALITY OF IB OUTPUTS

- Preliminary irregularity results for online forms:
  - Limitation of Goods & Services: 68 per cent reduction in irregularities compared to PDF and 73 per cent compared to paper submissions
  - Management of Representative: 4 per cent reduction in irregularities compared to PDF and 62 per cent compared to paper submissions
  - Change in Holders Details: 81 per cent reduction in irregularities compared to PDF and 83 per cent compared to paper submissions
  - Recording of a Renunciation: 85 per cent reduction in irregularities compared to PDF and 93 per cent compared to paper submissions
  - Change of Ownership: 78 per cent reduction in irregularities compared to PDF and 81 per cent compared to paper submissions
- Since the launch of the new notification system, there is an increased auditability and reporting capacity compared to previous processes, and a reduction of notification errors.

Risk and Mitigation Actions

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

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Analysis and Planning	482,220	482,220	438,788	91%	100%
Madrid Online Forms (step 1)	365,932	365,932	325,587	89%	100%
Overhaul of data receipt and notification system	-	-	-	-	100%
Identity and Portfolio Management	142,000	90,376	89,574	99%	100%
Madrid credit card payment	-	-	-	-	100%
Madrid Online Forms (step 2)	337,556	337,566	311,043	92%	75%
eMadrid (step1)	568,440	568,440	437,384	77%	80%
Madrid Object Storage System (MOSS) (Formally Document Management system (DMS))	660,256	660,256	220,808	33%	60%
Business Process Manager (BPM) – Analysis and initial configuration	129,840	129,840	43,950	34%	25%
Basic cloud Infrastructure	249,507	61,096	55,171	90%	20%
Additional deliverables defined in the detailed project road map[58]	3,064,249	3,304,274	-	-	-
Total	**6,000,000**	**6,000,000**	**1,922,305**	**32%**	**40%**

Project Timeline

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

Initial Project Plan

Current Project Timeline

CMP 11   INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)

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

Project Progress Report

Business Case and Objectives[59]

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[58] As the project progresses, new work packages (deliverables) will be established and added to this table.
[59] Business Case and Objectives are reflected in the "Capital Master Plan for 2018-27" (document WO/PBC/27/9). For updates to those, please refer back to previous CMP Progress Reports.

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement donut chart: 60% Completed, 40% In Progress.
Legend: Completed, In Progress, Planned, De-scoped

Resource Utilization: Utilization rate: 57%
(in Swiss franccs)
Approved Project Budget: 930,000
Expenditure (as at Dec 31, 2022): 527,156

Key Achievements in 2022

In 2022, the following progress was made:

- Multiple technical issues were trouble-shooted and resolved, notably with regards to the Development Server (installation of on-premises Azure Data Gateway and firewall configuration), Production Server set-up, and the Proxy Server Dev;

- Cloud and security architecture documentation was revised to reflect changes. The Technical Quality Assurance Team and procedures were established, led by the Cloud Management Unit;

- The complex technical integration with the secure badging system was completed and validated after resolution of issues. Technical work was completed on integration with other WIPO systems for document management, web-publishing and the WIPO Account;

- Over 40 improvements recommended by the user-experience (UX) review were implemented to facilitate adoption (structure, navigation, menu labels, page clean-up);

- Two rounds of User Acceptance Testing (UAT) were completed and Event Creation features of the Minimum Viable Product were accepted;

- Data was migrated from the legacy MDCS tool for testing. Data-matching and Proof of Concept was completed.

During intensive testing of the mailing-related features, the business users and technical team identified additional complexities and concluded that the data model/structure, as implemented, would not meet critical business needs in relation to the generation and filtering of mailing data. A new approach for the data model, together with a simplified user-interface for the Minimum Viable Product (MVP), was therefore proposed. Before implementing it, work on the MVP was paused in order to allow time for the proposed solution to be fully evaluated both internally (to ensure compliance with business requirements) and externally (to ensure compliance with MS Dynamics best practice regarding the technical set-up).

Benefits Realization

Benefits Delivered by end 2022

The next set of expected benefits will be delivered following the entry in operation of the Minimum Viable Product (MVP). This was due in 2022 but has been delayed to 2023.

Risk and Mitigation Actions[60]

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The legacy stand-alone conference tools, based on technologies, which are no longer supported, could fail irretrievably, resulting in increased pressure for the project to enter in the production phase.	The risk did not materialize; the risk exposure increased during the year.	Regular back-ups ensured data would not be lost, and the project scope was revised to include UPOV migration in the current project phase.	Continued technical support pending delivery of the new solution ensured that the negative impact on end users remained minimal.
The limited prior experience of architecting and managing applications in the cloud, may result in more complex than anticipated technical trouble-shooting and therefore longer time to resolve issues.	The risk materialized.	The project tapped into additional technical expertise experienced in the selected cloud application, as and when required. An internal Delivery Manager was assigned to coordinate trouble-shooting.	The materialization of the risk delayed project progress.
The new technology solution (in MS Dynamics 365) looks and functions very differently from the users' existing conference tools. The planned time and resources for UX, training, and change-management may not be sufficient for full user-acceptance.	The risk materialized.	UX expert resources were brought in to sensitize users on the look-and-feel of the new technology. Project budget will be re-allocated in Phase 2 to address the additional training and change management needs.	The materialization of the risk delayed project progress and had an impact on budget allocations.
Departures and absences of key stakeholders in the WIPO technical and business teams may leave critical gaps in responsibilities for technical implementation and for user inputs.	The risk materialized.	The mitigation plan to reassign Senior Supplier/WIPO-side technical lead and business user was partially effective.	The materialization of the risk delayed decision-making and the diagnosis of mailing-related issues.

Project Timeline

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

 The project was substantially delayed in 2022 due to:

- substantial unforeseen technical blockages, notably regarding the integration of the ICSP platform with the badging system;

- unavailability of certain technical and business-user key stakeholders;

- additional complexities identified during intensive testing of mailing-related features, leading to the conclusion that the data model/structure, as implemented, would not meet business needs in relation to the generation and filtering of mailing data. A new approach for the data model, together with a simplified user-interface for the Phase 1 Minimum Viable Product (MVP), was therefore proposed. Delivery of the MVP, planned for end 2022, was delayed to allow due diligence on the proposed solution, including evaluation both internally (to ensure compliance with business requirements) and externally (to ensure compliance with MS Dynamics best practice regarding the technical set-up).

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

CMP 16   ELEVATORS IN AB BUILDING - PHASE I

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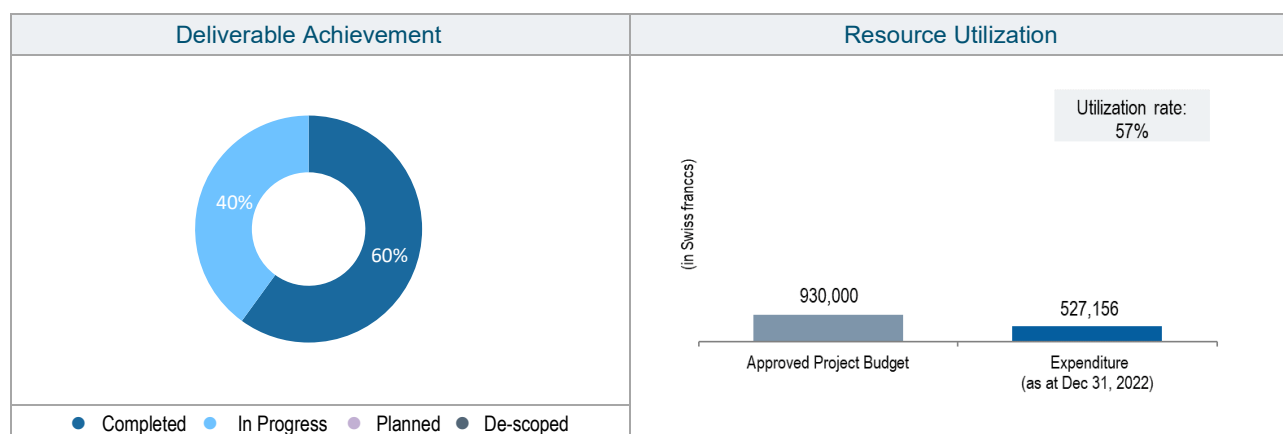
Project Completion Report

Business Case and Objectives[61]

Project Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 100% Completed (Completed, In Progress, Planned, De-scoped)

Resource Utilization: Utilization rate: 75%; Approved Project Budget 430,000; Expenditure (as at Dec 31, 2022) 321,717 (in Swiss francs)

Key Project Achievements

The modernization of the motorization system of the stand-alone elevator, keeping the current cabin and doors, in the AB Building was successfully completed in Q2 2021, including finishing repairs and final technical commissioning.

The installation of the remote management system for the elevator was completed in Q2 2022.

Overall Achievement versus Plan

All project deliverables were successfully completed.

The tender process to select the company to carry out the works initially launched in 2019, was re-launched in order to include Terms of Reference more closely aligned to what the market could offer.

Due to the supply chain disruptions caused by the COVID-19 pandemic, the modernization of the motorization system was delayed by several months.

The implementation of the remote management system was also delayed due to problems with the delivery by the supplier. This deliverable was completed in Q2 2022 and is fully operational.

Lessons Learned

Renovation works in an occupied building must be carefully planned in order to minimize disturbances to occupants and activities. When possible, noisy works should be planned outside office working hours or at night.

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

Benefits Realization

The following benefits were realized:

- Improved responsiveness of the stand-alone elevator in the AB Building;

- New lifecycle of the elevator motorization system for the stand-alone elevator in the AB Building;

- Increased safety and security for users of the stand-alone elevator following the implementation of the new remote management system.

Risk and Mitigation Actions[62]

No risks that had a significant impact on project implementation materialized during the course of 2022.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Technical assessment and feasibility study	20,000	12,200	61%	100%
Acquisition and installation of the new motorization system for the selected elevator in the AB Building (with decommissioning and dismantling of the existing system)	410,000	309,517	75%	100%
Total	**430,000**	**321,717**	**75%**	**100%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 108,282.93 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

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

Initial Project Plan

Actual Project Timeline

Project Follow-up Actions

The installation will be closely monitored during the 2-year guarantee period (as from May 2021) to ensure that potential issues are addressed within that period.

Anticipated Recurring Operational Costs

The lifetime of the motorization system is estimated at 20 years, with a 2-year guarantee period. The recurring annual operational maintenance costs amount to:

- 3,950 Swiss francs during the 2-years guarantee period;

- 8,295 Swiss francs following the 2-years guarantee period for the remaining lifetime.

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[62] For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2022 are reported.
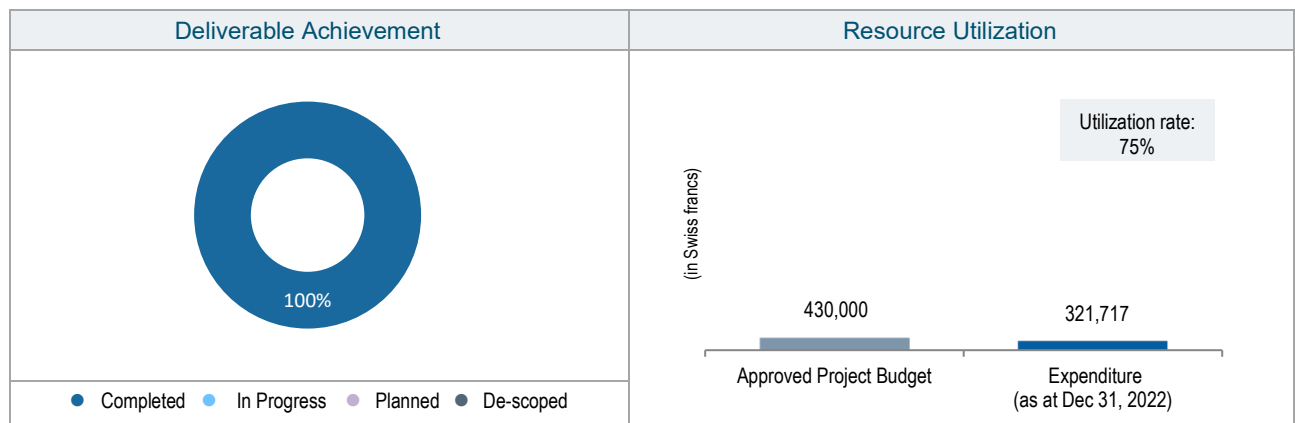
CMP 18 DYNAMIC INCIDENT MANAGEMENT (DIM)

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

Project Progress Report

Business Case and Objectives[63]

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 67% Completed, 33% In Progress
Legend: Completed, In Progress, Planned, De-scoped

Resource Utilization: Utilization rate: 79%
(in Swiss francs)
Approved Project Budget: 400,000
Expenditure (as at Dec 31, 2022): 316,514
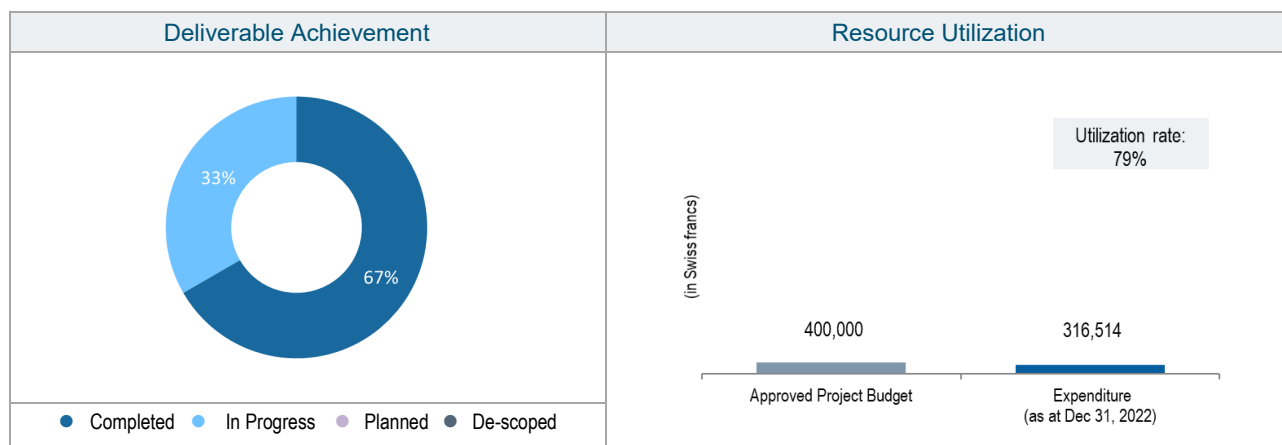
Key Achievements in 2022

In 2022, the following progress was made:

- A new improved internal security perimeter was designed and installed in the New Building, and wiring upgrades to facilitate the automatic closure of curtains and other security elements were completed in three areas of the HQ campus.

- Fully integrated end-to-end testing of the Unified Management System was successfully completed, confirming that WIPO can automatically control various security elements from the central Security Operations Center, allowing the guard force to remain focused on responding to a dynamic incident.

- A detailed communication, awareness and training plan was developed so that all employees at HQ can understand what a dynamic incident is, how to respond, where to go, what to do. To ensure effective response, detailed Standard Operating Procedures were implemented for specific security resources such as the armed guard force, WIPO security staff who can be armed, floor wardens etc.

- The HQ campus was assessed for the best (non-office) locations for a Shelter in Place, should a dynamic incident occur. Locations have been agreed and discreet signage installed that illuminates only when an incident is triggered. Supplies to secure offices without locks / keys were also procured.

- All work is complete apart from raising staff awareness, communication and training, and running a simulated Shelter in Place that is planned for Q1 2023 after which the project will be closed.

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

Benefits Realization

Benefits Delivered by end 2022
Given that all of the physical and electronic work has been completed, integrated and tested, the security team at WIPO HQ campus can now contain an active shooter or other similar dynamic terrorist incident, creating safe zones for all on HQ premises, and messaging all those not on premises to stay away until the all clear is announced. The following two benefits have been realized: Reduced risk level for active shooter and associated incidents; reduction in the organizational risk related to terrorism as noted in WIPO's risk heat map.

The two remaining benefits, improved awareness and preparedness levels and reduced business impact, loss of life and recovery times post-incident, will be realized following the training of WIPO staff and running of a series of dynamic incident simulations over an extended period of time.

Risk and Mitigation Actions[64]

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delays to the project schedule resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk materialized.	The mitigation plan to build WIPO meetings into the schedule was successful – however, delays were experienced owing to ongoing supply chain issues resulting from the COVID-19 pandemic.	The project schedule has been delayed until Q1 2023.

Project Timeline

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

The delay in the implementation timeline was due to supply chain difficulties, which continued to cause delays in implementation. The integration of certain software elements turned out to be more complex than originally anticipated and therefore took longer than expected.

CMP 19   MIGRATION OF EMAIL TO THE CLOUD

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

Project Completion Report

Business Case and Objectives[65]

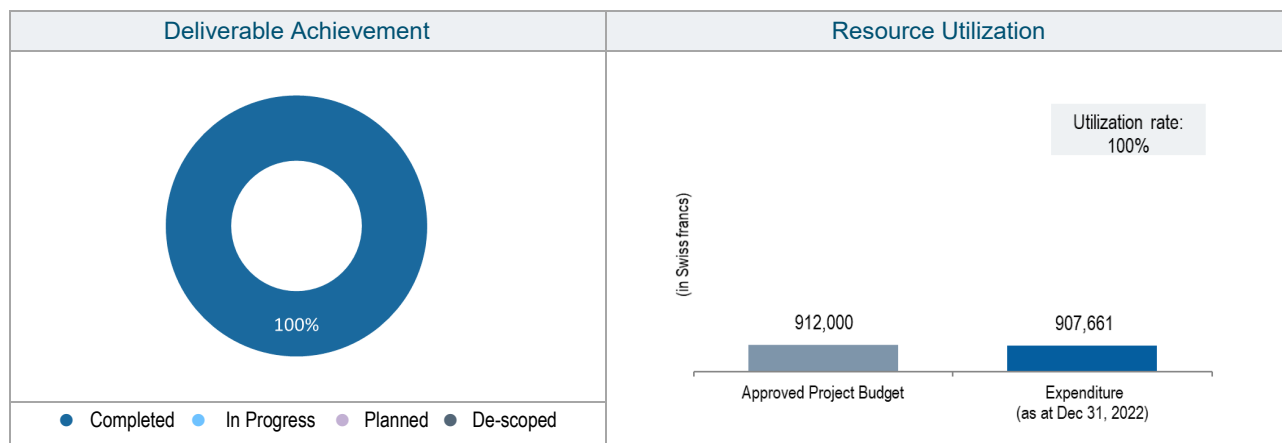[64] For CMP projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2022 are reported.
[65] Business Case and Objectives are reflected in the "Supplementary Capital Master Plan Projects 2018" (document WO/PBC/28/13). For updates to those, please refer to the last CMP Progress Report.

Project Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement (donut chart): 100%
Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (bar chart, in Swiss francs):
Utilization rate: 100%
Approved Project Budget: 912,000
Expenditure (as at Dec 31, 2022): 907,661

Key Project Achievements

The main objective of the project was to move WIPO's email system to the Microsoft 365 cloud-based email service. At the completion of the project this objective had been achieved.

However, due to the complexity of the migration of some mailboxes (those used as part of workflows and for purposes other than simple messaging), the portion of infrastructure that remains on premise - though reduced as compared to the original size - is larger than anticipated.

More specifically, in June 2021, it became clear that pursuing migration of those mailboxes (the so-called "Special Cases") would be impossible within the project budget due to their complexity. They were therefore removed from the project scope.

Following the closure of the project, the technical team will continue to work on these cases to achieve decommissioning of the on-premise infrastructure, as part of normal activities funded by regular budget.

Overall Achievement versus Plan

The project commenced in April 2019 and was completed in January 2022.

The first stage of the project, which consisted of the consolidation of the Active Directory took place from May 2019 to July 2020. Implementation of the final consolidation was one month late as compared to the original schedule.

The project's second stage consisted of the implementation of the Hybrid Environment, which started in the beginning of July 2020 and took place until the end of February 2021. Security controls had to be put in place in the tenant before partial user accounts information could be synchronized. The project plan, schedule, and benefits were reviewed to take into account the impact of the COVID-19 outbreak and the delays resulting from the tenant creation.

The last stage of the project started in March 2021 and was completed in January 2022.

All the milestones were completed. All of the users' mailboxes and more than 99% of mailboxes were migrated to the Cloud with the appropriate security controls. All email archives were migrated as well. In total:

•	User mailboxes: 1,998 migrated, for 24.1 Terabyte of live mailbox data and 13.9 TB of archive data
•	Generic mailboxes: 927 migrated, for 3.3 Terabyte of live data and 1.5 TB of archive data

As mentioned in the section above, the mailboxes still to be migrated are complex cases ("Special Cases"), which were removed from the scope.

Lessons Learned

Organizational lessons

All requirements should be identified and agreed before proposing implementation dates in order to minimize the risk of delays;

The development and implementation of an archives retention policy is important as an increase in the volume of archives could lead to additional costs.

Project lessons

In case that design and documentation planning involves a third party implementation partner, this should be adequately taken into account in the project timelines in order to minimize the risk of delays;

To ensure realistic project implementation timelines, sufficient time for security due diligence needs to be factored into the project schedule.

Benefits Realization

Benefit Description	Baseline	Target	Performance Data
Decrease in operational costs	748'000 USD/year	458'000 USD/year	Not achieved. It should be noted that compared to 2018 the number of mailboxes has increased. Moreover, the need for an additional backup, providing a further level of risk mitigation, had not been foreseen.
Cost avoidance	748'000 USD/year	Zero costs increase	Not achieved. The risk of an increase in operating cost materialized in October 2020, when the cost for the Managed Messaging Services from UNICC increased by more than 20.000 USD/month.
Greater level of service resilience	Split across two data centres within Geneva, with DR in New York	Leverage on Service Availability provided by Microsoft M365 Cloud.	Achieved for all the users' mailboxes and 99.9% of the generic/shared mailboxes.
Improved Security	UNICC On-premises security architecture	Microsoft O365 Cloud security architecture	The project improved security through • Consistent application of O365 Conditional Access policies; • Implementation of two-factor authentication for email access; • Consistent application of existing WIPO • Secured Access for tenant administrators through CyberArk. Achieved for all the users' mailboxes and 99.9% of the generic/shared mailboxes.

The project delivered the following additional unexpected benefits:

By consolidating the two WIPO Active Directories, the project improved user experience (one password instead of two - one for the network access and one for the email access) and laid the foundation for service improvements by simplifying the infrastructure (one Active Directory structure instead of two);

The Conditional Access policies developed to prevent fat client login from unmanaged devices will be the mechanism used to prevent access from unmanaged devices to other components of the M365 environment, such as Teams and OneDrive;

Implementation of a backup solution that offers functionalities not provided by Microsoft and which will be reused in the following steps of the migration to M365. The data back-up is hosted by a different cloud provider and encrypted with a key solely known to WIPO and generated by the WIPO internal PKI.

Risk and Mitigation Actions[66]

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

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[66] For CMP Projects under the 1 million Swiss franc threshold, only risks which materialized and had a significant impact on project implementation during the course of 2021 are reported on.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Active Directory Consolidation	81,500	91,500	57,273	63%	100%
Hybrid Email Environment Implementation	115,250	130,250	98,056	75%	100%
Email Mailboxes Migration	138,750	163,750	255,260	156%	100%
Email Archives Migration	212,750	237,750	216,220	91%	100%
Project Transitioning	263,750	288,750	247,675	86%	100%
Project Management and Administration	100,000	-	33,177	-	100%
Total	**912,000**	**912,000**	**907,661**	**100%**	**100%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 4,339.25 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

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

Initial Project Plan

Actual Project Timeline

Project Follow-up Actions

The migration of the "Special Case" Mailboxes and Archives and the subsequent decommissioning of the on-premise (UNICC) hosting.

Anticipated Recurring Operational Costs

Email system monthly costs	2018 (USD)	Actual Expenditure 2022 (USD)
UNICC - Managed Messaging Services	34,000	19,486
UNICC - Pre-2013 Infrastructure	10,000	-
UNICC - Hybrid Infrastructure		
UNICC - M365 Standard Support		10,813
UNICC - On Demand Support		
Microsoft Licenses	18,333	38,324
Spanning Backup Licenses		7,000
Total	**62,333**	**75,623**

This cost will decrease when the on premise infrastructure is decommissioned, but will not disappear due to the need to maintain journaling data as per audit requirements.

CMP 20&32   ESTABLISHMENT OF A LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS – PHASES I &II

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

Project Completion Report

Business Case and Objectives[67]

Project Overview

CMP 20	
Deliverable Achievement[68]	Resource Utilization

CMP 32	
Deliverable Achievement[69]	Resource Utilization
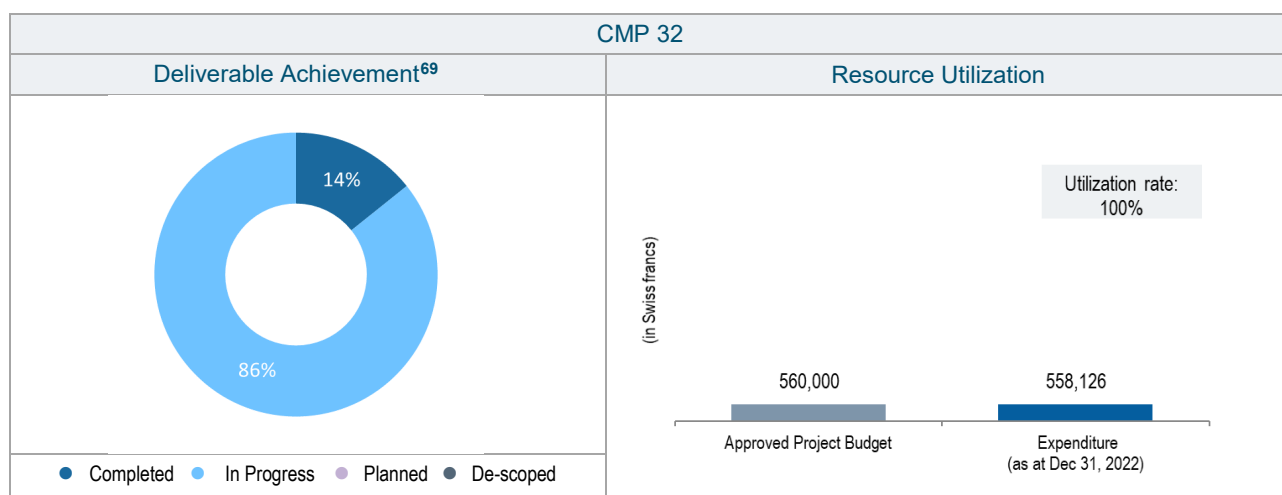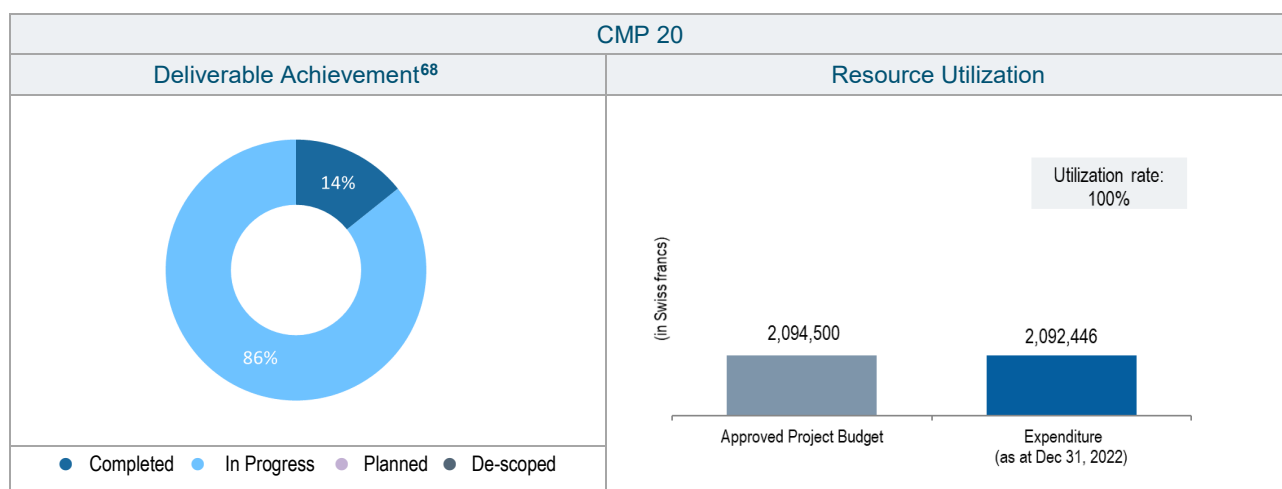
Key Project Achievements

The Phase I and II of the WIPO Cloud Transition project successfully established WIPO's Cloud Landing Zone with enforced security and automated deployment capabilities enabling the development and deployment of efficient

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

[68] Does not include the cross-cutting deliverable: Project management.

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

applications with increased speed and agility on scalable, highly available and fault tolerant cloud infrastructure. The project has also introduced a high degree of cost awareness and accountability for the utilized resources.

Increased agility and flexibility

All the applications migrated to the cloud have benefited from the cloud flexibility with respect to the allocation of resources, while at the same time the rapid provisioning has greatly reduced the time required to develop and deploy a new application.

The cloud has also enabled new ways of working in the end-user space: Virtual Desktop service has reduced the time to provide an IT device to users with the WIPO-specific Windows10 configuration to 40 minutes, while at the same time improving information protection and providing a wider range of 'hardware' configurations.

Improved service delivery to external stakeholders

In addition to the performance benefits to the users, illustrated by the APDEX index, the move to the cloud has enabled WIPO to explore new ways of delivering our services.

For example, the IP Offices digital platform (IPAS), has been migrated to the cloud and services are now delivered using a software-as-a-service model, with concrete benefits in terms of improved service delivery, security, reliability and cost efficiency.

Improved business continuity

The project has provided a range of possible Disaster Recovery (DR) and High Availability (HA) configurations for WIPO applications, according to their business criticality. Successful automated DR across geographies has been implemented and successfully tested. Moreover, the patterns developed in this process can be reused for future applications.

Cost optimization

The project has resulted in savings in hosting costs for the applications having been migrated to the cloud and in low cost of entry in the case of developing cloud-native applications.

Improved security

The project has resulted in an increased Cloud security maturity level across the current Organization Cloud portfolio as follows:

- The application deployment patterns adopted in the cloud have reduced our threat surface, improved our level of compliance to WIPO security policies and lowered the total cost of ownership of Cloud security for those systems that have been migrated;

- Management and administration of security services has been simplified;

- The applications / services that are now in the cloud, are more cyber resilient. It is easier to rapidly deploy new security services or controls, within minutes, with little or no impact to the user experience. As part of the incident response process, we are able to quickly augment the level of security controls within an environment to respond to a threat or a realized risk;

- With the regular advent of new cloud security services and features, the security controls applied to applications / services in the cloud can be constantly upgraded in line with WIPO's risk appetite.

Indicator	Target	Actual	Comments
Cloud Maturity Score	80%	73%	WIPO Cloud Maturity Score measured in November 2021
Number of Applications Hosted in the Cloud	50	60	Number of applications hosted in the cloud as of 31 December 2022

Overall Achievement versus Plan

Due to the COVID-19 pandemic and the challenges to find suitable cloud platform expertise on the market, the project was completed in June 2022, with a delay of 6 months as compared to the initial plan.

Lesson Learned

To ensure a clear transition to operations of an application being migrated to the cloud and allow an early transitioning of future deployment activities (post-go-live), it is very important to clarify roles and responsibilities of business and technical owners, on the one hand, and central ICT support on the other hand early on in the process.

Benefits Realization

Benefit Description	KPIs	Baseline	Target	Performance Data
Increased organizational efficiency through the ability to automate processes and scale resources	Automated deployment capabilities achieved by cloud workloads	73% in Dec 2021	≥ 75%	78% in December 2022
Improved business continuity/ reduced risk of unavailability of Global IP Systems	Alignment to the DevSecOps Governance Best Practices (application architectures approved by Central Cloud Team are fault tolerant to the loss of one availability zone)	Following an outage incident in June 2021, all WIPO cloud workloads recovered automatically.	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)	79% in November 2022
Improved service delivery to external stakeholders by distributing services worldwide on the cloud	Improved response times of cloud applications with an APDEX score >0.6	76% in Dec 2021	≥ 80%	83% in December 2022
Reduced cost of application hosting	>30% reduction	The reduction in hosting costs, compared to the estimated on-premise costs.	>30% reduction	Reduction ranging from 64% to 88% * For the Virtual Desktops reduction is 33%
Reduced risk of cyber attacks and malicious data breaches (linked to ORG.020 - Cyber-attacks and the risk of malicious or accidental breach of data)	Alignment to the DevSecOps Governance Best Practices (decrease the threat surface, encrypt everything, achieve unified compliance as code and automated compliance checks.)	n/a	100% of cloud workloads	100% of cloud workloads

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

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The Organization's readiness for adopting a cloud environment may be overestimated potentially leading to delays in the implementation of the project.	This risk materialized.	Although cloud training for all internal development teams was provided, standards were adopted and experienced cloud experts were hired to build an increasingly mature cloud environment, the risk was only partially mitigated.	The only partially effective mitigation strategies resulted in delays in the implementation of the project.
In-house and offshore development teams are not ready to support migrated cloud applications.	The risk materialized.	The mitigation plan of continued guidance and assistance from the Central Cloud Team, proposal of standards and best practices to accelerate cloud migrations, the establishment of the DevSecOps Governance to guide and enforce quality implementations expected from modern cloud-based systems, tailored training exercises and access to the online cloud training platform, have enabled internal DEV Teams to gain cloud hands-on experience.	The mitigation strategies were partially effective resulting in the delay of some cloud migrations.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Internal ICT and Information Assurance teams are not ready for Operational Handover.	The risk did not materialize; the risk exposure decreased during the year. The risk has been closed.	Operational Handover for the completed deliverables continued in 2022 with Knowledge Transfer sessions, preparation of Transition to Operations documents and weekly alignment meetings between the Central Cloud Team and the Operations Teams. The newly created two operational teams, the Cloud Infrastructure Support Group and the Cloud Applications Support Group have provided efficient support to cloud workloads. In addition, a DevOps Automation engineer has been recruited to further automate processes and support transition of workloads to Operations.	The mitigation measures had a positive impact on the transition to operations.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable) – CMP 20
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Governance: Project documentation, implementation of organizational policies	-	-	-	90%
Business: Cloud contracts administration and cost management	69,500	21,687	31%	85%
Platform: Creation, strategic definition and management of the Enterprise Cloud Platform	42,900	24,713	67%	90%
Security: Security design and configuration, risk governance and compliance assessment	293,000	371,699	127%	92%
Operations: Service delivery implementation and operations management	34,000	33,891	100%	68%
Applications: Pilot design, migration roadmap, 50+ applications migration implementation	1,462,400	1,438,044	93%	100%
People: Cloud training, coordination and certification management; design of a new Organizational structure	192,700	198,412	107%	77%
Total	**2,094,500**	**2,092,446**	**97%**	**85%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 2,053.51 Swiss francs will be subsequently returned to Accumulated Surpluses.

Resource Utilization as at December 31, 2022 (by Deliverable) – CMP 32
(in Swiss francs)

Deliverable	Project Budget	Adjusted Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Governance: Project documentation, implementation of organizational policies	-	-	-	-	90%
Business: Cloud contracts administration and cost management	52,800	-	-	-	85%
Platform: Creation, strategic definition and management of the Enterprise Cloud Platform	132,100	-	-	-	90%
Security: Security design and configuration, risk governance and compliance assessment	42,300	-	127,400	n/a	92%
Operations: Service delivery implementation and operations management	79,200	-	-	-	68%
Applications: Pilot design, migration roadmap, 50+ applications migration implementation	253,600	560,000	430,726	77%	100%
People: Cloud training, coordination and certification management; design of a new Organizational structure	-	-	-	-	77%
Total	**560,000**	**560,000**	**558,127**	**100%**	**85%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 1,874.50 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline – CMP 20

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

Initial Project Plan

Actual Project Timeline

Project Timeline – CMP 32

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

Initial Project Plan

Actual Project Timeline

Project Follow-up Actions

Most of the applications that have been migrated are typically not the business-critical workloads, the Global Brands Database application migration being still in progress when Phase II was completed. The first two phases of the Project, however, have provided the foundation and developed the capabilities that will enable WIPO to move its critical workloads. The focus immediately after the project will be the cloud enablement of major and critical business applications.

Anticipated Recurring Operational Costs

Annual recurring cloud hosting costs amounted to 1.9 million USD in 2022. The hosting costs will continue to increase as the cloud transformation progress.

CMP 21 WIPO IP Portal - Phase II

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

Project Progress Report

Business Case and Objectives[70]

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

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: Completed 25%, In Progress 75%, Planned, De-scoped

Resource Utilization: Approved Project Budget 6,960,000; Expenditure (as at Dec 31, 2022) 6,361,188; Utilization rate: 91% (in Swiss francs)
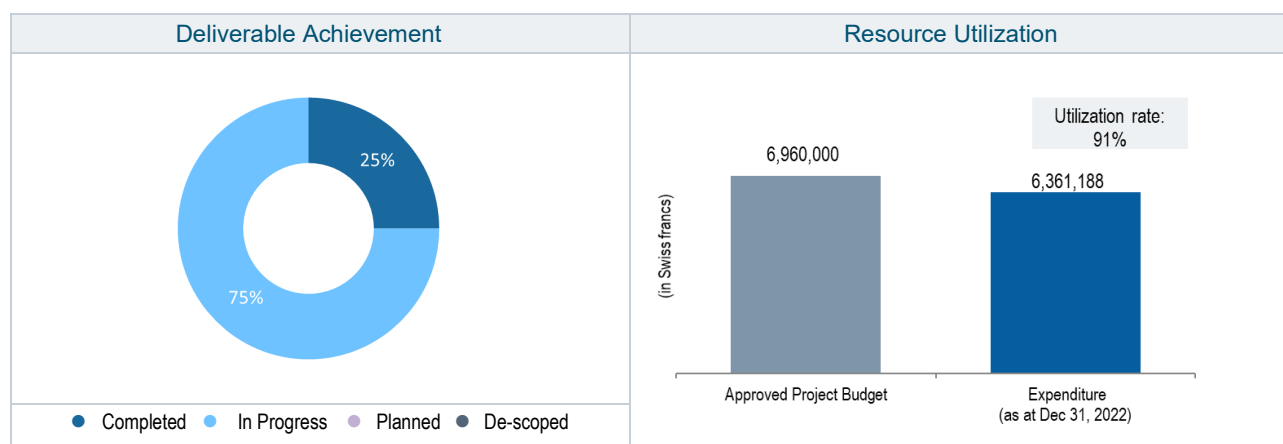
Key Achievements in 2022

In 2022, the following progress was made:

- A new widget was introduced to enable IP Portal users to easily access Hague System Member profile information from their dashboard;

- The Global Awards Program was promoted via the IP Portal;

- 17 business areas were onboarded to the IP Analytics reporting, becoming regular users of the reports and dashboards;

- Machine Learning was leveraged to perform sentiment analysis on Customer Service support tickets to improve knowledge of the issues faced by WIPO customers;

- Preparation activities to ensure the efficient execution of the 2022 IP Analytics project priorities were carried out.

Benefits Realization

Benefit description	KPIs	Baseline for Phase II	Target for Phase II	Performance data for Phase II
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account	52% (December 2019)	15% increase	73%
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems1	Customer satisfaction score	73% (November 2018)	5% increase	83%
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets2	317 (Q3 2020)	500	1,244
	Number of ICT systems integrated to ePay2	3 (February 2020)	10	6
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	71% (November 2018)	5% increase	81%
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	71% (November 2018)	5% increase	81%
Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of users of a service (per quarter)	37,315/day on average, for developing countries (for all the services) (Q4 2020)	5% increase	65,042

Benefit description	KPIs	Baseline for Phase II	Target for Phase II	Performance data for Phase II
Increased number of visitors and users of the services integrated with the WIPO IP Portal	Average daily number of users and visitors per service	68,046/day on average (for all the services) (Q4 2020)5	5% increase	95,176
Increased organizational efficiency through the implementation of a program management framework	MSP Health check	90,8% (December 2019)	95%	95.4%
Increased cost efficiency and productivity for IT development teams through synergies across business lines and IT platforms	% Alignment on IP Portal matrix	57% (April 2020)	5% increase	71%
Increased sustainability of the WIPO IP Portal and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted	% Alignment on IP Portal matrix	57% (April 2020)	5% increase	71%

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2022.

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Expansion of WIPO IP Portal dashboard functionality, increased communication between the WIPO IP Portal and the integrated business applications with additional personalized assistance, improved coverage of common portfolio oriented features and the facilitation of enhanced mobile capabilities	1,308,000	956,139	877,803	92%	97%
Migration of additional business applications to the platform, including implementation of the common user interface, common navigation system and common payment processing module	1,206,000	1,581,694	1,492,366	94%	97%
Increased standardization of horizontal services, including the integration of standardized customer support; implementing common user groups capabilities into the account management system; and exploring the introduction of consistent content authoring tools and processes for Portal texts	540,000	874,560	887,964	102%	80%
Establishment of an enterprise level analytics platform and data warehouse solution, enabling value-addition to existing services via the strategic application of data science while increasing investment in assuring customer privacy and security	1,412,000	1,596,728	1,533,465	96%	100%
Implementation of a converged developer portal for stakeholders such as IP offices, applicants and third party software vendors, improving developer experience and the adoption of modern API based interaction with the Portal	192,000	335,162	188,736	56%	50%
Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets	768,000	-	-	-	5%
Ongoing development of the WIPO IP Portal, delivery of high quality Program administration, production & management of strategies/plans according to MSP methodology & the support & management of the platform	1,294,000	1,182,363	991,585	84%	96%
Increased convergence in data processing & IT solutions, implementation of policy for software development and further expansion of a converged software development pipeline	240,000	318,910	389,271	122%	100%
Total	**6,960,000**	**6,845,556**	**6,361,188**	**93%**	**80%**

Project Timeline

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

CMP 22   HAGUE EXTERNALIZATION PROJECT

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

Project Progress Report

Business Case and Objectives[71]

Project Progress Overview

Deliverable Achievement	Resource Utilization
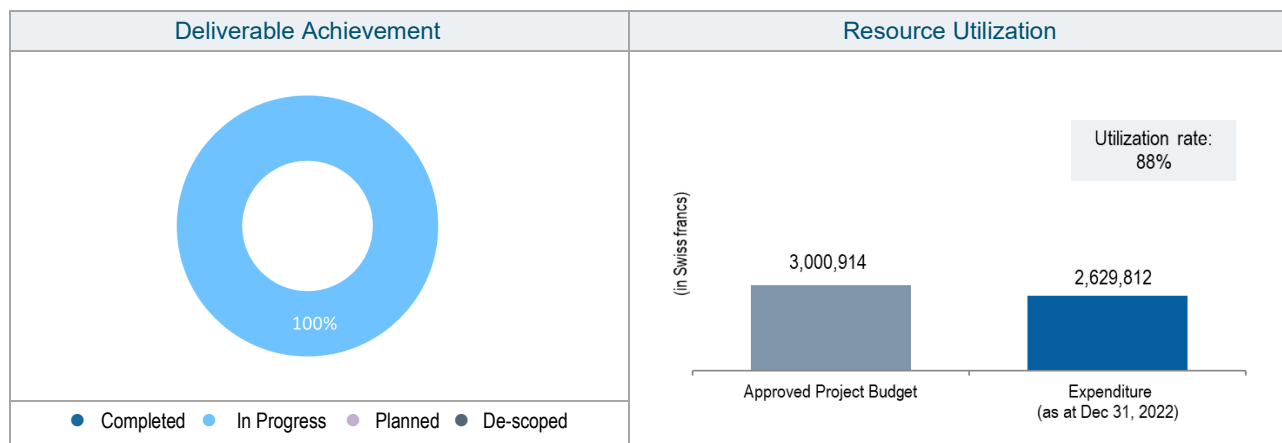
Key Achievements in 2022

In 2022, the following progress was made:

- New front-office functionalities were introduced, allowing logged-in external users to access information about fees, payment details and associated documents (eHague);

- A front-office functionality for allowing representatives and holders to appoint, revoke, and change representative details was launched (eHague);

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

- The data flow for Application Irregularities has been enhanced with end-to-end automation;

- The Disaster Recovery procedure has been extended to include eHague and Web Services;

- Targeted improvements in the examination process to enhance examiners' productivity.

The following functionalities were developed in 2022 and are planned to be rolled out during the first part of 2023:

- Integration of the Hague IT systems with the WIPO IP Portal Alerts Messages platform for a better user experience for Hague users;

- New front-office functionality for allowing representatives and holders to change holder details (eHague);

- The front-office applications were updated to support strong authentication (multi-factor);

- Migration and integration of the Renewal application into eHague, enabling the display of the list of renewals and their details in the eHague workbench and a WIPO Common Look & Feel compliant user interface;

- Migration and integration of the Bulletin application into eHague, including compliance with the WIPO Common Look & Feel user interface guideline;

- End-to-end data flow automation for the Bulletin, Courtesy, and Confidential Copies.

Benefits Realization

Benefits Delivered by end 2022
Improved productivity and efficiency for external and internal users: - Cost-effective Bulletin as well as Courtesy and Confidential copy releases following automation of the operational procedure;   - Cost-effective irregularity management following the automation of the operational procedure;   - Improved performance and platform reliability for the handling of documents and images;   - Improved productivity for internal users thanks to targeted back-office processing improvements;   - Enhanced operational efficiency and reduction in customer-facing issues due to targeted improvements;   - Enhanced resiliency of the front-office system due to new eHague and Web Services disaster recovery procedures.
Increased responsiveness to users and Offices: - Improved usability of selected elements of the new self-services for external users;   - Improved responsiveness and reliability of the irregularity management process due to the automated transmission of irregularity notifications between Hague Back-Office to Hague eFiling;   - Improved end-to-end responsiveness for changes of representative and holder data due to the implementation of their self-services and their end-to-end automation;   - Real-time status display of the examination process in the eHague Workbench.
Capability to provide better service through a user-driven approach: - New self-services for Change of Representative Name and Address, Appointment of Representative, and Revocation of Representative;   - Enhanced eHague workbench with the new self-services;   - Enhanced eHague workbench details with service request documents, fee details, and payment information;   - Better user experience by exposing eFiling applications and their acknowledgment of receipt in the eHague Workbench.
Greater quality in application submissions: - Reduction of irregular representative details changes due to automated business rule validation.
Improved security related to data exchange between the IB and users: - Improved front-office reliability due to extending the disaster recovery protocol to include eHague and Hague Web Services.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Dependency on the timely completion of IP Portal deliverables could cause delays in project implementation.	The risk did not materialize; the risk exposure remained stable throughout the year.	The close collaboration between the HEP project team and the IP Portal project team and the frequent updates received by the HEP project team were effective in mitigating the risk.	→

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Approved Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
The migration to the cloud of the Hague's 4 user-facing applications (eFiling, eLoop, eRenewal and the Hague Customer Database), implementation of centralized, cloud-based, monitoring system; technical support to the evolution of the legal framework; and enhanced access rights management	232,822	196,805	196,077	100%	80%
Enhancements to the Office data exchange with the IB	784,298	451,965	451,965	100%	80%
Extensions and enhancements of services provided to the Hague System users such as extension of the current online services in respect of the available languages, ability of rights holders to submit requests for changes in relation to industrial design registrations registered with WIPO, and support of instant on-line communication between WIPO examiners and system users comprising notifications via the WIPO IP Portal	1,100,597	1,408,391	1,138,268	81%	90%
Consolidation of legacy Registry information to the new platform alongside associated granularization, in line with ST.96	511,598	404,700	404,700	100%	75%
Enhancements to the Hague Platform's IB System, specifically to improve user service and productivity through the use of AI tools	371,598	538,581	438,802	81%	70%
Total	**3,000,914**	**3,000,442**	**2,629,812**	**88%**	**79%**

Project Timeline

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

Initial Project Plan

Current Project Timeline

The project deadline has been extended to December 2023 primarily due to the addition of new Hague Portfolio Management capabilities aimed at improving the customer experience. This change is part of a broader WIPO-wide initiative to provide users with an optimal experience across main WIPO services. Adjustments have been made to the remaining deliverables and project timeline to better respond to current business needs while maintaining the project's business case, objectives, and cost.

CMP 23   ECM IMPLEMENTATION - PHASE II

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

Project Completion Report

Business Case and Objectives[72]

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

Phase I of the ECM Implementation Project to introduce "a central enterprise repository to store documents" (WO/PBC/21/18) was approved by the WIPO Assemblies in 2013. Phase I, completed in mid-2020, delivered the underlying technical infrastructure, including the base configuration of the document repository compliant with digital records management and information security requirements, as well as a set of "early win" business use-cases, each using different capabilities of the OpenText ECM solution to address specific business needs.
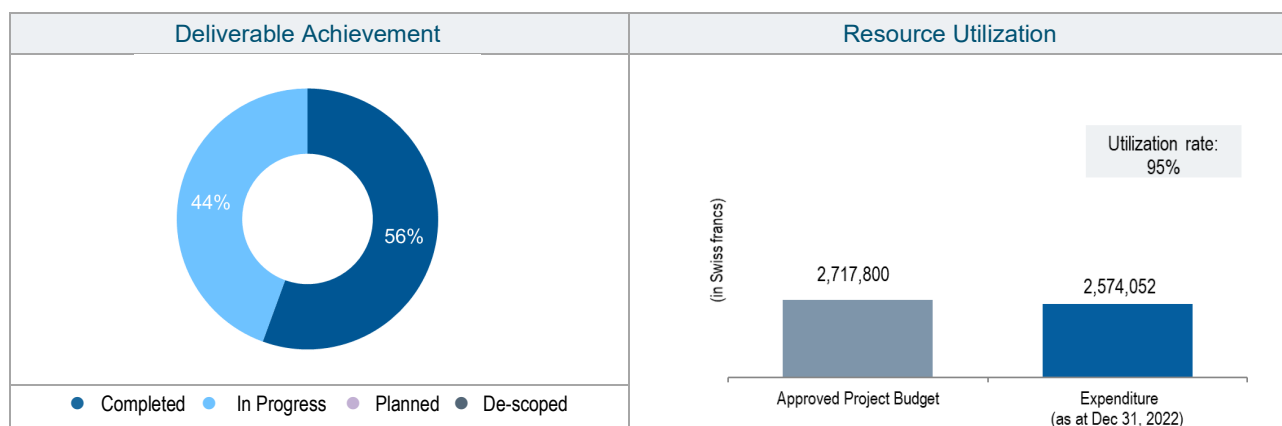
Phase II of the ECM Project, planned for 2021-2022, aimed to deliver: eMemo and eCourier workflows in KIC (completed in 2021); to progressively migrate WIPO business units from the shared drives into Business File Plans (BFPs) in KIC; and to equip WIPO users with the tools and knowledge to leverage its capabilities.

In Q3-2021, mid-way through the implementation of Phase II of the ECM Project, WIPO commissioned an external Independent Review of the different content management and collaboration platforms used within WIPO. The objective was to "take stock and assess and analyze the current state of solutions and their adoption; develop a target integrated architecture with a goal to realize the maximum value from the solutions; and develop a concrete and practical roadmap to reach this architecture." The Review recommended that WIPO standardizes its collaboration and content management on the Microsoft M365 (M365) platform, and re-platform on M365 all ECM content and applications currently on the OpenText (KIC) platform.

Following WIPO's acceptance of the recommendation, the implementation of the Phase II of the ECM Project (OpenText implementation) was suspended. In Q2-2022, the ECM Project team began to define a new project to move WIPO's Enterprise Content and Collaboration management into M365. As a consequence, the ECM Implementation - Phase II was closed. This Completion Report highlights the achievements of the project until mid-2022.

Most of the project objectives and benefits were realized and delivered on time and on budget. As noted above, a number of unforeseen circumstances delayed or changed the project direction. As a result, the planned transition of most of the business units into KIC by the end of Phase II of the project was not achieved.

Project Overview

Deliverable Achievement	Resource Utilization
Completed 56%, In Progress 44%, Planned, De-scoped	Utilization rate: 95% Approved Project Budget 2,717,800 (in Swiss francs) Expenditure (as at Dec 31, 2022) 2,574,052

Key Project Achievements versus Plan

Objective	Achievement
Develop and implement an electronic document repository (sub-project 1 "e-Repository[73]") develop folder-structures ("business file-plans") and workspaces, adapted to the operational needs of each business unit, which enable users to share, protect and manage content within the KIC repository in accordance with relevant information governance policies; migrate content, as required by each business unit, from legacy repositories (shared drives) according to agreed migration strategies.	**Partially achieved** 10 Business units migrated to KIC. Benefits related to this objective have been partially delivered, i.e. only to the business units migrated to KIC. The overall collaboration benefit has not been achieved due to the small number of business units migrated in the platform. Replacement of the P:Drive by KIC Personal Workspaces for all staff
Develop and implement an "electronic courier system" (sub-project 2 "e-Courier") to digitize the current paper-based workflows for managing incoming official correspondence.	**Fully achieved.** All the Organization has been moved to the eCourier system. Most of the benefits connected to this objective have been fully realised.

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[73] eRepository was subsequently re-named KIC FileSpace

Develop and implement an "electronic memorandum system" (sub-project 3 "e- Memorandum") to digitize the current paper-based workflows for standard internal approval and reporting processes which are currently paper-based.	**Fully achieved (implementation and deployment).** All the Organization has been moved to the eMemo system. Most of the benefits connected to this objective have been fully realised. However lack of adoption by HRMD reduced the full benefits realization and led to continuous use of email for transmitting memoranda.
Integrate the ECM application into the standard corporate desktop environment for all WIPO users.	**Fully achieved.** The Enterprise Connect application and its related add-ons have been successfully deployed throughout the Organisation. The benefits connected to this objective have been partially achieved as not all business areas were fully transition to KIC.
Educate and train all users to leverage the capabilities of the system.	**Partially achieved.** Objective achieved for the products delivered.
Evaluate proposals for additional projects, which would use the ECM capabilities to address business needs (for subsequent implementation).	**Partially achieved.** A number of additional mini-projects were evaluated and some of them also delivered (eg. Workflow Absence Management System; KIC Mobile Release; RAS Reports; etc.). Additional undertakings were halted because of the change of the direction of the project.

Lessons Learned

A Summary of the ECM Implementation Phase II lessons learned is presented in the below:

- More time should have been allocated to the migration of BFPs in Phase II, to account for the longer lead times required to engage with the business. Requirements definition with the business was more time consuming than expected.

- More focus should have been placed in the change management and adoption process at a high management level, which would have resulted in a better adoption of the platform by the users.

- The re-prioritization of the project objectives (i.e. eMemo and eCourier) as a result of the COVID-19 pandemic should have been communicated more consistently and clearly to all stakeholders, to manage their expectations on the migration of the BFPs and thereby mitigate the dissatisfaction of the delays occurred.

Benefits Realization

Benefits fully delivered by end of Phase II:

- KIC content repositories (WIPO-wide for eMemo and eCourier) and BFP (for those business units which were migrated) improved access to corporate knowledge and reduced loss of institutional knowledge when individuals leave, thus reducing unnecessary re-work.

- eMemo and eCourier delivered digital workflows for key, formerly paper-based WIPO-wide business processes, and enabled tracking of memoranda and of responses to official correspondence to improve response time.

- The digitization of memoranda and courier processes contributed to significant resource savings in internal messenger services.

- The migration from shared drives to BFPs enabled the protection of records and the proper identification of content to facilitate their efficient disposal in the future (for those business units, which were migrated in KIC)

- Enhanced ability to apply security classifications and protect sensitive information, for the business units which were migrated before end of 2022 and WIPO wide for eMemo and eCourier.

- Business productivity was further supported by additional KIC improvements, which had not been foreseen in the original scope of the project, including access to KIC processes and content from mobile phones, and an absence management tool to avoid delays to workflows due to staff absences.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Resistance to changes in working practices and culture could hinder the successful transformation of information governance.	This risk materialized.	Continuous engagement, training, feedback collection and change management fully incorporating users' feedback has proven to be effective in most cases.	Most of the negative impact of this risk was effectively mitigated.

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Insufficient capacity in Business Units to absorb the additional work needed to prepare for and transition to the new system could impact the project timeline.	This risk materialized.	The mitigation plan of early engagement, detailed planning and continuous communication has proven effective in the case of most business units. Nevertheless, the risk was only partially mitigated resulting in the migration of a lower number of business units than initially planned.	A lower number of business units were migrated than initially planned.
Difficulty in recruiting technical resources with the right competencies could impact project deliverables and timelines.	This risk materialized.	The plan to explore different resourcing options is intended to mitigate the difficulties experienced in hiring BFP developer in 2022.	This risk has materialised resulting in a delay in BFP development and migration.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Integrate the ECM application into the standard corporate desktop environment for all WIPO users	573,000	680,000	680,000	100%	100%
Develop "business file-plans" and workspaces, adapted to the operational needs of each business unit, which enable users to share, protect and manage content within the ECM repository in accordance with relevant information governance policies	1,056,000	752,000	399,157	53%	20%
Migrate content as required from legacy repositories (shared drives) according to agreed migration strategies	626,800	465,800	231,854	50%	20%
Educate and train all users to leverage the capabilities of the system.	268,000	350,000	350,000	100%	75%
Develop and implement an "electronic courier system" to digitize the current paper-based workflows for managing incoming official correspondence	80,000	155,000	155,000	100%	100%
Develop and implement an "electronic Memorandum" workflow to digitize standard internal approval and reporting processes which are currently paper-based	80,000	155,000	155,000	100%	100%
Evaluate proposals for additional projects which would use the ECM capabilities to address business needs	34,000	160,000	131,421	82%	61%
*M365 – Preparation for the "Move of the Organization" into the modern digital workplace for content management and collaboration (Train and reskill project team; High-level governance principles; Focus groups; Governance Task Force; Detailed records management requirements; Procurement of M365 consultancy; etc.).	-	-	295,752	100%	100%
*M365 – Preparation for the delivery of business processes in M365 (eMemo high level process redefinition).	-	-	175,868	100%	100%
Total	**2,717,800**	**2,717,800**	**2,574,052**	**95%**	**75%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 143,843.27 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

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

Project Follow-up Actions

KIC is planned to be decommissioned at the end of 2025.

Anticipated Recurring Operational Costs

The products delivered have been transitioned to operations. The Project team is also playing a continuous support role, which will continue until the complete decommissioning of the KIC platform.

In addition to a dedicated Help Desk resource, the infrastructure costs and platform support costs will be recurring until the full decommissioning of the platform, planned for the end of 2025. A summary estimate of such costs is provided in the below table.

Description	2023	2024	2025	Total
Dedicated Help Desk Resource	196,000	240,000	240,000	676,000
Infrastructure	242,000	246,000	246,000	734,000
OpenText Platform Support	309,000	324,000	324,000	957,000
Total	**747,000**	**810,000**	**810,000**	**2,367,000**

CMP 24 WEB CMS TECHNOLOGY REPLACEMENT

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

Project Progress Report

Business Case and Objectives[74]

This Website Platform Replacement Project was planned for completion by the end of December 2022.

Due to technical challenges, the Liferay platform was only available for deployment in mid-December 2022. Despite this delay, the configuration of the platform and clean-up of web content to prepare for migration were completed. However, the actual migration of content from OpenCMS to Liferay could not be carried out until the platform was deployed in production. For this reason, only the pilot ABC website was available live in Liferay in mid-December 2022 while the bulk of the migration remains to be done in 2023.

Two separate, parallel initiatives on user experience/user interface (UX/UI) and tone of voice (TOV) greatly impacted the design and content of the project deliverables. Taking into account the technical delays and the impact of the two parallel initiatives, resources were reoriented towards platform configuration, content cleanup and implementation of the Universal Look and Feel design and navigation (ULF) developed by the UX/UI initiative. The migration of content in 2023 will now also include strong editorial and restructuring elements to fit with the new ULF and TOV.

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

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 50% / 50%
Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs)
Utilization rate: 90%
Approved Project Budget: 910,500
Expenditure (as at Dec 31, 2022): 818,998
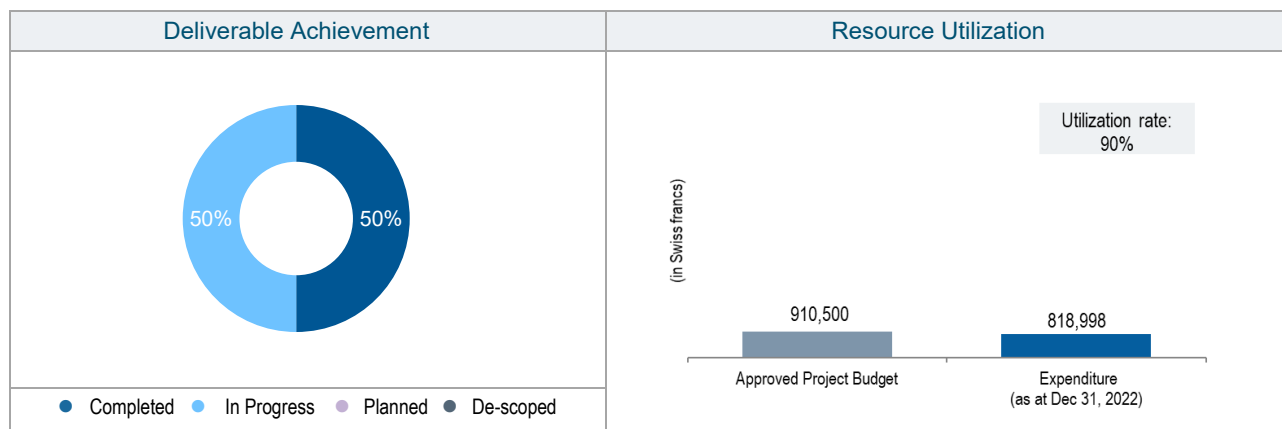
Key Achievements in 2022

In 2022, the following progress was made:

- The Liferay Platform was installed, configured and implemented;

- The ABC webpages were live on Liferay in mid-December;

- Clean-up of web content, in coordination with content owners throughout the Organization, was completed in preparation for migration of content to Liferay;

- The new, universal web design and navigation (ULF), resulting from the UX/UI initiative, were cleared for implementation in the Liferay platform for when the content will be migrated.

Benefits Realization

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

Risk and Mitigation Actions[75]

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
When considering all the business and technical requirements for the CMS, the best-fit solution may have compatibility issues with certain web applications hosted by the current CMS, or unexpected compatibility complexities with WIPO infrastructure.	The risk materialized.	The mitigation plan to undertake a proof of concept stage was partially successful, however, delays in the deployment into production of the CMS solution due to unexpected complexities with the WIPO infrastructure resulted in most of the web content not being migrated by the end of 2022, as initially planned.	Most of the web content was not migrated by the end of 2022.

Project Timeline

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

Initial Project Plan

Current Project Timeline

Delays in the deployment of the Liferay platform in production (December 2022 instead of April 2022) meant that most of the content will have to be migrated in 2023.

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

CMP 25   TREASURY MANAGEMENT SYSTEM (TMS)

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

Project Progress Report

Business Case and Objectives[76]

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement:
- 75% Completed
- 25% Planned

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization:
Utilization rate: 38%
- Approved Project Budget: 250,000 (in Swiss francs)
- Expenditure (as at Dec 31, 2022): 95,603
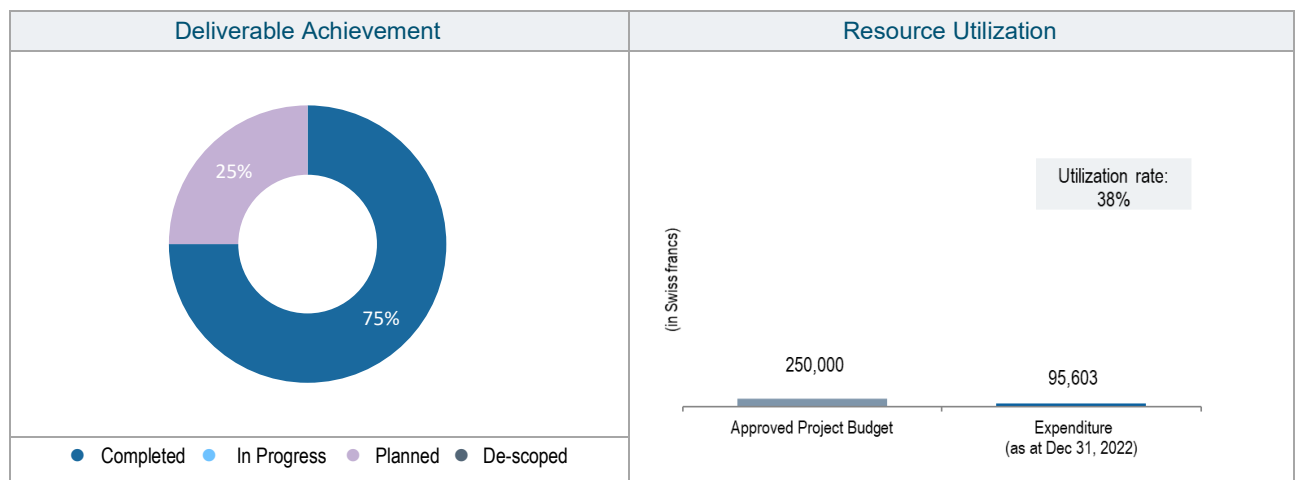
Key Achievements in 2022

In 2022, the original project was completed with the following deliverables:

- A Treasury Risk Management System (TRMS) that brings together various data streams from disparate systems into a single source where information related to treasury exposures and risks is easily and quickly accessible;

- The Liquidity Management Module, that provides visibility, transparency and control over WIPO's cash and liquidity;

- The Treasury Transaction Module, that provides an end-to-end automation of certain treasury transactions from execution, confirmation and settlement through to automated accounting records;

- The Banking Connectivity Module, that increases the connectivity coverage to 93 per cent of the Organization's bank accounts and 99 per cent of the Organization's cash assets;

- The Daily Treasury Dashboard, that enhances the monitoring, reporting and management of risks related to treasury activities.

In 2022, the following progress was made as part of the scope expansion:

- Review and assessment of the requirements related to the PCT Fee Transfer Service (FTS);

- Defined scope, requirements and solution design related to the FTS.

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

Benefits Realization

Benefits Delivered 2022
Improved cash visibility and cash forecasting accuracy resulting in better liquidity management
Improved deployment of cash for investment purposes resulting in incremental interest income
Improved visibility and management of currency risk exposures
Improved visibility and management of counterparty credit risk exposures
Improved security and reduced risk of error or payment fraud with enhanced security controls embedded in the TRMS
Improved efficiency in payment processing for treasury transactions
Improved operational risk management during crisis planning with the enhanced banking connectivity in the TRMS

Risk and Mitigation Actions[77]

No risks that had a significant impact on project implementation materialized during the course of 2022.

Project Timeline

	2020				2021				2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Project Plan																								
					Current Project Timeline																			

The scope expansion, which includes the implementation of the Netting Module and the automation of the PCT Fee Transfer Service, is projected to be completed by the end of 2025.

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

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

Project Completion Report

Business Case and Objectives[78]

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[77] For CMP projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2022 are reported.
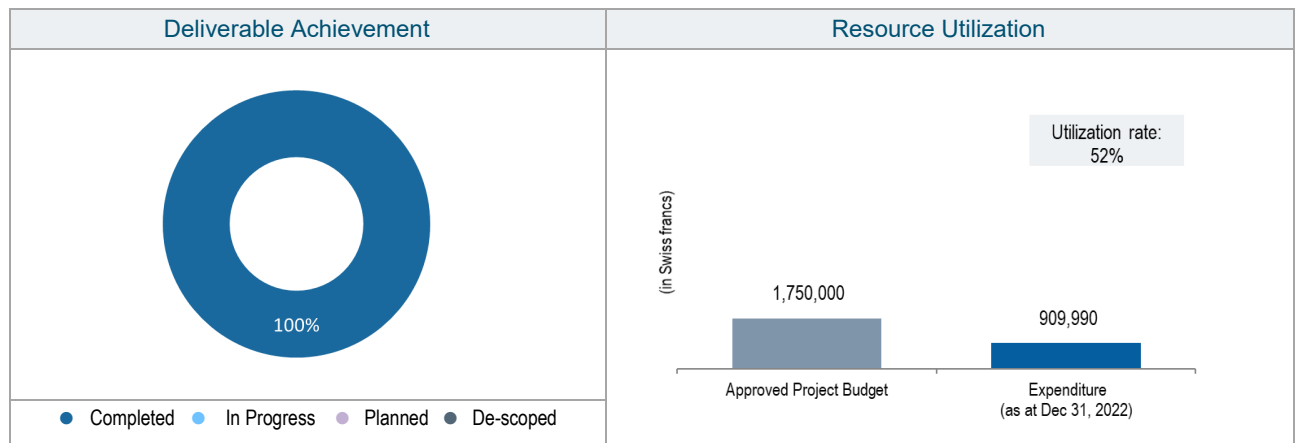[78] Business Case and Objectives are reflected in the "Capital Master Plan for 2020-29" (document WO/PBC/30/11).

Project Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 100% Completed

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs):
Utilization rate: 52%
- Approved Project Budget: 1,750,000
- Expenditure (as at Dec 31, 2022): 909,990

Key Project Achievements

The standby power systems in the AB, GBI and GBII Buildings were successfully upgraded to the level of those in more recently completed buildings. Phase II included:

For the AB Building:

- Installation of a new electrical panel in the extended main power distribution room ("TGBT" room) in the AB Building basement;

- Connection of additional non-critical installations (full lighting, electrical outlets on office floors and in Room A and Room B) to the new standby system, except for the first 10 seconds after the power cut;

- Connection of all elevators to the new standby system, except for the first 10 seconds after the power cut.

For the GBI and GBII Buildings:

- Installation of a new generator and a new container to house it on the roof of the GBI Building;

- Installation of a new Uninterrupted Power Supply system (UPS) in the modified existing technical room;

- Installation of a new electrical panel in the modified existing technical room;

- Connection of all the critical and non-critical installations (safety and security systems, full lighting, electrical outlets) to the new standby system, after the first 10 seconds interruption.

Overall Achievement versus Plan

All project deliverables were successfully completed.

The detailed technical studies were completed in 2020 and enabled the rationalization of the existing technical room in the GBI basement for the main power distribution panel and the Uninterrupted Power System. They also enabled the use of the existing connections between the basement and the roof of the GBI Building, resulting in cost avoidance and smooth implementation.

The upgrading of the standby power systems for the AB Building, GBI and GBII Buildings was completed in Q2 2021 and is fully operational. The connection of the four central elevators in the AB Building to the new standby power system was completed in the first half of 2022 after the completion of the modernization of the motorization systems of those elevators (CMP27).

Lessons Learned

Conducting detailed technical studies to validate a solution prior to implementation is critical to ensure smooth implementation, project cost containment and that the solution is fit for purpose.

Benefits Realization

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

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2022.

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of a new electrical distributor panel (AB Building)	143,825	79,065	55%	100%
Connection of additional installations to the new standby power system (AB Building)	143,825	117,119	81%	100%
Connection of the six elevators to the new standby system (AB Building)	-	51,010	-	100%
Technical assessment of implementation for the GBI and GBII Buildings	137,830	56,877	41%	100%
Acquisition and installation of a new generator dedicated to the GBI and GBII Buildings on the roof of the GBI Building	227,720	219,420	96%	100%
Creation of a new room in the GBI basement to house the new main power distribution board and switch room for the GBI and GBII Buildings[79]	359,560	110,723	31%	100%
Creation of a new room in the GBI basement to house the new Uninterrupted Power Supply (UPS) for the GBI and GBII Buildings[80]	23,970	6,410	27%	100%
Acquisition and installation of a new UPS for the GBI and GBII Buildings in the newly created room in the GBI basement	29,960	17,772	59%	100%
Connection of all installations to the new standby system housed in the GBI and GBII Buildings	563,310	173,638	31%	100%
Project Management	120,000	77,956	65%	-
Total	**1,750,000**	**909,990**	**52%**	**100%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 840,010.04 Swiss francs will be subsequently returned to Accumulated Surpluses.

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

Project Timeline

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

Initial Project Plan

Final Project Timeline

Project Follow-up Actions

The installation will be closely monitored during the 4-year guarantee period, which started on January 2021, to ensure that potential issues are addressed within that period. Monthly functional tests are being carried out on the standby power installation.

Anticipated Recurring Operational Costs

The lifetime for the power generator in the GBI Building is estimated at 25 years with a 4-year guarantee period (until December 2024). The recurring annual operational maintenance costs are:

-        2,100 Swiss francs (from January 2025) following the 4-year guarantee period

The lifetime for the Uninterrupted Power Supply (UPS) in the GBI Building is estimated at 20 years with a 2-year guarantee period (until December 2022). The recurring annual operational maintenance costs are:

-        900 Swiss francs, during the 2-years guarantee period;

-        2,600 Swiss francs, following the 2-years guarantee period.

CMP 27   MODERNIZATION OF ELEVATORS MOTORIZATION SYSTEMS - PHASE II

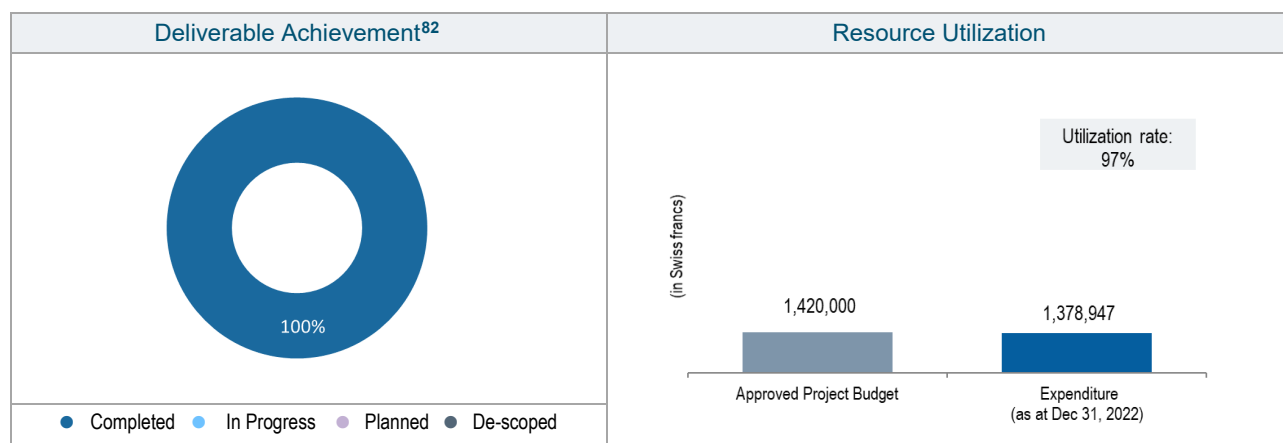*Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and services*

Project Completion Report

Business Case and Objectives[81]

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

Project Overview

Deliverable Achievement[82]	Resource Utilization

Deliverable Achievement[82]: 100%

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs):
Utilization rate: 97%
Approved Project Budget: 1,420,000
Expenditure (as at Dec 31, 2022): 1,378,947

Key Project Achievements

The installation of the two new elevators (including the motorization systems, cabins and doors) in the GBI Building was successfully completed, including finishing repairs and final technical commissioning in Q3 2021.

The modernization of the motorization systems of the four central elevators (keeping the current cabins and doors) in the AB Building was successfully completed, including finishing repairs and final technical commissioning in Q2 2022.

The installation of the remote management system for those six elevators was completed in Q2 2022.

Overall Achievement versus Plan

All project deliverables were successfully completed.

The tender process to select the company to carry out the works initially launched in 2019, was re-launched in order to include Terms of Reference more closely aligned to what the market could offer.

Due to the supply chain disruptions caused by the COVID-19 pandemic and the need to shift some of the day-work to night shifts due to the significant noise disturbances caused to occupants of the building the: (i) modernization of the motorization systems on the four central elevators in the AB Building; (ii) installation of the two new elevators in the GBI Building; and (iii) implementation of the remote management system for all six elevators, were delayed by several months. The deliverables were finally completed in Q2 2022.

Lessons Learned

Renovation works in an occupied building must be carefully planned to minimize disturbances to occupants and activities. When possible, noisy works should be planned outside office working hours or at night. This was a lesson learned during implementation of CMP 16, which was fully incorporated in the planning of the current project.

Benefits Realization

The following benefits were realized:

- Improved responsiveness of the four main central elevators in the AB Building;

- New lifecycle of the elevator motorization system for the four central elevators in the AB Building;

- Increased safety and security for users of all elevators in AB and GBI Buildings following the implementation of the new remote management system.

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

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The risk of late delivery by one month or more, owing to desire to avoid noise disruptive works during key WIPO meetings.	The risk did not materialize; the risk exposure increased during the year.	The mitigation plan to undertake noise disruptive work outside of office hours was effective.	→

Resource Utilization

Resource Utilization as at December 31, 2022 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of the new motorization system for the four main central elevators (with decommissioning and dismantling of the existing systems) in the AB Building	1,005,778	1,038,104	103%	100%
Acquisition and installation of two new elevators, including cabins, doors and the entire installations and systems (with decommissioning and dismantling of the existing two elevators) in the GBI Building	294,222	216,180	73%	100%
Project management	120,000	124,663	104%	100%
Total	**1,420,000**	**1,378,947**	**97%**	**100%**

The project will be formally closed in 2023. The remaining budgetary balance amounting to 41,053.20 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline

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

Project Follow-up Actions

The installation of the two elevators in the GBI Building and the four central elevators in the AB Building will be closely monitored during the 2-year guarantee period to ensure that potential issues are addressed within that period.

Anticipated Recurring Operational Costs

The lifetime of the two elevators in the GBI Building is estimated at 20 years, with a 2-year guarantee period (until August 2023). The recurring annual operational maintenance costs amount to: 5,700 Swiss francs, during the 2-years guarantee period and 9,690 Swiss francs, following the 2-years guarantee period.

The lifetime of the four central elevators in the AB Building is estimated at 20 years, with a 2-year guarantee period (until June 2024). The recurring annual operational maintenance costs amount to 15,800 Swiss francs, during the 2-years guarantee period and 33,180 Swiss francs, following the 2-years guarantee period.

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

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

Project Progress Report

Business Case and Objectives[83]

Project Progress Overview

Deliverable Achievement	Resource Utilization
33% Planned / 67% In Progress	Utilization rate: 54%
Completed • In Progress • Planned • De-scoped	Approved Project Budget 825,000 / Expenditure (as at Dec 31, 2022) 447,985 (in Swiss francs)

Key Achievements in 2022

In 2022, the following progress was made:

-   A new biennial planning application was developed using SaaS technology. The application went live in November 2022 and was used for the planning of the Program of Work and Budget 2024/25. The application was well received by the end-users.

-   The high level business requirements for the annual workplanning application were finalized.

Benefits Realization

Benefits Delivered by end 2022
Improved user experience for biennial planning
Enhanced self-service capability for the central Program Performance and Budget Division, reducing need for technical support
Reduced preparation time for the launch of the biennial planning process
Improved performance of the biennial planning application

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

Risk and Mitigation Actions[84]

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The time taken for suppliers to develop a full understanding of WIPO's business requirements may take longer than anticipated, impacting the quality of software configuration and project costs.	The risk materialized	Strict project management controls were introduced and additional granular level of details were added to the business requirement descriptions. These measures were successful in ensuring that the quality of the application was not affected.	Despite the strict project management controls, costs for the first application was higher than originally estimated

Project Timeline

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

Initial Project Plan

Current Project Timeline

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

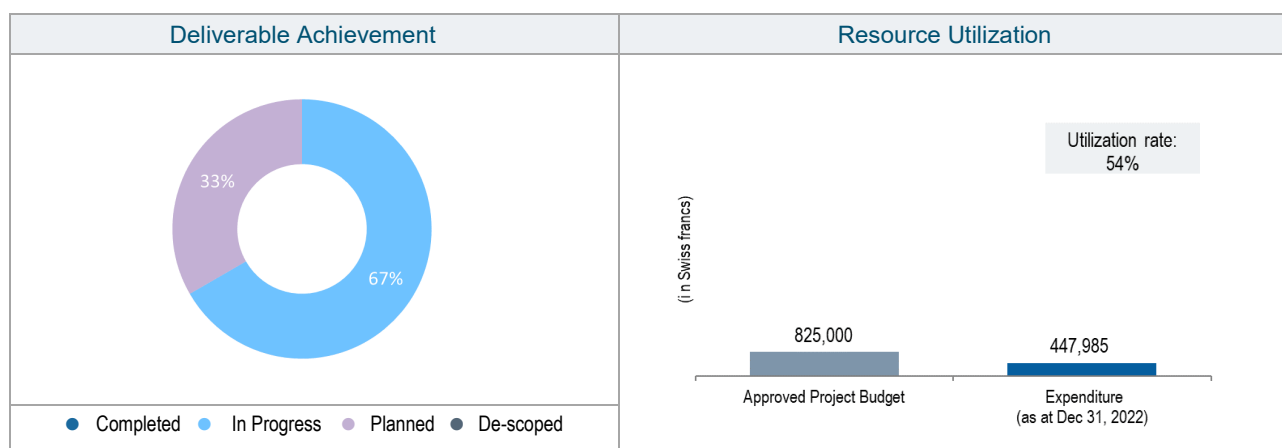# CMP 33 SECURITY ENHANCEMENT, DATA ENCRYPTION AND USER MANAGEMENT PHASE II - IDENTITY ACCESS GOVERNANCE (IAG)

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

Project Progress Report

Business Case and Objectives[85]

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[84] For CMP Projects under the 1 million Swiss franc threshold, only risks that materialized and had a significant impact on project implementation during the course of 2022 are reported.
[85] Business Case and Objectives are reflected in the "Supplementary Capital Master Plan Projects" (document WO/PBC/31/12).

Project Progress Overview

Deliverable Achievement	Resource Utilization
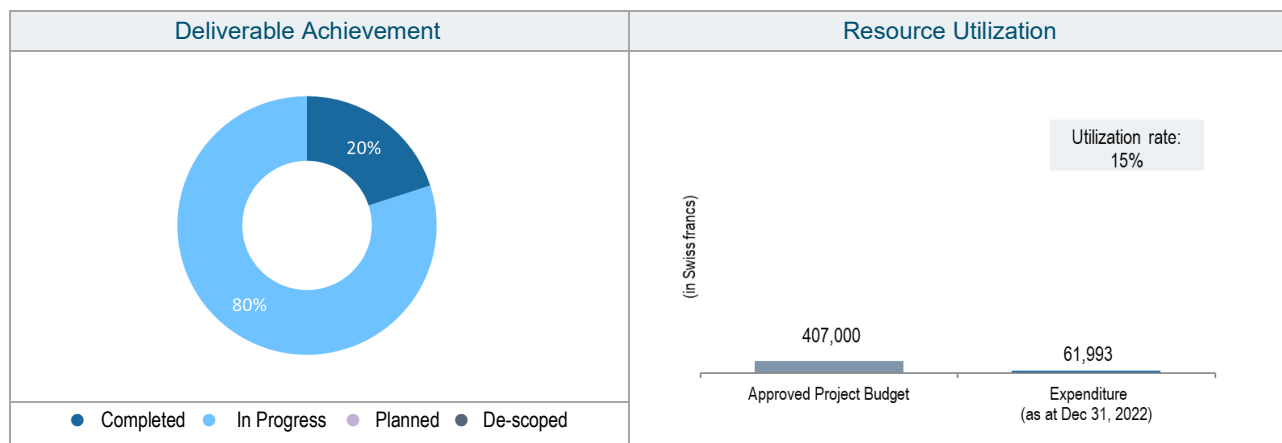
Key Achievements in 2022

In 2022, the following progress was made:

- Phase II design was implemented and the "Rehire" process was added to production to augment birthright entitlements for the Joiner, Mover and Leaver process;

- Access rights to WIPO's Knowledge & Information Central (KIC) were integrated into the SailPoint tool and processes;

- A path forward was agreed for further integrating SailPoint with WIPO's Enterprise Resource Planning (ERP) tools and processes, whereby SailPoint will expand from just the PeopleSoft Human Capital Management (HCM) module to finance and procure-to-pay;

- Extensive cross-department analysis and collaboration focused on data quality issues with Active Directory (AD) Groups, a cleanup of which is needed to further integrate access to applications from SailPoint;

- The SailPoint Administrator was recruited to take over operational tasks. Several enhancements were deployed that in particular made the rollout of Microsoft Teams a better end user experience (adding Manager and Organizational hierarchy);

- The integrated hybrid SailPoint File Access Management (FAM) solution was installed and functional testing performed. In parallel, another data quality issue regarding the owner of WIPO's network file shares was identified, and a path to resolution agreed.

Benefits Realization

The realization of benefits will be assessed once Phase II deployment is complete.

Risk and Mitigation Actions[86]

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delay in the final go-live of IAG Phase I (CMP1) could impact the project timeline for Phase II.	The risk materialized.	The discovery of significant issues with data quality in Active Directory and challenges with the manner in which PeopleSoft grants access to its roles resulted in further delays in the implementation of Phase II. A revised mitigation plan to undertake a large scale data clean up and process assessment has resulted in the end date for completion of Phase II now estimated at end 2023.	The project is further delayed with the end date for completion of Phase II now estimated at end 2023.

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

Project Timeline

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

Initial Project Plan

Current Project Timeline

As noted above, major challenges were discovered with data quality and processes regarding Active Directory and PeopleSoft, and time is needed to address these issues. A path forward has been agreed and the project completion timeline has been updated to end 2023.

CMP 34 Conference Systems Upgrade

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

Project Progress Report

Business Case and Objectives[87]

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 100% In Progress

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs):
- Approved Project Budget: 2,593,595
- Expenditure (as at Dec 31, 2022): 2,137,047
- Utilization rate: 82%

Key Achievements in 2022

In 2022, the following progress was made:

- Revision of the detailed list of equipment to be delivered to conform to the latest architecture;

- Installation and configuration of the audio-visual upgrades in Conference Rooms A and B, Bilger, Baeumer, Uchtenhagen and AB Red and Blue Rooms;

- Installation of a temporary configuration of the audio-visual upgrades in the NB 0.107 Conference Room following delivery issues of the required hardware;

- Implementation of additional connection capabilities between the rooms.

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[87] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data as at end 2022
Facilitate engagement of Delegates to WIPO meetings, including in conference facilities additional to the WIPO Conference Hall (WCH)	WIPO Conference facilities remain fit for purpose	No significant outages experienced (to date)	No outages experienced (moving forward)	No outage was experienced in 2022
	WIPO Conference facilities are flexible and effectively used	Possibility to link rooms WCH, A , B & NB 0.107	Possibility to link all meeting and conference rooms covered by the project, enabling different layouts and meeting types	Red and Blue Rooms in AB and Conference Rooms A and B can now be connected
Further promote multilingualism in the context of WIPO meetings	Possibility to participate in hybrid interpreted meetings in all meeting rooms	Only possible in WCH and Red Room	Participation is possible from all meeting and conference rooms covered by the project	Red and Blue Rooms in AB and Conference Rooms A and B can deliver hybrid interpreted meetings

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Dependence on one key external vendor could result in slow response or poor quality.	The risk materialized.	In consideration of delivery delays, owing to global supply chain issues, the mitigation plan was effective to prioritize meeting rooms for which the equipment was available, and providing temporary solutions where equipment supply was delayed, resulting in the maximum number of rooms' operability during that period.	Delivery delays impacted the project schedule. However, a maximum number of rooms remained operational.
Due to constraints resulting from busy conference and events calendar, there is a risk that intervention in a specific meeting or conference room could take longer than planned, impacting schedule.	The risk did not materialize; the risk exposure remained stable throughout the year.	Good communication between the project team and other stakeholders for the organization of meetings and events worked effectively to mitigate the risk.	→

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition of equipment and accessories	2,065,965	1,913,771	93%	98%
Installation and integration of the conference system	407,630	223,276	55%	64%
Project Management	120,000	-	-	-
Total	**2,593,595**	**2,137,047**	**82%**	**64%**

Project Timeline

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

Initial Project Plan
Current Project Timeline

According to the initial project plan, all rooms were expected to be finalized by October 2022. Due to delays in the delivery of equipment, the plan had to be revisited. The completion of the project is now planned for May 2023.
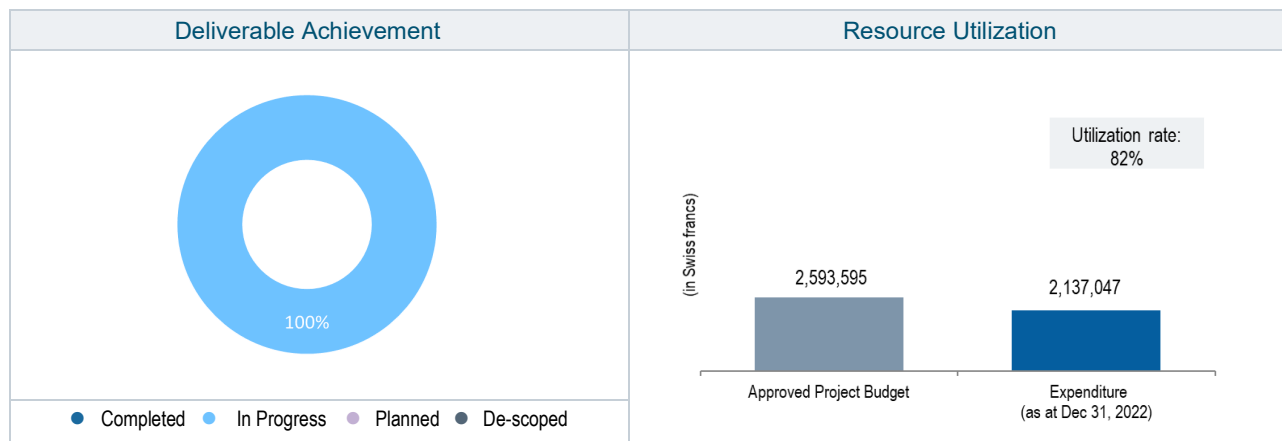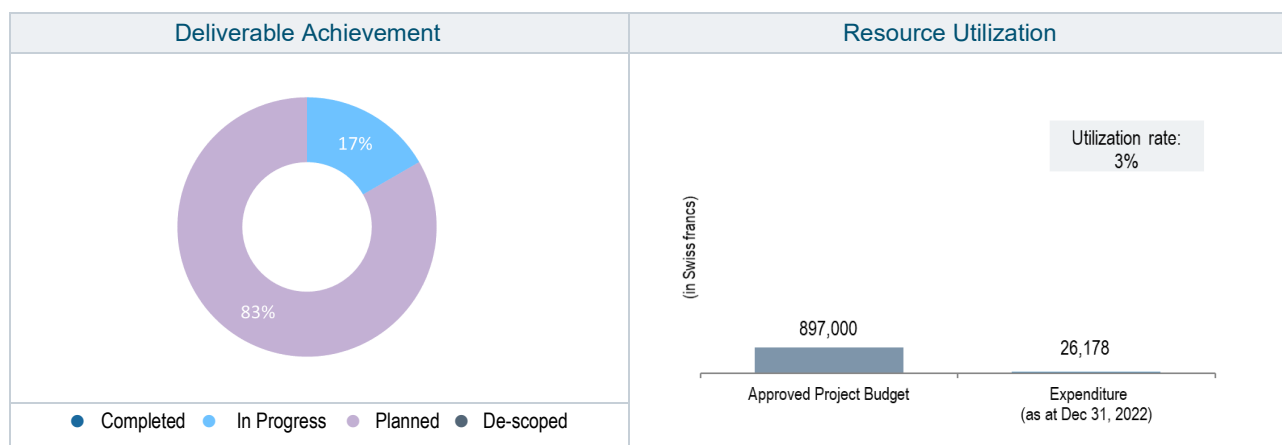
CMP 35 Strong Modern Authentication

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

Project Progress Report

Business Case and Objectives[88]

Project Progress Overview

Deliverable Achievement	Resource Utilization
17% / 83% ● Completed ● In Progress ● Planned ● De-scoped	Utilization rate: 3% (in Swiss francs) 897,000 — Approved Project Budget 26,178 — Expenditure (as at Dec 31, 2022)

Key Achievements in 2022

In 2022, the following progress was made:

- The recruitment and onboarding of the Project Manager was completed and the establishment of the project governance structure initiated;

- The documentation of existing user authentication scenarios commenced as well as the collection of baseline data on user issues;

- An initial draft Project Initiation Documentation (PID) was developed.

Benefits Realization

No benefits were realized in 2022.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Improved user experience	% of user satisfaction	N/A	>50% of satisfied users	-
Reduction in cyber risk exposure	Risk assessment	Pre-implementation residual risk assessed as Med-High	Post implementation residual risk reduced to Low	-
Reduction in authentication-related ICTD helpdesk tickets	Average number of authentication-related Service-Desk tickets per month	124 tickets on average per month	<50% tickets on average per month, post implementation	-
Enhanced access controls to information resources	Strength of access controls	Coarse-grained[89] access controls for all applications	Identity-based application and data level access for internal applications	-

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[88] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).
[89] Course-grained access refers to high-level access based on simple rules such as "user X has access to application Y".

Risk and Mitigation Actions

No risks that had a significant impact on project implementation materialized during the course of 2022.

Project Timeline

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

Initial Project Plan

Current Project Timeline

The start of the project was delayed due to challenges related to the recruitment of the Project Manager.

CMP 36 WIPO IP Portal - Phase III

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

Project Progress Report

Business Case and Objectives[90]

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: Completed 30%, In Progress 70%

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs): Approved Project Budget 7,530,663; Expenditure (as at Dec 31, 2022) 2,514,000. Utilization rate: 33%

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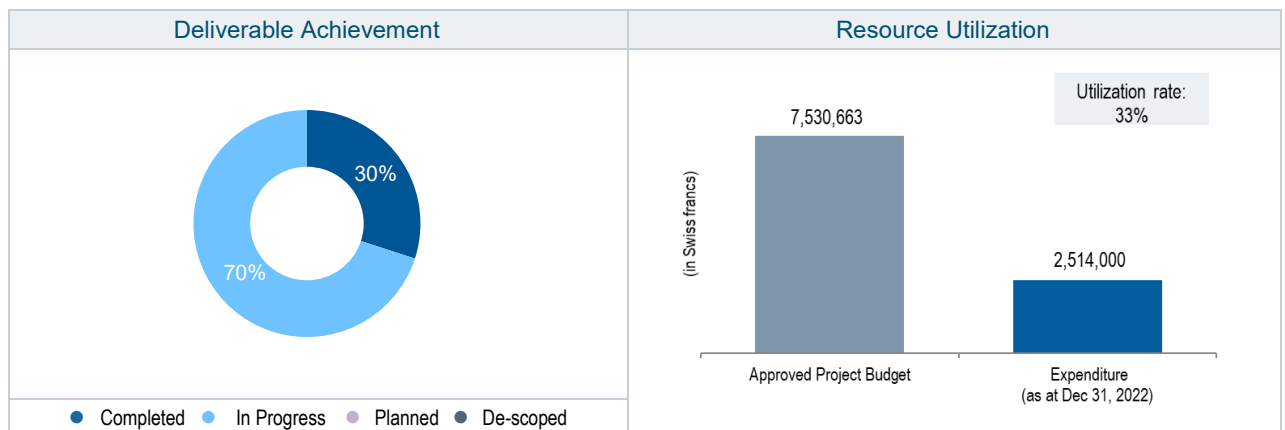
[90] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23" (document wo_pbc_33_11).

Key Achievements in 2022

In 2022, the following progress was made:

- Updates were made to the WIPO Account system to enable users to more easily recover their accounts and use strong authentication via push notifications;

- The coverage of the standard user interface across business applications was broadened and new widgets were introduced in the IP Portal dashboard;

- Resource materials were developed to support users of the IP services and the IP Portal promotional capability was leveraged to inform users of relevant information and webinars;

- New tools and processes were introduced to optimize the operations of the enterprise data platform, improving efficiency and containing costs;

- Automation was increased within the enterprise data platform and multiple new datasets were onboarded, broadening the capability of the platform;

- Machine learning was leveraged for customer name identification and a number of use cases delivered that enabled WIPO to identify business opportunities and solve business problems;

- New IP analytics reporting was introduced and the performance of reporting and dashboards for IP data was improved, facilitating the strategic application of data science;

- A proof of concept for an internal Application Programming Interface (API) developer portal was delivered along with the definition of API metadata and evaluation of developer tools for integration with the platform;

- A prototype application was developed to monitor alignment of organizational technical standards and standardization efforts across WIPO were supported;

- A procurement process was launched for an enterprise level secure API management environment;

- Initial internal consultations were held on the introduction of an enterprise Customer Relationship Management platform and a project brief was prepared in order to launch the project in 2023.

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account)	69% in May 2021	100% for the ICT systems applicable	73%
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems	Customer satisfaction score Ease of use score	82% in Feb 2021 80% in Feb 2021	≥ 85% satisfied or very satisfied 85%	83%
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets Customer satisfaction score for services provided through the ePay2	603 users on average in Q2 2021 87% in Feb 2021	5,000 users 90%	1,244 89%
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	58% in Feb 2021	≥ 85% satisfied or very satisfied	81%
Enhanced customer data quality and customer relationship management	Number of ICT systems using common customer data	0 in June 2021	tbc under CRM project in Phase III	tbc under CRM project in Phase III
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	84% in Feb 2021	≥ 85% satisfied or very satisfied	81%
Increased contribution to innovation and creativity for the	Average daily number of users* of a service from developing countries	59,000/day on average in Q2 2021**	20% increase****	65,042 (Q4 2022)

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of new users* of a service from developing countries accessing the service through the WIPO IP Portal	23/day on average in Q2 2021**	100% increase	197 (Q4 2022)
Increased number of visitors and users of the services integrated with the WIPO IP Portal	Average daily number of users and visitors per service	81,000/day on average (for all the services) in Q2 2021***	20% increase****	95,176 (Q4 2022)
	Average daily number of new users and visitors per service accessing the service through the WIPO IP Portal	68/day on average (for all the services) in Q2 2021***	100% increase	554 (Q4 2022)

* Users that are identified as belonging to SMEs and individual businesses from developing countries
** No specific data for SMEs and individual businesses was available in Q1 2021
*** A detailed list per service is available upon request
**** The target relies not only on the IP Portal program activities but also on the business units biennial activities

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
There is a risk that the scope and the duration of the IP Portal program and more specifically the Customer Experience project will be greatly impacted by the UX/UI project that kicked off in March 2022.	This risk materialised and became an issue. It was agreed that because the recommendations of the UX/UI project relating to navigation and look and feel were already within the established scope of the Customer Experience project, this project should be the channel for delivering them.	The mitigation was effective at containing the overall impact of the risk. Even though there was disruption to the IP Portal Program planning, control over CX standards was maintained within the program with limited disruption to customer journeys.	The impact of this risk was that the objectives and benefits of the IP Portal Program were in jeopardy. The control of delivering the UX/UI recommendations via the IP Portal Program limited the impact to some delays, re-planning, and reprioritization that was needed at the Customer Experience Project level.

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

Deliverable*		Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
CRM	Establishment of an enterprise level Customer Relationship Management (CRM) solution, enabling a common approach to customer related data and contact management, including the standardization of customer communication channels and the consolidation of customer feedback management	1,274,380	10,450	1%	2%
CX	Establishment of common portfolio management capabilities across WIPO services, on a corporate level for WIPO customers	2,451,940	924,879	38%	30%
	Development of the WIPO Accounts application to standardize data capture, harmonize across services and improve CX				
	Increased integration of WIPO services with the WIPO IP Portal and continual development of the WIPO IP Portal and its related functionalities, with eventual handover to operations				
	Establishment of the framework and participation in the development of the WIPO Mobile app				
	Leveraging the WIPO IP Portal as a channel for IP Commercialization				
IP Analytics	Alignment of capabilities of the IP Analytics Platform to emerging organizational policy on data governance and management	1,556,139	783,139	50%	45%
	Increased automation of data flows and the coverage and usage of internal data sets to optimize the way WIPO handles big data, along with reinforcing and maturing the data platform				

Deliverable*		Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Tech. Standardization	Developing and embedding the strategic application of data science to enable the effective implementation of customer experience related business strategy and transferring analytics capabilities to an operational state				
	Operationalizing API Management capabilities across the Organization, improving developer experience, and the adoption of modern API based interaction with the WIPO IP Portal				
	Increased convergence in data processing & IT solutions to achieve greater organizational efficiencies and transferring technical products to operational management.	1,497,960	638,445	43%	40%
	Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets				
PM	Delivery of high quality Program administration, production & management of strategies/plans according to MSP methodology	750,244	157,087	21%	30%
Total		**7,530,663**	**2,514,000**	**33%**	**30%**

Project Timeline

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

CMP 37 Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase III

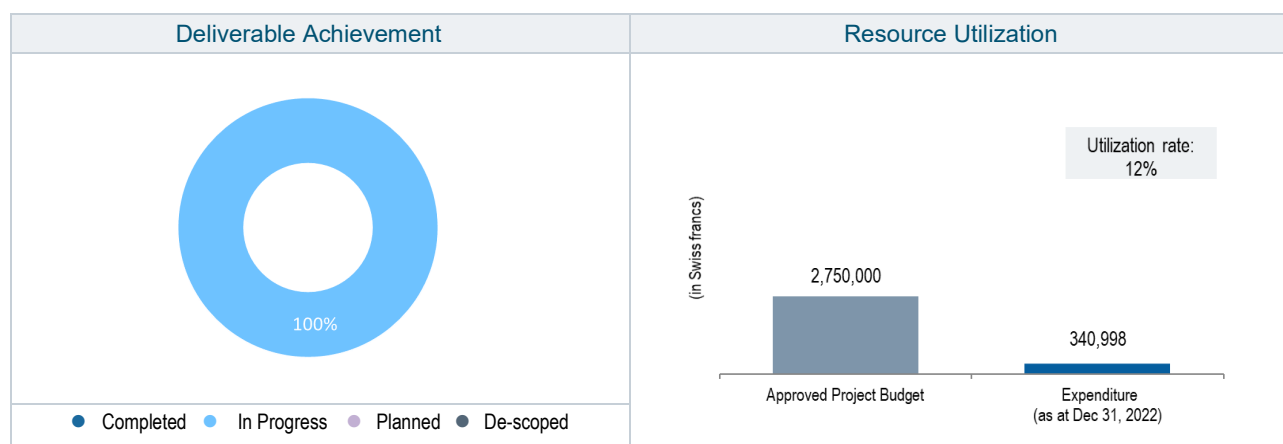*Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service*

Project Progress Report

Business Case and Objectives[91]

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[91] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 100%

Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization (in Swiss francs):
- Approved Project Budget: 2,750,000
- Expenditure (as at Dec 31, 2022): 340,998
- Utilization rate: 12%

Key Achievements in 2022

In 2022, the following progress was made:

- WIPO's first global system, the Global Brand Database, giving access to more than 50 million records was deployed to the cloud;

- Support for the migration of WIPO's applications to the cloud continued, with 14 new applications deployed;

- 17 Cloud Office Hours sessions, aimed at knowledge sharing and creating a WIPO cloud community of practice, were organized during 2022 for 427 internal participants. In December, a 'Game Day' was organized at WIPO premises with more than 60 participants;

- A professional services agreement contract was signed in late 2022, for a Mass Migration project to start in 2023, in order to accelerate WIPO's cloud transformation;

- Disaster Recovery (DR) was enabled and automated for 11 cloud applications and a strategy was put in place for any future deployment to be at least DR Ready (required backups/artifacts to be available on the DR site in order to build the site manually);

- WIPO's first High Availability and Disaster Recovery annual exercise for cloud workloads was organized and run;

- Control accesses were put in place based on rules according to location, type of WIPO devices and with User / Group lifecycle automatically managed;

- 100+ TB of WIPO's Backup Data was replicated in the cloud (as soon as the data verification will be completed, the on-premise copy will be removed);

- Managed Service Provider selection in progress.

Benefits Realization

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Effective Enterprise-level support for cloud hosted systems	Improved service delivery to external stakeholders[92]	APDEX score >0.6 for 78% of applications moved to the cloud (end 2020)	APDEX score ≥ 0.6 for 80% of applications moved to the cloud	82.7 % of measured cloud applications had an APDEX score ≥ 0.6 in December 2022
	Secured business continuity	No recovery time objective explicitly defined in current business continuity measures	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)	78.6% in November 2022

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

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Increase flexibility and agility through matured support for development and operations (DevOps) of IT systems	% of application deployments automated	72.9% in Dec 2021	80% applications with automated deployment capabilities	78.2% in December 2022
Effective management of Cloud-related expenses	Cost of application hosting	Cost for hosting application in UNICC, including professional services	>30% cost reduction for migrated applications	Reduction ranging from 64% to 88%* For the Virtual Desktops reduction is 33%. For the Backup, current savings is 30%, expected to improve while moving additional data to cloud.
	Timely control and optimization of hosting costs	Monthly cost reporting for UNICC services (>1 month lag)	"Real-time" monitoring and control of cloud-related expenditure	Dashboards are available for daily monitoring of cloud costs. Real-time monitoring and control is not yet fully available.

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

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Scarcity of required cloud expertise in the market could result in recruitment delays and have adverse consequences on the retention of short term consultants and the implementation timeline of the project.	The risk materialized.	The mitigation strategy to recruit required cloud experts through available project posts was partially effective and the retention of the short term consultants in the interim period ensured no significant impact on project performance. However, market scarcities of cloud expertise contributed to an extension of the recruitment timeline, which in turn had a negative impact on the implementation date of the Cloud Centre of Competence.	→

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Establish an internal Cloud Center of Competence	870,000	-	-	55%
Establish a "Managed Services Contract" with defined SLAs	730,000	-	-	25%
Migrate shared services to the cloud (e.g. Tableau, Atlassian, Cherwell, CMDB, storage)	530,000	-	-	12%
Support the migration of the following WIPO business applications: Madrid, ERP, Global Databases, IP Offices Platforms	620,000	340,998	55%	50%
Total	**2,750,000**	**340,998**	**12%**	**36%**

Project Timeline

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

Due to the difficulty to find qualified cloud expertise on the market, the project will take longer than originally planned.
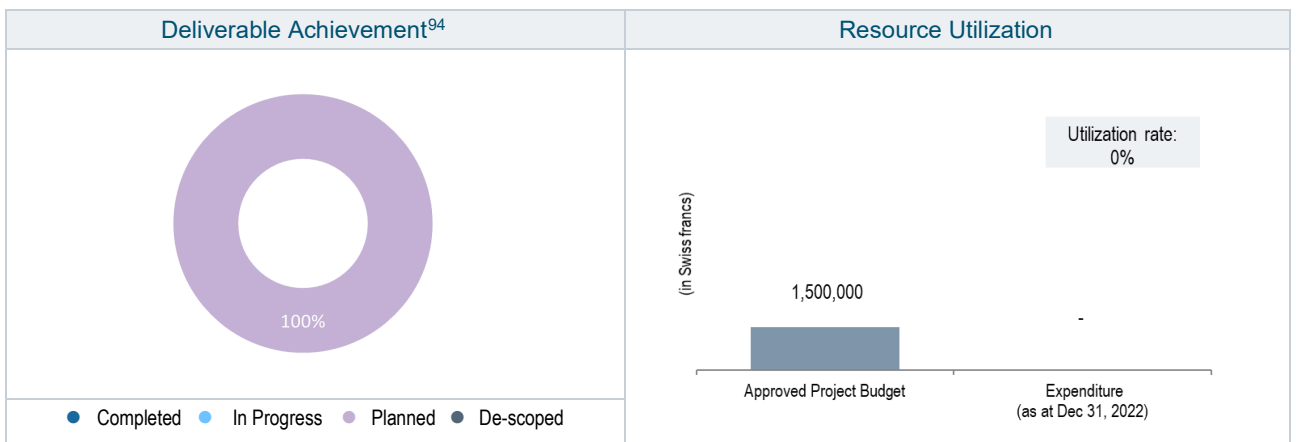
CMP 38 Enterprise Service Management (ESM)

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

Project Progress Report

Business Case and Objectives[93]

Project Progress Overview

Deliverable Achievement[94]	Resource Utilization

100%

● Completed ● In Progress ● Planned ● De-scoped

Utilization rate: 0%

(in Swiss francs)

1,500,000

-

Approved Project Budget | Expenditure (as at Dec 31, 2022)

Key Achievements in 2022

The initiation of the Enterprise Service Management project is pending due to delays in the recruitment of the Project Manager.

Benefits Realization

No benefits were realized in 2022.

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[93] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).
[94] Does not include the cross-cutting deliverable: project management

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

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Difficulty in recruiting technical resources with the right competencies could impact project deliverables and timelines	The risk materialized.	The mitigation action to explore different resourcing options was only partially effective in mitigating the impact on the project.	The project implementation has been delayed.

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

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

Project Timeline

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

Initial Project Plan

Current Project Timeline

CMP 39   AIMS 2.0 Transformation - Phase I

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

Project Progress Report
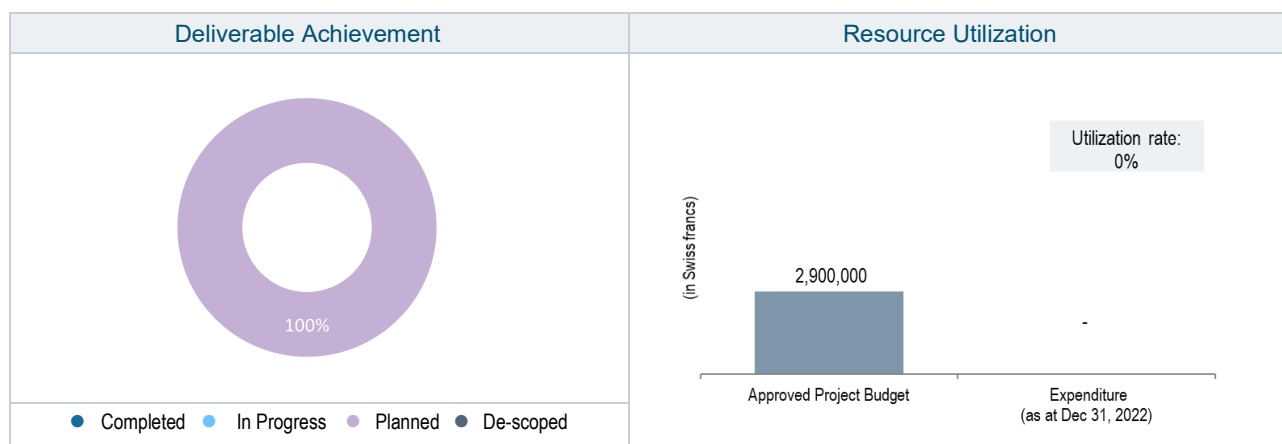
Business Case and Objectives[95]

During the course of Q4 2022, and while the original objectives remained valid, the departure of a senior lead resource and the resultant vacancy led to a delay in initiating and getting the AIMS transformation project off the ground. Upon establishing an appropriate staffing solution, a review of the overall approach of this project was carried out. The review was triggered by the evolving ERP application landscape and strategies, as well as the increased maturity acquired by WIPO in the use of cloud infrastructure.

The result of the review highlighted the limited benefits of adopting the originally envisaged lift-and-shift approach (i.e. migrating the existing core ERP applications as-is to the cloud). Instead, it stressed the need for a better preparation to adopt a next generation solution for WIPO's ERP.

This change in strategy has scope and planning consequences, and as a result, the AIMS Transformation project will now focus on preparing WIPO's technical environments as well as business areas towards the adoption of a next generation ERP.

Project Progress Overview

Deliverable Achievement	Resource Utilization
100%	Utilization rate: 0%
● Completed ● In Progress ● Planned ● De-scoped	(in Swiss francs) 2,900,000 — Approved Project Budget / Expenditure (as at Dec 31, 2022)

Key Achievements in 2022

In 2022 the original strategy, consisting of a lift-and-shift approach, was reviewed and replaced with a preparation for the next generation ERP approach.

Benefits Realization

No benefits were realized in 2022. A new set of expected benefits and related KPIs will be shared in the next progress report.

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[95] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Risk and Mitigation Actions

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

Resource Utilization

Resource Utilization as at December 31, 2022
(in Swiss francs)

	Project Budget	Expenditure at end 2022	Budget Utilization	Implementation Progress Rate at end 2022
AIMS 2.0 Transformation Project	2,900,000	-	-	-

Project Timeline

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

CMP 40 Data Management and Governance

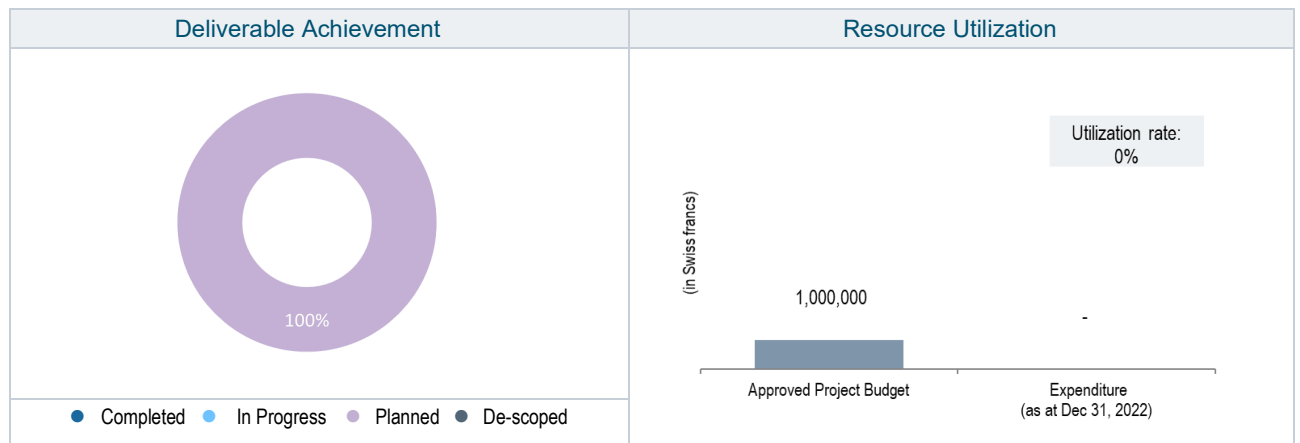*Expected Result: 5.2 Digitally enabled, secure and sustainable operating environment and service*

Project Progress Report

Business Case and Objectives[96]

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[96] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Project Progress Overview

Deliverable Achievement	Resource Utilization

Deliverable Achievement: 100%
Legend: ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization: Utilization rate: 0%
(in Swiss francs)
Approved Project Budget: 1,000,000
Expenditure (as at Dec 31, 2022): -

Key Achievements in 2022

The initiation of the Data Management and Governance project is pending the recruitment of the Chief Data Officer (CDO) who will be the main driving force in the implementation of this project.

Benefits Realization

No benefits were realized in 2022.

Benefit description	KPIs	Baseline Value	Target Value	Performance Data
Enhanced provision of data & analytics support to internal customers	Adoption rate (%) of reports generated from the new centralized enterprise data sources	N/A	80% of internal users using reports	-
	Data sets available through self-service platforms	0	3[97]	-
Enable analysis and data-driven decision making through improving data management and literacy	% of data sets defined according to clear standards (e.g., taxonomies, definitions, usage)	0	50%	-
Reduce data mismanagement risk exposure through strengthened data governance and data management practices	% of data standards implemented and monitored (e.g., taxonomies, definitions, usage)	0	50%	-
	% increase of business areas using the standardized data architecture and management	1	200%	-

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Difficulty in recruiting technical resources with the right competencies could impact project deliverables and timelines.	The risk did not materialize; the risk exposure increased during the year.	The mitigation plan to put in place several new IT Long-Term Agreements is effective in enabling the Organization to recruit specialized external resources in a timely way.	→

Project Timeline

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

Initial Project Plan

Current Project Timeline

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[97] AIMS, Infosec, Economics & Statistics

V.　APPENDIX

APPENDIX A　Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons learned from past performance are duly incorporated into the future implementation of WIPO's activities. The WPR is a self-assessment by each Sector based on the results framework approved by Member States in the Program of Work and Budget 2022/23. To strengthen the validity of the information in the WPR, the Internal Oversight Division (IOD) carries out a validation of the performance data on a biennial basis. The next validation exercise will be conducted for the WPR 2022/23.

The WPR 2022 is the first performance report under the MTSP 2022-2026. It is a mid-biennium report and assesses progress made towards achieving the Expected Results, as measured by the Performance Indicators and with the resources approved in the Program of Work and Budget 2022/23 (PoW&B). Where a performance indicator is measured by more than one target, the rating for each target is provided, resulting in multiple ratings[98]. The following assessment criteria have been used for the WPR 2022:

Key to Performance Indicator Evaluation (PIE) rating scale:

- On track ● is applied when progress towards achievement of the target is greater than or equal to 40 per cent.

- Not on track ▲ is applied when progress towards achievement of the target is less than 40 per cent.

- N/A 2022 ◆ is applied when performance data are not available for 2022 but are expected to be available at the end of the biennium.

- Not assessable[99] ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE.

- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Sector.

The performance assessments for individual Sectors in the WPR 2022 comprise:

Section I: Sector Dashboard

This section provides a comprehensive, graphical summary of the Sector's programmatic performance and resource utilization in the first year of the biennium. This section also provides a QR code to view the Performance Data and Risk tables.

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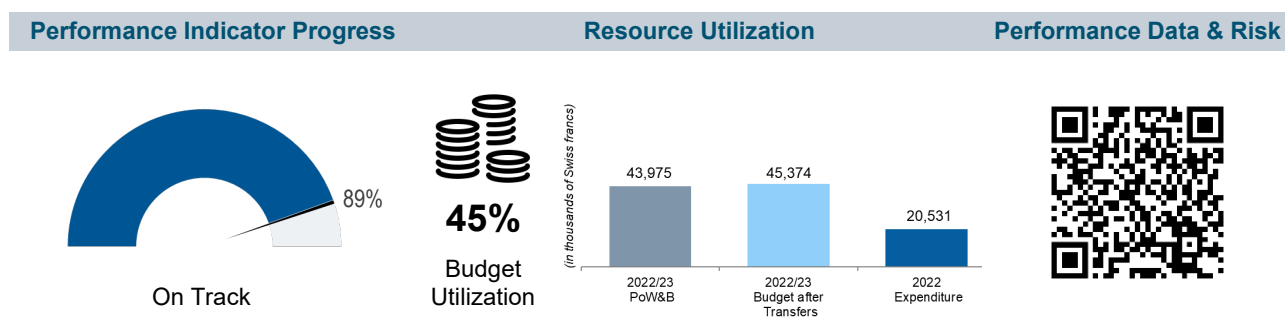
[98] In the Strategic Pillar view of Performance Data, the PIEs for indicators that are shared across Sectors have been aggregated.
[99] In line with Member States' requests, Sectors were provided an opportunity to: (i) define targets that had not been defined in the Program of Work and Budget 2022/23, i.e. "tbd" targets, during the baseline update exercise, using the year-end 2021 data as the basis. Targets that were not defined during this process remain undefined, and performance data are consequently rated as "not assessable"; and (ii) to update targets in cases where the target had already been met by the end of 2021.

Performance Data *(accessible via the QR code)*

- The Performance Data table recapitulates the Expected Results to which the Sector contributes and the Performance Indicators, which measure the Sector's contributions to the Results as approved by Member States in the Program of Work and Budget 2022/23.

- As compared to the PoW&B 2022/23, baselines have been updated, where relevant, to reflect the status at the end of 2021, and targets were updated, where relevant, as detailed in the footnote above.

An example of the performance data table is provided below.

	Performance Indicator as published in the PoWB 22/23	*Defined/Updated baselines, where relevant, reflecting the situation at the end of 2021*	*Defined/Updated targets*	*Performance data for 2022 in relation to each indicator[100]*	*Assessment of performance using the **Performance Indicator Evaluation (PIE)** rating scale described above*
	Performance Indicators	**Baselines**	**Targets**	**Performance Data**	**PIE**
4.3	**Increased IP knowledge and skills in all Member States**				
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	93% (2020/21)	≥ 90% satisfied or very satisfied	97% based on 250 responses from the evaluation of 8 activities	●

Risk Table *(accessible via the QR code)*

An example of the risk table is provided below.

Risk as published in the PoWB 22/23	*Indicates whether the risk materialized and the evolution of the risk exposure*	*Addresses whether the mitigation actions envisaged in the PoWB 22/23 or added during the year were effective*	*Addresses the impact of the risk(s) and mitigation actions on the performance of the Sector (See key below)*
Risk	**Risk Evolution**	**Effectiveness of Mitigation**	**Impact on performance**
Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives. *[ER 4.2]*	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to support Member States' and stakeholders' efforts to create and evolve their legal and technical ecosystems was effective and was implemented across the CCI Sector.	→

↗	*Performance was positively affected*	↘	*Performance was Negatively affected*	→	*There was no, or negligible effect on performance*

Section II: Resource Utilization

This section provides information on the 2022/23 PoW&B, the 2022/23 Budget after Transfers[101], expenditure and budget utilization in 2022.

The reporting in this section includes two tables:

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[100] As a general rule, where performance data are measured by percentage changes (increases or decreases), unless otherwise indicated, the percentage changes are in comparison to the previous year, i.e. the percentage change in 2022 as compared to 2021.
[101] The 2022/23 Budget after Transfers reflects transfers as at December 31, 2022.

- The Budget and Expenditure (by result) provides information indicated in the example below.

	Expected Result	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	7,411	7,487	3,545
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,467	1,467	655
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,148	9,588	4,014
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,089	6,812	2,906
4.5	Enhanced IP infrastructure for IP Offices	12,568	12,404	5,648
	Total	**37,682**	**37,758**	**16,768**

- The Budget and Expenditure (personnel and non-personnel resources) provides information indicated in the example below.

Cost Category	2022/23 PoW&B	2022/23 Budget after Transfers	2022 Expenditure	Utilization rate (%)
Personnel Resources	26,496	25,071	11,594	46%
Non-personnel Resources	11,186	12,687	5,173	41%
Total	**37,682**	**37,758**	**16,768**	**44%**