

## **Program and Budget Committee**

### **Thirty-Eighth Session**

**Geneva, May 19 to 23, 2025**

#### **PROPOSED PROGRAM OF WORK AND BUDGET FOR 2026/27**

*prepared by the Secretariat*

1. The attached Proposed Program of Work and Budget for 2026/27 is submitted to the present session of the Program and Budget Committee (PBC) in accordance with Financial Regulation 2.20 for “discussion, comments and recommendations, including possible amendments” and pursuant to the Mechanism to further involve Member States in the preparation and follow up on the Program of Work and Budget of the Organization (see documents WO/PBC/36/11, WO/PBC/36/12 and A/64/13).
2. This present document has been prepared taking duly into account the inputs, comments and feedback received from Member States in their responses to the Questionnaire on the Program of Work and Budget for the 2026/27 Biennium. As per the Mechanism, the replies to the questionnaire are published on the PBC website, in the original language in which they were submitted, under ‘Other related documents’ for those Member States who have opted for publication.

[Proposed Program of Work and Budget  
for 2026/27 follows]



**World Intellectual Property Organization**  
Proposed Program of Work and Budget  
for 2026/27



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# FOREWORD BY THE DIRECTOR GENERAL

It is with great pleasure that I present WIPO's proposed Program of Work and Budget (PoW&B) for the 2026/27 biennium.

This marks a pivotal phase in the realization of our Medium-Term Strategic Plan 2022-2026, reinforcing our commitment to transforming the role of intellectual property (IP) so that it is a catalyst for innovation, creativity and growth for everyone.

Through a disciplined approach to our financial assumptions - containing expenditure growth at 3.2 per cent and maintaining a zero-post increase policy - we ensure that WIPO remains financially resilient, forward-looking and primed to deliver tangible results and clear impact to Member States and stakeholders even in the midst of economic uncertainty.

WIPO is unique among UN agencies in serving the private sector directly through our global IP Registries, systems and services. They already bring value to hundreds of thousands of innovators and creators each year, but through customer service transformation, business process review, and the appropriate use of technology, we will ensure that they remain best-in-class, adapting to and anticipating the evolving needs of our users worldwide. Alongside this, we will step up our work in supporting Member States to build the best mechanisms for IP enforcement and dispute resolution, in line with increasing demand for such support from around the world.

One key part of our work has been to bring the power of IP to all countries, developed, emerging, developing and the Least-Developed-Countries. We will continue to look for opportunities for North-South and South-South cooperation, using IP as a bridge to bring countries together.

We will also redouble our efforts to bring our work to the grassroots and deliver impact on the ground, including through projects in all regions of the globe. Some of these will be delivered through our regular support, but some of it will be through a focused Development Acceleration Fund, which builds on the strong impact delivered by similar schemes over the past 4 years. It will draw on the lessons learned in previous years from the pilots, projects, and tools delivered to under-served stakeholders and communities, with a strong focus on delivering tangible benefits for these beneficiaries.

Another highlight of this PoW&B is the introduction of the Global Entrepreneur Empowerment Program, which offers a comprehensive suite of services and resources designed to help entrepreneurs, especially Micro, Small and Medium Enterprises, spin-offs and start-ups, to use IP to thrive in the global marketplace. This dynamic initiative consists of three core components that touch on IP awareness and information, securing IP, and using IP to grow.

IP never stands still but is inherently dynamic, shaped by the forces of digitalization, technology and innovation. Our work on frontier technologies and AI will help the WIPO community work as one to shape the future of IP, and our collective work in other areas such as IP financing will unlock new ways for IP to benefit everyone. We will continue our efforts to bring the message of IP to the world, reaching new audiences and demystifying IP through impactful content which showcases innovative and creative success across our Member States.

One of the most significant innovation trends has been the blurring of lines between industrial and digital innovation, with content, entertainment, creativity, culture and technology coming together in new ways that present challenges and opportunities. We will step up our work to help Member States build a holistic approach to IP policymaking, helping them to understand, analyze and support the growth of their creative economy, including in an increasingly digitalized world.

Zooming out from local and regional challenges, as a UN agency we also need to ensure that IP is harnessed to address our common global challenges like climate change and the Sustainable Development Goals. This will be through a combination of our "home-grown" tools like WIPO Green, as well as our growing partnerships with other UN agencies and international organizations, industry associations and NGOs.

While some of the highlights mentioned above may capture the immediate attention of Member States, much of WIPO's work is also focused on the sometimes less visible, but no less important work of: setting international norms and standards in IP, which the WIPO community has shown that it is capable of success with two new multilateral treaties concluded in 2024; being a global forum for IP issues and a "gathering place" for different parts of the global IP community; the publication of reports, studies and research to translate broad IP data and trends into actionable insight; our advisory support for legislation and policymaking; and our overall support for the use of IP as a catalyst for growth and development.

All this is of course underpinned by our unstinting focus on efficiency and results.

WIPO's work has been and will increasingly be driven by digitalization, data and tech. Our robust cybersecurity framework, use of data analytics, cloud-first strategy, ongoing Enterprise Resource Planning (ERP) advancements and the digital Secretariat project, along with initiatives to cut red tape and reduce internal bureaucracy, will ensure that WIPO remains a model of efficiency and accountability.

The increasing sophistication of digital technologies has allowed us to enhance our AI-powered translation tools and adjust our work processes, delivering substantial cost savings in areas such as translations. We will continue to use AI and other digital technologies to enhance our ability to serve all of you.

In terms of financial and resource management, our strong results-based management (RBM) principles and practices will continue driving our work, complemented by our strong standards of governance. Lastly, we will continue to work on the transformation of WIPO's work culture to one that is open, transparent, collaborative, dynamic and impact driven.

This Program of Work and Budget is a bold yet responsible blueprint for the future - one that balances fiscal discipline with a driving ambition to expand WIPO's impact across the global innovation and creative ecosystem, help all Members use IP as a catalyst for growth and development, and serve innovators and creators worldwide.



Daren Tang  
Director General, WIPO

# I. FINANCIAL AND RESULTS - OVERVIEW

1. This Program of Work and Budget provides the plan for the biennium 2026/27 guided by inputs from Member States, the Medium-Term Strategic Plan 2022-2026 (MTSP)<sup>1</sup>, and the United Nations 2030 Agenda for Sustainable Development. Table 1 below provides an overview of the key financial planning parameters for 2026/27.
2. Income in the biennium 2026/27 is estimated at 945 million Swiss francs, reflecting a 2.8 per cent decrease compared to the 2024/25 Program of Work and Budget (PoW&B).
3. The proposed expenditure budget for the biennium amounts to 885.1 million Swiss francs, reflecting a 3.2 per cent increase compared to the 2024/25 PoW&B. After estimated IPSAS adjustments on expenditure, a surplus of approximately 7.6 million Swiss francs is predicted at the end of the biennium.

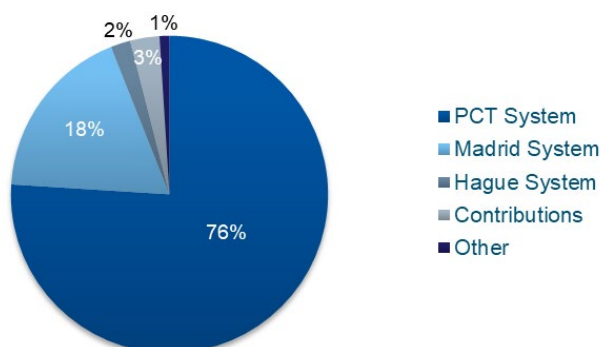
**Table 1: Budget for 2026/27 and Key Planning Parameters**  
(in millions of Swiss francs)

Key Parameters for 2026/27	Amounts
<b>Income Estimates for 2026/27<sup>2</sup></b>	<b>945.0</b>
Expenditure 2026/27	
Personnel expenditure	525.4
Non-Personnel expenditure	359.7
<b>Total expenditure before IPSAS adjustments</b>	<b>885.1</b>
Estimated IPSAS adjustments to expenditure <sup>3</sup>	52.3
<b>Total expenditure after IPSAS adjustments</b>	<b>937.4</b>
<b>Operating Result</b>	<b>7.6</b>

## Income

4. Overall income in 2026/27 is projected to reach 945 million Swiss francs, representing a decrease of 2.8 per cent compared to the 2024/25 PoW&B and a decrease of 3.3 per cent compared to the 2024/25 Updated Income Estimates.
5. The share of income by source is illustrated in Chart 1 below. Fee income from the global Intellectual Property (IP) systems (PCT, Madrid and the Hague) represents 96 per cent of total income. PCT fee income alone represents 76 per cent.

**Chart 1: 2026/27 Income Share by Source**



<sup>1</sup> PBC/32/3

<sup>2</sup> Income is estimated on an accrual basis.

<sup>3</sup> IPSAS adjustments relate to after-service employee benefits (based on projected liabilities and benefit payments as per the AON actuarial report for the year ended December 31, 2024), depreciation, land surface rights and software amortization, finance lease, and capitalization.

Note: Figures in tables throughout the document may not add up due to rounding.



**Table 2: Income Estimates for 2026/27**  
(in millions of Swiss francs)

	2024/25 PoW&B Income Estimates	2024/25 Updated Income Estimates	2026/27 Income Estimates	2026/27 vs. 2024/25 PoW&B		2026/27 vs. 2024/25 Updated Estimates	
				Amount	%	Amount	%
Fees							
PCT	743.7	748.8	717.7	(26.0)	-3.5%	(31.1)	-4.1%
Madrid	170.7	169.5	168.3	(2.4)	-1.4%	(1.2)	-0.7%
Hague	16.4	17.3	17.1	0.6	3.8%	(0.2)	-1.2%
Lisbon	0.2	0.2	0.3	0.1	25.0%	0.1	25.0%
Sub-total, Fees	931.0	935.7	903.3	(27.7)	-3.0%	(32.4)	-3.5%
Contributions (unitary)	35.2	35.2	35.2	0.0	0.0%	0.0	0.0%
Arbitration	3.4	3.4	3.7	0.3	8.8%	0.3	8.8%
Publications	0.9	0.9	1.1	0.1	14.8%	0.1	14.8%
Miscellaneous Income	2.0	2.0	1.7	(0.3)	-14.1%	(0.3)	-14.7%
Sub-total	41.6	41.6	41.7	0.2	0.4%	0.1	0.3%
<b>TOTAL</b>	<b>972.6</b>	<b>977.3</b>	<b>945.0</b>	<b>(27.5)</b>	<b>-2.8%</b>	<b>(32.3)</b>	<b>-3.3%</b>

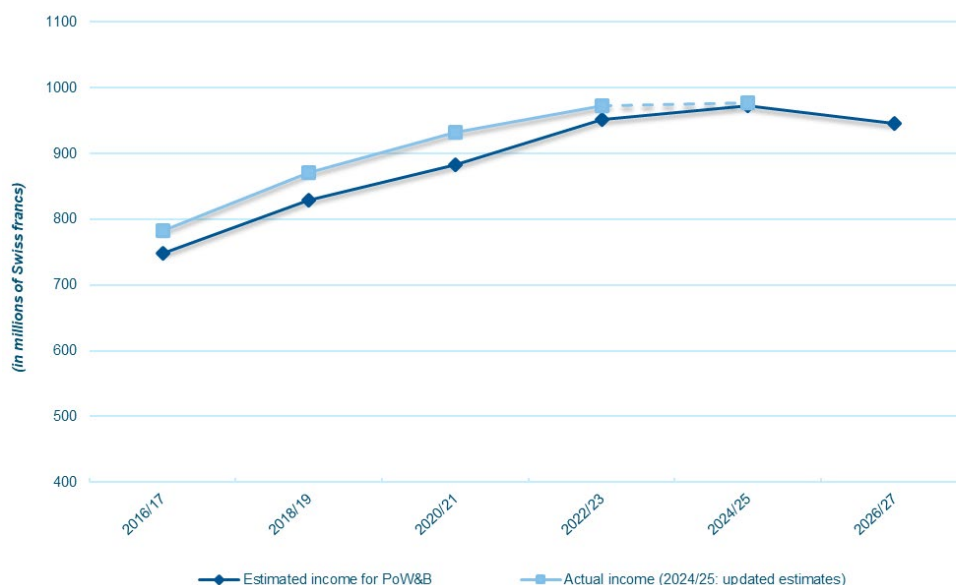
Note: Details of Lisbon fee income (in thousands of Swiss francs)

200.0	200.0	250.0	50.0	25.0%	50.0	25.0%
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Note: 2024/25 Updated Income Estimates and 2026/27 Income Estimates as at January Forecast 2025.

Note: WIPO's cash investments are aligned with the Organization's long-term investment targets and therefore not included in the 2026/27 biennium income estimates. Furthermore, investment gains/losses are not included as part of revenue in WIPO's annual financial statements.

6. The overall evolution of income from 2016/17 to 2026/27 is presented in Chart 2 below.

**Chart 2: Evolution of Income from 2016/17 to 2026/27**

## Planning Assumptions

7. The income and demand forecasts for the PCT, Madrid and the Hague have been prepared by the Chief Economist (see Table 3 below and Annex V). The demand forecast takes into account historical filing trends and the GDP forecasts as per the World Economic Outlook, published by the International Monetary Fund (IMF). The income estimates are based on the January 2025 forecasts by the Chief Economist and therefore do not reflect changes in the global economic environment that have taken place in the first quarter 2025.

**Table 3: Estimated Demand for Services under the PCT, Madrid and the Hague Systems**

	2024/25 PoW&B Demand Estimates	2024/25 Updated Demand Estimates	2026 Demand Estimates	2027 Demand Estimates	2026/27 Demand Estimates	2026/27 vs. 2024/25 PoW&B		2026/27 vs. 2024/25 Updated Demand Estimates	
						Amount	%	Amount	%
PCT System									
IAs Filed	590,400	550,200	279,100	281,000	560,100	(30,300)	-5.1%	9,900	1.8%
Madrid System									
Applications	147,900	132,300	69,100	70,600	139,700	(8,200)	-5.5%	7,400	5.6%
Registrations	141,100	126,723	66,200	67,600	133,800	(7,300)	-5.2%	7,077	5.6%
Renewals	78,800	79,945	43,000	44,700	87,700	8,900	11.3%	7,755	9.7%
Hague System									
Applications	20,810	19,334	10,490	11,090	21,580	770	3.7%	2,246	11.6%
Registrations	20,140	18,437	10,140	10,740	20,880	740	3.7%	2,443	13.3%
Renewals	11,850	12,479	7,480	8,160	15,640	3,790	32.0%	3,161	25.3%
Lisbon System									
Applications	160	160	80	80	160	-	-	-	-

Note: 2024/25 Updated Demand Estimates and 2026/27 Demand Estimates as at January 2025

- **PCT fee income.** PCT filings in 2026/27 are projected to decrease by 5.1 per cent as compared to the 2024/25 PoW&B demand estimates. Due to continuing uncertainties in the global economy, PCT fee income in 2026/27 is estimated at 717.7 million Swiss francs, as per the Chief Economist's low case scenario, representing a decrease of 4.1 per cent as compared to the 2024/25 PoW&B income estimates.
- **Madrid fee income.** The number of Madrid registrations and renewals are projected to decrease by 5.2 per cent and increase by 11.3 per cent, respectively, in 2026/27, as compared to the 2024/25 PoW&B demand estimates. Due to continuing uncertainties in the global economy, the Madrid fee income in 2026/27 is estimated at 168.3 million Swiss francs, as per the Chief Economist's low case scenario, representing a decrease of 1.4 per cent as compared to the 2024/25 PoW&B income estimates.
- **The Hague fee income.** The number of the Hague registrations and renewals are projected to increase by 3.7 and 32 per cent, respectively, in 2026/27 as compared to the 2024/25 PoW&B demand estimates. Due to continuing uncertainties in the global economy, the Hague fee income is estimated at 17.1 million Swiss francs, as per the Chief Economist's low case scenario, representing a decrease of 3.8 per cent as compared to the 2024/25 PoW&B income estimates.
- **Lisbon fee income.** The number of applications under the Lisbon System is estimated at 80 applications per year in 2026/27. The corresponding Lisbon fee income for the biennium is estimated at 250,000 Swiss francs, an increase of 25 per cent as compared to the 2024/25 PoW&B income estimates.
- **Assessed contributions.** Estimates for Member States' assessed contributions in 2026/27 are based on a contribution unit value of 45,579 Swiss francs<sup>4</sup>, the same as in 2024/25. Income from Member States' contributions is estimated at 35.2 million Swiss francs in 2026/27, remaining stable as compared to the 2024/25 PoW&B.
- **Income from the WIPO Arbitration and Mediation Center.** Income from the Arbitration and Mediation Center is projected at 3.7 million Swiss francs, an increase of 8.8 per cent as compared to the 2024/25 PoW&B income estimates, driven by a continued increase in domain file filings.
- **Income from publications.** Income from publications is estimated at 1.1 million Swiss francs, representing a slight increase over the 2024/25 PoW&B income estimates.
- **Miscellaneous income.** Miscellaneous income is projected at 1.7 million Swiss francs in 2026/27, representing a decrease of 0.3 million Swiss francs as compared to the 2024/25 PoW&B income estimates, due to lower rental income and symposium fees.

<sup>4</sup> See Appendix A on Member States' Contributions.

## RESULTS FRAMEWORK AND BUDGET FOR 2026/27 INCLUDING DEVELOPMENT SHARE BY STRATEGIC PILLAR

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

**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

25,145 (5,981)

Total SP 1: 25,145 (5,981)

**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

23,399 (5,765)

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

22,820 (9,570)

2.3 International dialogue and cooperation on Building Respect for IP

2,858 (977)

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

6,901 (1,756)

Total SP 2: 55,978 (18,068)

**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

56,441 (20,628)

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

286,617 (4,644)

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

7,402 (7,067)

Total SP 3: 350,461 (32,339)

**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 a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

30,544 (29,398)

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

33,528 (21,640)

4.3 Increased IP knowledge and skills in all Member States

46,742 (43,993)

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

44,625 (39,122)

4.5 Enhanced IP infrastructure for IP Offices

18,025 (16,493)

Total SP 4: 173,464 (150,647)

**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.

66,365 (-)

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

158,732 (-)

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

46,493 (-)

Total Foundation: 271,590 (-)

The budget by Result in the Strategy House (in thousands of Swiss francs) excludes unallocated of 8,500 thousand Swiss francs. The total budget for 2026/27 includes unallocated. Development share: Expenditure is qualified as "development expenditure" as per the revised definition of development expenditure (document A/55/4).

**Total proposed budget 2026/27: 885,139**  
**(Total development share: 207,034)**

**Total budget 2024/25: 857,300**  
**(Total development share: 183,449)**

## Results and Resources

8. The Program of Work and Budget for the biennium 2026/27 is fully aligned with the four Strategic Pillars and the Foundation of the MTSP 2022-2026 and the 16 Expected Results. The total expenditure for the 2026/27 biennium amounts to 885.1 million Swiss francs, representing an increase of 27.8 million Swiss francs or 3.2 per cent over the 2024/25 PoW&B of 857.3 million Swiss francs.

9. Personnel costs for 2026/27 represent an increase of 13.2 million Swiss francs, or 2.6 per cent as compared to the 2024/25 PoW&B. Whilst there is no increase in posts, the personnel cost increase is primarily due to<sup>5</sup>:

- Statutory cost increases in salaries;
- 10 additional temporary positions; and
- Increase in medical costs.

10. The increase in non-personnel resources in 2026/27 amounts to 14.6 million Swiss francs, or 4.2 per cent, compared to the 2024/25 PoW&B. The increase primarily reflects:

- The development of a new Creative Economy Data Model;
- The strengthening of creative economy research;
- Enhanced focus on marketing and customer relationship management;
- Pioneering a forum for ICT leaders from IP Offices;
- Global Identifier for IP stakeholders;
- Stepping up WIPO GREEN and IP and global health initiatives;
- Technology Innovation Support Centers (TISC) staff certification training program;
- Increased partnership with renowned institutions for enhancing flagship publications; and,
- Enhanced services for MSMEs, start-ups and entrepreneurs as well as technology transfer and IP commercialization related support.

**Table 4: 2026/27 Budget by Sector**  
(in thousands of Swiss francs)

Sector	2026/27 Proposed Budget		
	Personnel Resources	Non-Personnel Resources	Total
Patents and Technology (PT)	143,922	83,253	227,175
Brands and Designs (BD)	60,762	19,204	79,966
Copyright and Creative Industries (CCI)	12,879	14,583	27,462
Regional and National Development (RND)	50,509	34,968	85,476
Infrastructure and Platforms (IP)	32,824	23,380	56,204
Global Challenges and Partnerships (GCP)	21,330	9,988	31,319
IP and Innovation Ecosystems (IE)	43,179	17,850	61,030
Administration, Finance and Management (AFM <sup>6</sup> )	155,485	152,521	308,007
Unallocated	4,500	4,000	8,500
<b>TOTAL</b>	<b>525,390</b>	<b>359,748</b>	<b>885,139</b>

<sup>5</sup> See further details in paragraphs 20 to 23

<sup>6</sup> AFM also includes the Sector of the Director General (SoDG)

**Table 5. 2026/27 Budget by Expected Result and Sector<sup>7</sup>**  
(in thousands of Swiss francs)

Expected Result	Sector								Un-allocated	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	-	-	-	6,817	7,721	-	-	10,607		25,145
2.1 Development of balanced and effective international normative frameworks for IP	2,310	2,377	4,004	-	9,072	3,510	-	2,126		23,399
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	4,333	-	1,449	-	2,482	6,433	-	8,124		22,820
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	2,858	-	-		2,858
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	697	-	6,005	-	200		6,901
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	4,047	15,758	219	4,054	11,478	-	20,885	-		56,441
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	181,659	58,503	288	-	8,817	-	520	36,830		286,617
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	742	-	4,845	1,816	-		7,402
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,954	726	501	21,730	-	-	2,634	-		30,544
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,025	448	3,267	10,751	-	2,236	14,802	-		33,528
4.3 Increased IP knowledge and skills in all Member States	6,378	2,154	4,327	30,209	-	2,815	859	-		46,742
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	-	13,407	9,087	-	2,617	19,514	-		44,625
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	1,391	16,634	-	-	-		18,025
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	16,383	-	-	-	-	-	-	49,981		66,365
5.2 Digitally enabled, secure and sustainable operating environment and services	4,278	-	-	-	-	-	-	154,454		158,732
5.3 Sound and prudent financial management and effective corporate governance and oversight	807	-	-	-	-	-	-	45,686		46,493
Unallocated									8,500	8,500
<b>TOTAL</b>	<b>227,175</b>	<b>79,966</b>	<b>27,462</b>	<b>85,476</b>	<b>56,204</b>	<b>31,319</b>	<b>61,030</b>	<b>308,007</b>	<b>8,500</b>	<b>885,139</b>

<sup>7</sup> A breakdown of resources associated with ER 3.1 for promotion of the Global IP Systems is included in Annex X.

## Key Priorities in the Biennium 2026/27, Associated Budget, and Key Performance Indicators by Strategic Pillar

11. Outlined below is the summary of the main priorities for the biennium 2026/27 by Strategic Pillar with associated budget<sup>8</sup> and an overview of the Key Performance Indicators (KPIs) that will enable the monitoring of achievement of results. Gender equality considerations will be included, wherever relevant, for reporting in the WIPO Performance Report.

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

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Boost awareness about IP and WIPO by crafting compelling, consistent, impact-driven narratives and content for use across diverse media channels</li> <li>Maximize WIPO's digital and social media footprint to extend reach and increase engagement with the IP community and with new audiences, such as SMEs and youth</li> <li>Develop marketing communication strategies to boost WIPO services and secure future growth</li> <li>Optimize visibility and impact of WIPO publications and outreach events (e.g. World IP Day)</li> </ul>	8,744	AFM (SoDG)
<ul style="list-style-type: none"> <li>Enhance brand engagement with a unified, customer-focused "one-brand, one-WIPO" approach for all WIPO events, campaigns, exhibitions and digital content</li> <li>Roll out the Digital Publishing Platform for maximum publication reach and improved audience engagement</li> <li>Pursue efforts to champion multilingualism including through utilizing advanced translation technologies</li> </ul>	6,199	IP
<ul style="list-style-type: none"> <li>Create and disseminate region or country specific content and proactive engagement with stakeholders globally through WIPO's external office network</li> </ul>	6,674	RND

Expected Result	Performance Indicators	Sector
<b>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</b>	No. of unique visitors to the WIPO website and the websites of the External Offices	IP, RND
	No. of unique visitors who accessed WIPO publications	IP
	Reach of WIPO's main social media presences	SoDG
	Level of satisfaction of Member States and other stakeholders with the organization of events	SoDG
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages	SoDG (Cross-Org)
	% of WIPO global publications on substantive IP topics published in 2026/2027 and translated into all official UN languages	SoDG (Cross-Org)

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

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Foster the development of balanced and effective international normative frameworks through the work of the Standing Committees, IGC, ACE, and International Classifications and Standards</li> <li>Promote accession to WIPO administered treaties, including the Riyadh Design Law and GRATK Treaties, with a view to bringing them into force as soon as possible</li> </ul>	17,450	PT, BD, CCI, GCP, IP
<ul style="list-style-type: none"> <li>Bring stakeholders together to discuss emerging challenges and opportunities with special regard to the interplay of patents and standardization, global health, AI and the protection of trade secrets, along with other technology related IP</li> </ul>	2,333	PT
<ul style="list-style-type: none"> <li>Partner with Member States and other stakeholders to enable high-impact policy outcomes and to advance research on SCCR agenda topics</li> </ul>	1,012	CCI
<ul style="list-style-type: none"> <li>Strengthen long-term planning and strategic foresight for WIPO and in Member States to better understand the future of IP</li> </ul>	1,833	AFM

<sup>8</sup> The budgets for the main priorities in the below tables comprise total personnel and non-personnel budget. They do not equal the total budget by Strategic Pillar.

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Unite thought leaders to engage on challenges and opportunities presented by frontier technologies, including AI with a view to support legislative and policy approaches and assist innovators and creators on the ground to harness frontier technologies for growth</li> <li>Facilitate collaboration among ICT leaders from IP Offices and the wider IP community to promote exchange of ideas and best practices and find ways to collaborate</li> <li>Introduce a Global Identifier (GID) for IP stakeholders</li> </ul>	4,151	IP
<ul style="list-style-type: none"> <li>Enhance collaboration with stakeholders on IP and competition policy matters</li> <li>Drive dialogue on IP's role in supporting solutions that address climate change/green technology, food security, and global health</li> <li>Enhance indigenous and local community participation in the global IP ecosystem</li> <li>Intensify efforts to combat counterfeiting and piracy, and to prevent IP infringement</li> <li>Strengthen the global dialogue on IP's role in the Sustainable Development Goals</li> <li>Connect with UN Organizations, IGOs, NGOs and industry on IP matters, including through the WIPO Coordination Office in New York</li> </ul>	14,667	GCP
<ul style="list-style-type: none"> <li>Progress towards the implementation of the WIPO Deliverables for LDCs for 2022–2031</li> <li>Strategically engage with the UN system in support of the LDCs, LLDCs, and SIDS</li> </ul>	697	RND

Expected Result	Performance Indicators	Sector
<b>2.1 Development of balanced and effective international normative frameworks for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee(s)	PT, BD, CCI, GCP, IP
	Entry into force of the Riyadh Design Law Treaty	BD
	Entry into force of the GRATK Treaty	GCP
	% of treaty notifications that are promptly processed by OLC	AFM
<b>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</b>	No. and % of Member States satisfied with the legislative and policy advice provided to address challenges arising from IP and Frontier Technologies	IP
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	GCP
	Level of satisfaction of delegates attending the GAs and other Meetings	SoDG
<b>2.3 International dialogue and cooperation on Building Respect for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee	GCP
<b>2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute</b>	Progress on WIPO deliverables for the implementation of the UN Programme of Action (PoA) 2021-2030 for LDCs	RND
	No. of WIPO initiatives in partnership with the UN and other IGOs	GCP
	No. of permanent observer NGOs engaging in WIPO's work	GCP

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

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Support further development of the Global IP Systems</li> <li>Encourage wider use of WIPO's Global IP Systems, Global Databases, and the Arbitration and Mediation Center (AMC)</li> </ul>	30,422	PT, BD, IE, RND
<ul style="list-style-type: none"> <li>Amplify strategic, data-driven marketing and outreach to drive growth and revenue from WIPO's Global IP Systems</li> <li>Transform the WIPO customer experience through unified customer service standards and a Customer Relationship Management strategy (CRM)</li> <li>Harness new technologies to streamline customer service delivery and improve access to customer support</li> </ul>	24,612	PT, BD, IP
<ul style="list-style-type: none"> <li>Optimize the efficiency and service quality of WIPO's Global IP Systems and AMC, prioritizing customer-centric approaches and automation in operations</li> </ul>	267,135	PT, BD, IE, AFM
<ul style="list-style-type: none"> <li>Upgrade and enrich WIPO data and knowledge resources: <ul style="list-style-type: none"> <li>IP Statistics Data Center, statistics reports, forecasting and performance reporting</li> <li>WIPO Lex</li> <li>WIPO's Global Databases</li> </ul> </li> <li>Leverage machine learning technology to support IP administration and operations</li> </ul>	18,108	IP, IE



Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Expand the WIPO GREEN database to accelerate knowledge transfer and adoption on the ground of environmentally sustainable technologies</li> <li>Drive innovation and technology adoption and deployment for climate and sustainability strategies through acceleration projects, matchmaking, and expanding the WIPO GREEN stakeholder network</li> <li>Provide technical assistance to Member States via the IP for Medical Manufacturing Centre of Excellence</li> <li>Facilitate health technology transfer and adaptation through tech transfer and voluntary licensing partnerships</li> <li>Encourage innovation by facilitating access to information for innovation and commercialization (e.g. ASPI/ADI/R4life)</li> </ul>	6,859	GCP, IE, RND

Expected Result	Performance Indicators	Sector
<b>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</b>	Total Membership	BD, RND
	Filing Rate	PT, BD, RND
	Renewals	BD
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	PT
	No. of recurring unique visitors to the Global Database Systems	IP, RND
	- PATENTSCOPE	
	- Global Brand Database (GBD)	
	- Global Design Database (GDD)	
	Level of user satisfaction with WIPO Global Databases	IP
	No. of unique visitors to the IP Statistics Data Center	IE
<b>3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data</b>	No. of unique visitors to WIPO Lex	IE
	Level of use of WIPO IP ADR and domain name dispute resolution services	IE
	Customer Satisfaction Index (CSI)	IP
	Level of satisfaction of WIPO global IP system users with International Bureau Services	PT, BD
	Customer response time	PT, BD, IP, AFM
<b>3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges</b>	Unit Cost	PT, BD, AFM
	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	GCP, RND
	No. of countries assisted to access patent information on green technologies available in the public domain with the support of the WIPO GREEN database	GCP
	No. of partnerships established under the IP for Medical Manufacturing Center of Excellence (CoE) which have demonstrated use of IP in their work towards establishing tech transfers or licencing agreements	GCP
	No. of unique visitors for publications, tools and platforms in the area of innovation support, technology transfer and IP commercialization	IE

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

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Coordinate the implementation of the Development Agenda (DA) and further develop South-South, North-South and Triangular cooperation related activities</li> </ul>	3,427	RND
<ul style="list-style-type: none"> <li>Deliver impact driven community-oriented projects, including in LDCs, in support of IP for development</li> </ul>	30,665	BD, IE, PT, RND
<ul style="list-style-type: none"> <li>Support high-impact development initiatives in Member States, empowering communities to use IP as a catalyst for social and economic transformation (Development Acceleration Fund)</li> </ul>	3,124	RND
<ul style="list-style-type: none"> <li>Accelerate the implementation of the IP and Gender Action Plan (IPGAP) and the Youth Empowerment Strategy (IP-YES!) in collaboration with local, regional and global partners</li> </ul>	2,552	PT, GCP
<ul style="list-style-type: none"> <li>Provide tailored tools and legislative advice to Member States to update and adopt balanced and effective IP national laws, policies and regulations</li> </ul>	14,364	PT, BD, CCI, GCP, IE, RND



Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> <li>Enrich flagship publications such as the Global Innovation Index, World IP Report and creative economy studies</li> </ul>	8,260	IE
<ul style="list-style-type: none"> <li>Upscale skills and knowledge development on IP through: (i) WIPO Academy courses; (ii) expansion of joint Master Programs; (iii) strengthening national IP Training Institutions (IPTIs); (iv) launch of new IP skills certifications, targeted eLearning and hybrid programs; and (v) improved training materials, and learning tools</li> </ul>	37,346	PT, BD, CCI, GCP, IE, RND
<ul style="list-style-type: none"> <li>Empower communities through training, mentoring, match-making, technical assistance, and development of accessible resources on IP and TK, TCEs and GRs</li> </ul>	1,170	GCP
<ul style="list-style-type: none"> <li>Develop a Creative Economy Data Model to understand, assess and analyze the creative capability and potential in Member States</li> <li>Encourage creative enterprises, communities and individual creators to leverage copyright and related rights through: (i) support to collective management organizations; (ii) increasing knowledge of creators' rights and related management practices; (iii) development and promotion of CLIP; and (iv) expanding the ABC global book service</li> </ul>	14,794	CCI
<ul style="list-style-type: none"> <li>Assist entrepreneurs, especially MSMEs and startups, to leverage IP to thrive in the global marketplace via the WIPO Global Entrepreneurship Empowerment Program</li> <li>Enhance technology transfer and innovation support by further developing programs like TISCs and TTOs, and create platforms, tools, and resources for high-quality IP services</li> </ul>	28,204	CCI, IE, RND
<ul style="list-style-type: none"> <li>Provide multi-faceted business systems for IP Offices primarily in developing countries and LDCs, namely via: (i) extending the WIPO Office Suite to voluntary registration of copyright and non-traditional forms of registration or notification; (ii) expanding the model of the ASEAN IP Register to other regions; and (iii) enhancing WIPO DAS</li> </ul>	17,793	IP, RND



## WIPO Global Entrepreneurship Empowerment Program

### One-Stop-Shop for Entrepreneurs

The WIPO **Global Entrepreneurship Empowerment Program** seeks to provide entrepreneurs worldwide with structured, holistic and concrete support to use IP to maximize their business potential and enhance competitiveness in domestic and global markets. The Program is designed as a one-stop-shop, offering entrepreneurs a step-by-step approach to integrating IP into their business journey, including IP registration, enforcement, dispute resolution, management and strategy. Built on **three key pillars**, knowing your IP, securing your IP and growing with your IP, the program will empower entrepreneurs to use IP to grow and succeed.



**i Knowing your IP**

- IP for Business Series of Guides
- Empirical Studies on the use of IP by SMEs
- IP Strategy Checklist for SMEs
- WIPO IP Diagnostics Tool

**👤 Securing your IP**

- WIPO Inventor Assistance Program
- Pilot Collaboration with IP offices to support IP filings by Entrepreneurs
- Dispute Resolution and Support

**📈 Growing with your IP**

- Dedicated IP Helpdesk for entrepreneurs
- One-Day IP Workshop
- IP Management Clinics
- Business mentoring program for entrepreneurs
- SME Support Institutions Platform (SSIP)

Expected Result	Performance Indicators	Sector
<b>4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations</b>	Implementation of topics on IP and Development discussed in the CDIP	RND
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	PT, BD, RND
	Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP)	SoDG (Cross-Org)

Expected Result	Performance Indicators	Sector
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. and % of Member States satisfied with the legislative and policy advice provided	PT, BD, CCI, GCP, RND
	No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Ecosystems	RND
	No. of LDCs scheduled for graduation using the WIPO graduation support program	RND
	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	IE
	No. of unique visitors to the Global Innovation Index websites	IE
	No. of countries using the GII for the development of their innovation strategies and ecosystem	IE
	Outreach to relevant Member States concerning missing and outdated data sets	IE
	Level of satisfaction of judges participating in the Judges Forum	IE
<b>4.3 Increased IP knowledge and skills in all Member States</b>	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	PT
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications	BD
	Progress on the implementation of the WIPO IP Youth Empowerment Strategy (IP-YES!)	GCP
	Level of satisfaction of participants in WIPO training and skills development programs	CCI, GCP, RND
	Level of use of skills acquired in WIPO training and skills development programs	RND
	% of participants who have successfully completed skills-based training programs	RND
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	RND
	No. of sustainable IPTIs	RND
	No. of people trained by the IPTIs	RND
	No. of countries having implemented the Creative Economy Data Model	CCI
<b>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</b>	No. of CMOs in developing countries and LDCs using WIPO Connect	CCI
	ABC: No. of accessible titles delivered to persons with print disabilities	CCI
	No. of creators using WIPO for Creators Platform	CCI
	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	GCP
	No. of unique visitors for publications, tools and platforms in the area of IP analytics	IE
	No. of sustainable national TISC networks	IE, RND
	No. of national TISC networks with the level of maturity upgraded	IE, RND
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	IE, RND
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	IE, RND
	No. of SME intermediaries who are using WIPO materials and tools	IE, RND
	No. of SMEs using WIPO materials or tools, including those accessing via intermediaries	IE, RND
<b>4.5 Enhanced IP infrastructure for IP Offices</b>	No. of documents exchanged through WIPO DAS	IP
	Average Service Level of IP Offices assisted through the IPAS suite of applications	IP, RND

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

Priorities	Budget <i>(in thousands of Swiss francs)</i>	Sector
<ul style="list-style-type: none"> <li>• Drive reform and efficiencies within WIPO and as a leader within the UN System, in particular, in the areas of:               <ul style="list-style-type: none"> <li>- results-based management</li> <li>- prudent financial management, risk management, and internal controls</li> <li>- procurement and centralized travel services</li> </ul> </li> <li>• Accelerate sustainable digital transformation, including through: (i) adopting a product delivery approach for ICT Services; (ii) enhancing payment services for global fee-paying customers; (iii) simplifying processes in the next generation ERP; and (iv) exploring the use of AI technologies to strengthen data-driven decision making</li> <li>• Provide effective language services in support of multilingualism in a cost-efficient manner using state of the art translation technologies</li> <li>• Strengthen cybersecurity, including through identification of areas of convergence between physical and cybersecurity realms</li> <li>• Ensure that WIPO remains fit-for-purpose through the maintenance, renovation, transformation, and sustainable modernization of premises</li> </ul>	23,093  95,595  20,055  24,257  32,707	AFM, PT
<ul style="list-style-type: none"> <li>• Implement human resources initiatives, in line with the multi-year HR strategy, with a view to:               <ul style="list-style-type: none"> <li>- Leverage strategic workforce planning to align skills and expertise to the achievement of strategic objectives</li> <li>- Streamline recruitment processes, grow partnerships and talent pipelines</li> <li>- Strengthen WIPO's cultural transformation to foster performance, efficiency, open communication, equal opportunities, and cross-functional collaboration</li> <li>- Prioritize learning and development with emphasis on leadership, performance management, and accountability</li> <li>- Accelerate the One-HR vision to crystallize the evolution of HR functions to a value-added partner</li> <li>- Implement an Occupational Health and Safety Framework to promote a safe and healthy workspace</li> </ul> </li> <li>• Internal oversight initiatives to strengthen accountability, effectiveness of operations, governance, risk management, and internal controls</li> </ul>	17,501          6,295	AFM (SoDG)          AFM (SoDG)

Expected Result	Performance Indicators	Sector
<b>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</b>	% of spend through UN cooperation	AFM
	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	PT
	Cost per word of translation	PT
	% of women at P4 to D2 level	SoDG
	Progress on the implementation of the WIPO Disability Inclusion Strategy	SoDG
	% of UN SWAP requirements met or exceeded	SoDG
	% per region	SoDG
<b>5.2 Digitally enabled, secure and sustainable operating environment and services</b>	Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	AFM
	Improved service delivery to external stakeholders (Apdex score)	AFM
	Improved service delivery to internal stakeholders (CSAT score)	AFM
	ERP transformation is progressing as per the approved high-level timeline	AFM
<b>5.3 Sound and prudent financial management and effective corporate governance and oversight</b>	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	AFM
	Return on investments for Strategic and Core investment portfolios	AFM
	Internal Oversight opinion on the adequacy and effectiveness of WIPO's key internal controls	AFM
	Cost savings for goods and services procured by WIPO	AFM
	No interference and perceived independence by key stakeholders	SoDG
	No. of oversight recommendations accepted	SoDG

## Risks

12. 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 sets out the level of acceptable risk and the governance process that oversees it. The following organizational risks are pervasive across Sectors and are assessed, monitored and addressed throughout the biennium. Our risk hierarchy includes key risks to achieving Expected Results identified in this document, while enterprise systems are used to keep track of risks at the operational level. The table below presents the organizational risks, risk responses and target residual risk for the biennium.

Risk	Risk Response	Target Residual Risk
The global geopolitical, economic, financial or health contexts worsen, adversely affecting WIPO's delivery of services to stakeholders, customers, and Member States. <b>Medium risk appetite</b>	Heighten all-hazard risk monitoring overseen by the Risk Management Group. The Organization will further strengthen its financial and operational resilience and agility, allowing rapid adaptation to evolving external contexts.	Medium – in line with risk appetite
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence. <b>Medium risk appetite</b>	Expand outreach initiatives targeting emerging stakeholders, such as youth, to broaden the understanding of IP's relevance and importance. Facilitate and actively support a conducive and efficient environment for Member State deliberations and activities about areas of IP work relevant to them, with a focus on emerging IP challenges.	Medium – in line with risk appetite
Reduction in filings for revenue generating activities reduces the biennial income received thus threatening the Organization's financial sustainability. <b>Medium risk appetite</b>	Quarterly rolling forecasts of income and demand are analyzed against the biennial projections. Implement a targeted marketing strategy leveraging digital marketing, data analytics and in-country efforts to increase usage of the global IP systems. Accelerate the shift from an application-driven to applicant-driven approach for the global IP systems, focusing on enhancing user experience, simplifying processes and provision of value-added services.	Medium – in line with risk appetite
WIPO and its external service providers are exposed to risks arising from cybercrime or other breach of cybersecurity 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. <b>Low risk appetite</b>	The continued implementation of a comprehensive information security strategy, including provisions for awareness-raising, monitoring and surveillance, enhanced oversight of external service providers, and independent security testing, to respond to the risk of data breaches.	Low – in line with risk appetite
Rapid advancement of artificial intelligence (AI) presents the potential to enhance WIPO's services. However, not leveraging AI benefits in a timely manner could result in missed opportunities to improve efficiency, innovation, support and stakeholder satisfaction. <b>Medium risk appetite</b>	Facilitate dialogue among Member States, experts and stakeholders to foster a balanced approach to AI and IP issues. Explore responsible integration of AI tools in WIPO's customer-facing and internal services to improve delivery and user experience, while maintaining essential human oversight and expertise.	Medium – in line with risk appetite
An unforeseen event disrupts WIPO's ability to perform its critical activities. A disruption may result from prolonged unavailability of its premises, systems or personnel. <b>Low risk appetite</b>	WIPO's resilience framework encompasses preparedness and response strategies for unforeseen disruptions. Governance and accountability are established through roles, responsibilities and procedures defined in the Organization's Crisis Management and Business Continuity plans.	Low – in line with risk appetite

## 2026/27 Budget by Cost Category

13. The estimated cost for “Posts” in 2026/27 represents an increase of 8.5 million Swiss francs, or 1.7 per cent, compared to the 2024/25 PoW&B. The estimated cost of “Temporary Staff” represents an increase of 5.8 million Swiss francs, or 33.6 per cent.

**Table 6: 2026/27 Budget by Cost Category**  
(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	494,532	486,072	463,076	8,460	1.7%
Temporary Staff	23,206	17,373	29,133	5,833	33.6%
Other Staff Costs	3,152	3,152	3,152	-	-
<b>Sub-total, A. w/out Unalloc.</b>	<b>520,890</b>	<b>506,597</b>	<b>495,362</b>	<b>14,294</b>	<b>2.8%</b>
Unallocated (Personnel)	4,500	5,571	1,347	(1,071)	-19.2%
<b>Total, A</b>	<b>525,390</b>	<b>512,168</b>	<b>496,709</b>	<b>13,223</b>	<b>2.6%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	1,424	1,089	1,467	335	30.8%
WIPO Fellowships	20,875	17,913	20,484	2,962	16.5%
Sub-total	22,299	19,002	21,951	3,297	17.4%
<b>Travel, Training and Grants</b>					
Staff Missions	12,403	10,392	12,135	2,011	19.3%
Third-party Travel	18,839	18,121	18,537	718	4.0%
Sub-total	31,242	28,513	30,672	2,729	9.6%
<b>Contractual Services</b>					
Conferences	11,835	10,307	11,376	1,528	14.8%
Publishing	15	228	514	(213)	-93.4%
Individual Contractual Services	43,910	43,246	47,293	664	1.5%
Other Contractual Services	187,291	180,047	184,019	7,244	4.0%
Sub-total	243,052	233,828	243,202	9,223	3.9%
<b>Finance Costs</b>	500	500	644	-	-
Sub-total	500	500	644	-	-
<b>Operating Expenses</b>					
Premises and Maintenance	49,631	49,847	47,211	(216)	-0.4%
Communication	1,828	2,381	1,987	(553)	-23.2%
Representation & Other Operating Expenses	1,757	1,968	2,780	(211)	-10.7%
UN Joint Services	2,030	1,952	1,870	79	4.0%
Sub-total	55,246	56,147	53,848	(901)	-1.6%
<b>Equipment and Supplies</b>					
Furniture and Equipment	968	1,120	2,176	(152)	-13.6%
Supplies and Materials	2,442	3,422	3,147	(980)	-28.6%
Sub-total	3,410	4,542	5,323	(1,133)	-24.9%
<b>Sub-total, B. w/out Unalloc.</b>	<b>355,748</b>	<b>342,532</b>	<b>355,640</b>	<b>13,216</b>	<b>3.9%</b>
Unallocated (Non-Personnel)	4,000	2,600	4,952	1,400	53.8%
<b>Total, B</b>	<b>359,748</b>	<b>345,132</b>	<b>360,591</b>	<b>14,616</b>	<b>4.2%</b>
<b>TOTAL</b>	<b>885,139</b>	<b>857,300</b>	<b>857,300</b>	<b>27,839</b>	<b>3.2%</b>

Note: 2024/25 Budget after Transfers reflects transfers as at January 31, 2025.

14. The costs for “Internships and WIPO Fellowships” for 2026/27 has increased by 3.3 million Swiss francs, or 17.4 per cent, compared to the 2024/25 PoW&B. This reflects the continued growth of the YEP program aiming at attracting young talent and providing them with a professional experience at WIPO.

15. An increase of 2.7 million Swiss francs, or 9.6 per cent, compared to the 2024/25 PoW&B, can be observed under “Travel, Training and Grants”. This reflects, in addition to: (i) a general increase in the cost of travel; (ii) the continued refocusing of the delivery of technical assistance to a broad range of stakeholders, including through impactful sustainable projects; (iii) creation of the Creative Economy Data Program; (iv) further evolution of the WIPO Awards;

(v) scaling up support to SMEs and their support institutions; and (vi) creation of the TISC staff certification training program.

16. The estimated cost for “Contractual Services” in 2026/27 has increased by 9.2 million Swiss francs, or 3.9 per cent, compared to the 2024/25 PoW&B. The increase is primarily driven by: (i) enhanced cybersecurity capabilities; (ii) AB building renovations study; (iii) new economic research related partnerships; (iv) development of a new generation IP Diagnostics Tool for SMEs; (v) upscaling of IP Management Clinics; (vi) new Customer Relationship Management (CRM) system; (vii) development of sequence listing search function in PATENTSCOPE; (viii) new Global Identifier project; (ix) increased cost of Academy tutors, IPTI consultants and WIPO Connect suppliers; (x) further development of the Digital Publishing Platform; and (xi) partial outsourcing of centralized travel services. This was partially offset by a substantial decrease in the cost of PCT translation.

17. Estimated “Finance Costs” for 2026/27 remain stable as compared to the 2024/25 PoW&B.

18. “Operating Expenses” for 2026/27 show a slight decrease of 0.9 million Swiss francs, or 1.6 per cent, compared to the 2024/25 PoW&B. The decrease is primarily driven by lower mailing volumes and electricity prices.

19. The estimated costs for “Equipment and Supplies” in 2026/27 has decreased by 1.1 million Swiss francs, or 24.9 per cent, as compared to the 2024/25 PoW&B, primarily driven by fewer purchases of security-related equipment, supplies and materials.

## Personnel Costs

### Methodology

20. The personnel costs for the biennium 2026/27 amount to 525.4 million Swiss francs. They continue to be derived on the basis of actual costs for occupied positions supplemented by planning assumptions as outlined below. For vacant positions, a standard cost is applied.

21. The actual costs are based on the latest available UN salary and pensionable remuneration scales for Professional and higher categories and General Service staff, existing data regarding dependencies, as well as applicable policies and entitlements for all other staff benefits.

22. The costing methodology incorporates several cost elements derived at position level, combined to provide an overall costing for personnel resources.

### Planning Assumptions

- For occupied positions, costing of salaries for 2026/27 takes into account the applicable ICSC scales and within-grade step increments. The applicable ICSC scale for Professional and higher categories is as of January 2025; for the General Service Category the September 2024 scale has been applied.
- The exchange rate and post adjustment multiplier (PAM) are applied as of February 2025.
- The USD/CHF exchange rate is applied at a 1:1 ratio for pensionable remunerations. The applicable ICSC pensionable remuneration scale for Professional and higher categories is as of February 2025. For the General Service Category, the September 2024 scale has been applied.
- All applicable benefits and entitlements for occupied positions, including education grant and home leave, are estimated at position level, taking into account the latest payroll information.
- Medical contribution provisions have been increased to take into account a 10 per cent annual increase in insurance premiums in 2026/27.
- No additional posts are proposed for 2026/27. The total number of posts remains stable at 1,232 as in the PoW&B 2024/25. Ten new temporary positions have been created to enhance WIPO services for SMEs, TISCs, data analytics for future growth, creative economy program, WIPO Academy, WIPO GREEN, cybersecurity, social media and internal training.
- An overall vacancy rate assumption of 5.5 per cent has been applied to the overall costing of posts to take into account upcoming retirements and recruitment lead times.
- Following approval by Member States in 2022, a 10 per cent provision for After Service Health Insurance (ASHI) has been applied to fixed term posts; a 2 per cent charge for separation has been applied to temporary positions, same as in 2024/25.
- Other Staff Costs include provisions for Professional Accident Insurance (PAI) (900,000 Swiss francs), the Closed Pension Fund (700,000 Swiss francs), litigation costs (400,000 Swiss francs) and the WIPO Rewards and Recognition Program (1,152,000 Swiss francs).



- The provision for reclassifications amounts to 4 million Swiss francs in “Unallocated (Personnel)” for the implementation of changes in post grades.
- The provision for overtime costs is kept stable, as compared to 2024/25, at 0.5 million Swiss francs, in “Unallocated (Personnel)”.

23. Based on the above planning assumptions, the increase in personnel costs for 2026/27 amounts to 13.2 million Swiss francs or 2.6 percent, as compared to the 2024/25 PoW&B. The share of budgeted personnel costs compared to the total budget has remained stable at 59 per cent in 2026/27 as compared to 2024/25.

## Development Activities and Development Agenda Resources

24. The Organization will continue in the 2026/27 biennium to further strengthen the implementation of WIPO's development-oriented activities guided by the WIPO DA Recommendations<sup>9</sup> and the principles enshrined in the 2030 Agenda for Sustainable Development. An outline of the SDGs to which the Organization contributes is included in Annex IX. SDGs to which Sectors contribute are indicated in the Sector narratives.

	<h3 style="text-align: center;">WIPO Development Acceleration Fund</h3> <h4 style="text-align: center;">Taking IP-driven Development to the Next Level</h4>	
<p>The <b>Development Acceleration Fund</b> will propel the impact of targeted projects that will empower communities to use IP as a catalyst for social and economic transformation. Building on the success of the build back initiatives in 2024/25, this new Fund will take IP-driven development to the next level by building on the foundations established in development assistance for IP to deepen impact and ensure long-term sustainability.</p>		
<p>The build back projects provided critical support in leveraging IP for economic recovery and capacity-building. It strengthened IP education through initiatives like the Uchi CreActivo Project in Peru, which empowered Awajún children to protect their cultural heritage while fostering creativity and innovation from an early age. In the cultural and creative industries, projects helped communities protect and commercialize their work, as seen in Trinidad &amp; Tobago, where the Carnival IP Strategy was developed to safeguard cultural traditions and create new economic opportunities for artists and performers.</p>	<p>As the landscape evolves, there is a need to shift even further to more community-centered, results-oriented interventions that drive scalable change.</p> <p>The Development Acceleration Fund will therefore push this transformation by ensuring that capacity-building efforts further translate into tangible benefits for local communities. It will support initiatives that expand market access for small producers, strengthen grassroots innovation, enhance IP protection for cultural heritage, and equip businesses with tools to commercialize their ideas.</p>	
<p>By refining project selection and prioritizing measurable outcomes, the Development Acceleration Fund will build on past achievements, creating sustainable, high-impact opportunities for communities to fully integrate IP into their development strategies and unlock their economic potential.</p>		

25. Development expenditure for the 2026/27 biennium continues to be based on the revised definition of development expenditure approved by the Member States at the fifty-fifth session of the WIPO General Assembly<sup>10</sup>. Expenditure is qualified as “development expenditure” when it is used to finance WIPO's development-oriented activities for developing countries, LDCs and countries with economies in transition, and the equivalent expenditure is not provided to developed countries.

26. The total development share in the 2026/27 biennium amounts to 207 million Swiss francs or 23.4 per cent. Details of the development expenditure for 2026/27 by Sector are presented in Table 7 below. Development expenditure by Sector 2026/27 versus 2024/25 and a breakdown of development expenditure 2026/27 by Expected Result and Sector are included in Annex XI. A total of 4.5 million Swiss francs has been specifically earmarked within the 2026/27 budget for the implementation of DA Projects (see Table 8 below).

<sup>9</sup> <https://www.wipo.int/ip-development/en/agenda/recommendations.html>

<sup>10</sup> The revised definition of development expenditure can be found in document A/55/4.

**Table 7: Development Expenditure in 2026/27**  
(in thousands of Swiss francs)

Sector	2026/27 Proposed Budget		
	Budget	DA Projects	Total w/DA Projects
Patents and Technology	14,308	-	14,308
Brands and Designs	14,101	380	14,481
Copyright and Creative Industries	20,894	835	21,729
Regional and National Development	79,087	2,036	81,123
Infrastructure and Platforms	18,840	50	18,890
Global Challenges and Partnerships	19,769	705	20,474
IP and Innovation Ecosystems	34,965	530	35,495
Administration, Finance and Management	535	-	535
<b>TOTAL</b>	<b>202,498</b>	<b>4,536</b>	<b>207,034</b>
<b>Development Expenditure as % of total budget</b>			<b>23.4%</b>
Funds-in-Trust <sup>1</sup>	41,142		

<sup>1</sup> Estimated amount available for programming in 2026/27.**Table 8: Development Agenda Projects in 2026/27**  
(in thousands of Swiss francs)

Projects	Sector	2026/27 Proposed Budget
Reducing Work-Related Accidents and Occupational Diseases through Innovation and IP	RND	230
Project on IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP – Phase II	BD	380
Development of Strategies and Tools to address Online Copyright Piracy in the African Digital Market	GCP	330
Text and Data Mining (TDM) to support Research and Innovation in Universities and other research-oriented Institutions in Africa	CCI	255
Empowering Youth (k-12) to Innovate for a Better Future	RND	290
IP and Innovation Collaboration as a Foundation for Technology Transfer and Bringing Research Output to Market	IE	350
Copyright and the Distribution of Content in the Digital Environment – Phase II	CCI	285
Project on IP and Unlocking the Potential of Non-Agricultural GI for the Empowerment of Local Communities and Preservation or Revival of Local Arts and Traditions	RND	450
Enhancing the Capacities of National IP Offices in Times of Crisis	IP	50
Enhancing IP Education Capacities of Artistic and Creative Academic Institutions to Foster Creativity	RND	185
Sustaining and Strengthening the Role of Collective Marks as a Tool for Economic, Cultural, and Social Development through a Holistic Developmental Approach	RND	180
Implementing Alternative Dispute Resolution Services in Copyright Offices	IE	180
Creation of National Intellectual Property Strategies Outlook and Resource Hub at WIPO	RND	210
Empowering and Celebrating Intellectual Property (IP) Examiners by Saudi Arabia	RND	75
Empowering Young Lusophone Musicians in the Era of Music Streaming	CCI	295
Development of Strategies and Tools to Address Cross-Border Trade in Counterfeit Trademark Goods in Developing Countries <sup>1</sup>	GCP	375
Promoting the Development of Festival Tourism through Intellectual Property – Project Proposal Submitted by the Plurinational State of Bolivia <sup>1</sup>	RND	416
<b>Total</b>		<b>4,536</b>

<sup>1</sup> Subject to CDIP approval. Based on the assumption that the implementation timeframe is 2026-2027.



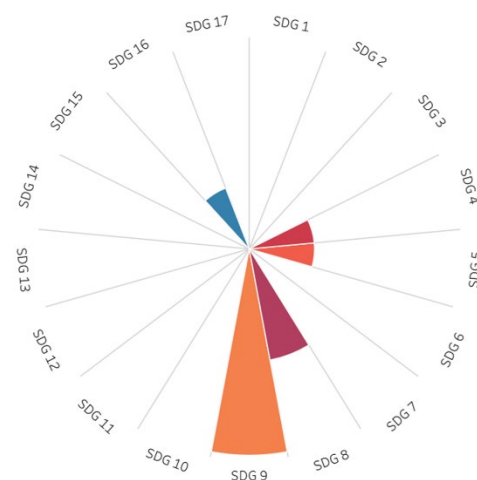
## II. FINANCIAL AND RESULTS - BY SECTOR

### Patents and Technology

#### Implementation Strategies

The Patents and Technology Sector is not only the home to the team that administers the Patent Cooperation Treaty (PCT) and is the repository of patent expertise and PCT data in WIPO but also deals with a broad range of IP issues connected to technology such as trade secrets and Standard Essential Patents (SEPs).

Technology has been and will continue to be a key driver of innovation. However, with more countries across different levels of development focusing on technology and innovation as part of their growth and development, we have noticed a growing demand for expert advice in building up patent expertise, putting in place IP laws and policies that support the use of technology for growth. At the same time, we have also noticed increasing demands from our clients who use the PCT to protect their IP, enabling enterprises and entrepreneurs to move products and ideas across borders.



PTS contribution to the SDGs

As such, in the 2026/27 biennium, we will be stepping up our work in several areas.

**First**, we will focus on making the Patent Cooperation Treaty (PCT) even more efficient, effective and customer oriented, so that we continue to bring strong value to our customers (*Expected Results 3.1 and 3.2*). Despite economic challenges and a decline in R&D spending, international patent filings grew by 0.5 per cent in 2024, reversing a marginal decline in 2023 and setting the stage for further growth over the biennium. Innovation-driven sectors such as digital technologies, electric batteries, and health-related advancements are expected to remain strong growth areas for PCT filings.

One key transformation is our ambition to connect with customers and users through stronger marketing and outreach initiatives as well as transforming the customer experience. This journey started in the 2024/25 biennium when we moved from an application-driven process to an applicant-centric approach. With enhanced customer experience, the streamlining of processes, and embracing digitalization, we aim to create a more agile and responsive Registry, essential for maintaining WIPO's strong financial position and delivering greater value to our users. Additionally, security and confidentiality will remain top priorities, ensuring trust in the services we offer.

**Second**, the Sector will support Member States to strengthen the international patent system. We will continue to provide neutral, active and professional secretariat services to the Standing Committee on the Law of Patents (SCP), supporting Member States to set the agenda and drive the results that they want to see (*Expected Result 2.1*). Technology does not stand still. The Patents and Technology Sector (PTS) will, therefore, continue to collaborate across WIPO to bring stakeholders together to discuss emerging challenges and opportunities arising from new technological, cultural, social, and economic trends, with special regard to the interplay of patents and standardization, global health, AI, and the protection of trade secrets, along with other technology-related IP (*Expected Result 2.2*).

**Third**, PTS will continue to assist Member States make effective use of patents and other forms of IP related to technology by providing responsive and sound legislative and policy advice to Member State authorities. PTS will also enhance its outreach, support, training, and capacity-building initiatives for IP Offices and other stakeholders by leveraging our expertise and global networks (*Expected Results 4.1, 4.2, and 4.3*).

**Fourth**, the Sector will continue to work with women and girls, providing a gateway into IP to foster innovation and creativity, enhance their economic empowerment, as well as support their access to STEM and the broader innovation ecosystem. Under the IPGAP, WIPO's first IP and Gender Action Plan, we launched a database of global policies and initiatives supporting women and IP in 2024. These initiatives were reinforced by WIPO's first Global Research Meeting, bringing together over 130 participants from 41 countries to address barriers to women's participation in IP. Over the coming biennium, the team will seek to develop new partnerships and strengthen existing collaborations to create additional and valuable networking opportunities for women and ensure that the needs and interests of Member States and stakeholders are effectively met (*Expected Result 4.1*).

**Fifth**, as an agency serving a global audience, supporting multilingualism is crucial to realizing WIPO's strategic mission and results. We are committed to doing this in an efficient manner. In the past few years, we have realized millions in savings through new ways of working. We will continue our approach of transforming our internal business processes and employing the use of technology in order to deliver efficiency gains whilst maintaining the human touch in translations, interpretation, and other language services (*Expected Result 5.1*).

## Patent and Technology Law

In the 2026/27 biennium, the Sector will support Member States in advancing the international patent system by providing secretariat support to the SCP, including through preparing requested materials, and organizing engaging activities. It will facilitate dialogue among Member States and other stakeholders, considering the evolution of the technological, economic and social context of patent law and policy.

The Sector will advance its activities by providing timely legal and practical information to Member States and their stakeholders regarding international patent law issues. With targeted legal and practical information, knowledge sessions will be provided regarding the Paris Convention, the Budapest Treaty, and the Patent Law Treaty. PTS will provide strong support to interested Member States throughout the accession process to any of these Treaties, and thereafter, to ensure that the Treaties are benefitting those on the ground.

Member States will continue to receive expert and customized legislative and policy assistance in patent law and other IP issues related to technological innovation, in coordination with other WIPO sectors. Such assistance will be delivered through structured and iterative dialogues that reflect Member State priorities and needs, including differing levels of development.

The Sector will also support IP issues connected to technology, including trade secrets and the protection of confidential information, by providing materials, training and thematic insights, focusing on how such systems support innovation and knowledge transfer. Additionally, we have seen an increased interest in the issues surrounding SEPs. The Sector will deliver on WIPO's strategic initiatives in this area in accordance with the [WIPO Strategy on Standard Essential Patents 2024-2026](#), in close coordination with other sectors and maintain an active engagement with Member States and external stakeholders.

## Patent Cooperation Treaty

In the upcoming biennium, the PCT will focus on enhancing outreach, accessibility, and the user experience. Key initiatives will include strongly improved marketing strategies, systematic user feedback mechanisms, tailored training for underrepresented groups and operational efficiency enhancements, all underpinned by a customer-centric approach.

Outreach will be a top priority. The aim will be to increase awareness and accessibility of the PCT, demonstrating how it simplifies the patent application process and promotes global innovation. To achieve this, PTS will work with WIPO's Customer Experience Section to develop a targeted marketing strategy showcasing our IP services' full benefits.

In administering the PCT, the Sector will continue to explore additional avenues for improving the PCT System while implementing specific measures approved by Member States. Upgrades to existing features will focus on efficiency and ensuring that international phase processing aligns effectively with national phase processing. Cooperation among Offices, International Authorities and the International Bureau (IB) will be strengthened to maximize the benefits of electronic tools, services and data exchange.

The PCT will also support International Authorities in enhancing the quality and timeliness of their work, including developing quality metrics. Additionally, the Sector will develop and support services for processing and data exchange by the International Bureau, receiving Offices, and International Searching Authorities, ensuring timely, accurate, high-quality, and consistent results using standard tools. The Sector will further seek to enhance technical assistance for national phase examination by creating tailored training activities for Offices in LDCs, developing countries, and countries in transition to utilize examination work products from other national phases.

High-quality customer service and user experience will remain essential components of the PCT for the future growth of the System, ensuring that stakeholders receive exceptional support and guidance throughout the patent application process. Aligned with its commitment to continuous quality improvement, PTS will seek user and stakeholder feedback through surveys and outreach initiatives to enhance effectiveness and the customer experience. Comprehensive tailored training, integrating the PCT with other IP services, will be provided for users and potential users, focusing on groups such as women, SMEs, start-ups, universities, and youth.

PCT Operations will continue to evolve from an application-centric to a customer-centric approach, maintaining high-quality PCT services while delivering increased value to users. This transformation aims to enhance productivity and

efficiency cost-effectively. To improve the productivity and service quality of PCT Operations, investments in developing a PCT-intelligent operations system will continue to be undertaken, streamlining processes and strengthening management skills.

Alongside these transformations, the Sector will continue to align staff skill sets with changing linguistic and geographical demands and technological developments. Promoting cultural change, enhancing staff skills, providing personnel with the right resources, and ensuring a steady supply of qualified personnel remain key priorities, essential to realizing the Sector's program of work.

## Translation and Language Division

Multilingualism is an essential element of WIPO's work as an agency that serves the world. In providing multilingual services, the Sector will continue to leverage AI-based technologies, adopt new technologies, and develop services in various languages. Cost savings will continue to be made a priority through measures such as post-editing of machine translation output and streamlined procurement.

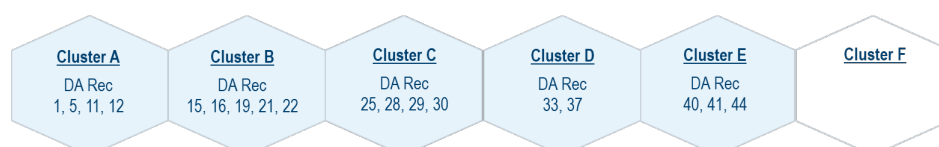
Progress has been made in implementing the Revised Language Policy adopted by Member States in 2021. Neural machine translation has been integrated into the translation process in accordance with the tailored strategies based on: (i) the target audience; (ii) the means of delivery of the communication; and (iii) the expected impact.

New services are also being developed to hold process data in language-neutral formats, allowing an increasing range of administrative services to be offered in any of the 10 PCT languages of publication and the results readily understood in the others. Where translation is required, especially for abstracts and search reports, it aims to leverage advanced technologies for high-quality results while maintaining confidentiality.

To ensure professional and high-quality interpretation services delivery, the strategy continues to build on accurate planning and a solid understanding of the scope and requirements of each multilingual meeting and event. During the biennium, the Secretariat will continue to benefit from the newly developed interpretation management system, which will support the recruitment of experienced interpreters while reducing handling risks associated with the complexity of managing remote, simultaneous interpretation services of hybrid and virtual conference platforms.

Collaboration across the Sector's divisions for optimal data, enhancing staff skills and ensuring a steady supply of qualified personnel remain key priorities.

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 3 Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data <b>Medium risk appetite</b>	Decrease in PCT filings, in absolute terms or relative to Paris route filings.	Continued improvement of PCT international phase services and promotion of the System to current and potential users.	Medium – in line with risk appetite
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data <b>Low risk appetite</b>	Regression in quality of PCT international work products.	Continued encouragement of process and quality assurance. Improvements at national Offices, particularly those acting as PCT International Authorities, and continued strengthening of quality control procedures at the International Bureau.	Low – in line with risk appetite

## Expected Results and Performance Indicators

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

## Resources

### Patents and Technology: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	141,542	126,744	131,059	14,798	12%
Temporary Staff	2,380	1,385	4,758	996	72%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>143,922</b>	<b>128,128</b>	<b>135,818</b>	<b>15,794</b>	<b>12%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	-	-	-	-	n/a
WIPO Fellowships	4,494	3,767	3,850	727	19%
Sub-total	4,494	3,767	3,850	727	19%
<b>Travel, Training and Grants</b>					
Staff Missions	1,730	1,456	1,480	274	19%
Third party Travel	3,200	3,267	3,261	(67)	-2%
Sub-total	4,930	4,723	4,741	207	4%
<b>Contractual Services</b>					
Conferences	1,895	923	1,708	972	+100%
Publishing	-	-	-	-	n/a
Individual Contractual Services	13,082	9,483	14,986	3,599	38%
Other Contractual Services	58,046	66,372	61,810	(8,327)	-13%
Sub-total	73,023	76,778	78,503	(3,755)	-5%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	727	448	708	278	62%
Communication	10	10	10	-	0%
Representation and Other Operating Expenses	-	106	106	(106)	-100%
UN Joint Services	-	-	-	-	n/a
Sub-total	737	565	825	172	30%
<b>Equipment and Supplies</b>					
Furniture and Equipment	-	-	-	-	n/a
Supplies and Materials	70	75	75	(5)	-6%
Sub-total	70	75	75	(5)	-6%
<b>Total B</b>	<b>83,253</b>	<b>85,907</b>	<b>87,993</b>	<b>(2,654)</b>	<b>-3%</b>
<b>TOTAL</b>	<b>227,175</b>	<b>214,036</b>	<b>223,811</b>	<b>13,140</b>	<b>6%</b>

**Patents and Technology: Resources by Result**

*(in thousands of Swiss francs)*

Expected Result		2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
2.1	Development of balanced and effective international normative frameworks for IP	2,310	2,063	2,063
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	4,333	4,298	4,181
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	4,047	3,034	3,413
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	181,659	193,975	179,164
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,954	4,052	4,387
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,025	2,785	2,721
4.3	Increased IP knowledge and skills in all Member States	6,378	3,830	5,652
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	16,383	-	16,487
5.2	Digitally enabled, secure and sustainable operating environment and services	4,278	-	4,158
5.3	Sound and prudent financial management and effective corporate governance and oversight	807	-	1,585
<b>Total</b>		<b>227,175</b>	<b>214,036</b>	<b>223,811</b>

## Brands and Designs

### Implementation Strategies

Brands and designs are closely connected to the marketing of products and services. As such, they are critical for securing market share and business success. More broadly, these types of IP are readily accessible to enterprises of all sizes, including start-ups and SMEs, making the IP registration system accessible to those who would otherwise not be able to participate in using it to support growth and development.

Trademarks remain the most frequently registered form of intellectual property rights, while the value of designs and geographical indications is increasingly gaining recognition. 2024 saw growth return to global trademark filing activity under the Madrid System with applications increasing by 1.2 per cent as compared to 2023. Industrial Design filing activity under the Hague Agreement continued to show strong growth in 2024, rising by 10.3 per cent over 2023 to reach a record high. Meanwhile, geographical indications continue to show their potential as catalysts of collective, sustainable development, particularly in developing countries.

Given the key role of WIPO's Global IP Services in providing value to enterprises around the world, major emphasis will be placed over the coming biennium on encouraging more filings under the Madrid and Hague Systems through effective marketing approaches, worldclass customer services and further refinements to the user experience.

The Brands and Designs Sector (BDS) is responsible for several aspects of WIPO's work:

**First**, the Sector will continue to facilitate the development of balanced and effective international normative frameworks in the areas of trademarks, industrial designs, and geographical indications. The conclusion and adoption of the Riyadh Design Law Treaty (RDLT) in November 2024, the most recent example of a successful multilateral outcome in this area of work, is a landmark step forward, delivering a global designs protection framework that will make protection easier, faster and more affordable for designers the world over (*Expected Result 2.1*).

**Second**, we provide critical global IP services for the international protection of trademarks, industrial designs and geographical indications through the Madrid, Hague and Lisbon Systems (*Expected Results 3.1 and 3.2*).

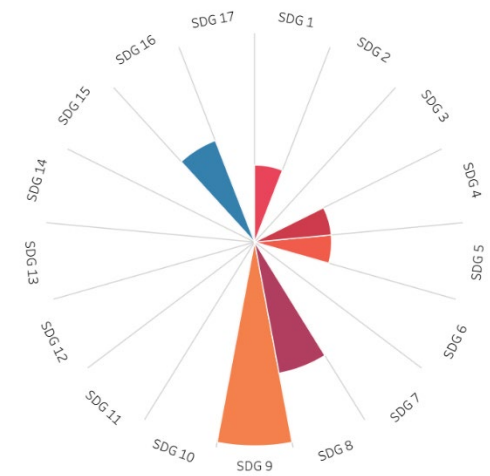
**Third**, the Sector will continue to provide tailored legislative and policy advice to Member States and national IP Offices, building on the achievements of the previous biennium where Member States were supported in specific requests for advice on trademark, industrial design and geographical indication legislation (*Expected Result 4.2*). We will complement this with user outreach and support activities, as well as training, capacity building and technical assistance projects for countries at all stages of development, including developing countries and LDCs (*Expected Results 4.1 and 4.3*).

### Brands and Designs Law

During the 2026/27 biennium, BDS will continue to facilitate Member States in discussing the development of a balanced and effective international normative framework for trademark, design and geographical indication law and policy. To that end, we will bring the international community together to proactively address emerging issues and policy challenges at the global level relating to brands and designs.

We will also implement impact-driven projects at the level of one or several Member States to increase IP knowledge and skills and deliver tangible benefits to a wide variety of stakeholders, including women, SMEs and others. In the biennium, we will focus on the following priorities:

- Promote the ratification of the RDLT by Member States with a view to bringing it into force as soon as possible. Outreach activities will aim at bringing national and regional design laws of Member States into conformity with the RDLT to the benefit of designers and the user community (ER 2.1).
- Organize regular sessions of the SCT and develop intra-session work to facilitate an open exchange on salient topics relating to brands and designs law and policy (ER 2.1).
- Organize, in cooperation with an interested Member State, one edition of the *WIPO Worldwide Symposium on Geographical Indications*. We will continue exploring opportunities to work with interested Member States on



BDS contribution to the SDGs



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

- Broaden the geographical coverage of the Singapore Treaty on the Law of Trademarks, to further develop the international legal framework for the simplification of trademark registration procedures (ER 2.1).

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

## Madrid System

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

- Expand the global adoption of the Madrid System through an enhanced marketing approach. This will involve closer collaboration with the PCT and Hague Systems, tailoring outreach to different customer segments based on detailed market research and data analysis, and delivering targeted campaigns and activities, including digital initiatives (ER 3.1).
- Leverage new technologies, including AI, across all facets of the Madrid Registry's work to change existing business processes and maximize efficiency, particularly in the second phase of the New Madrid IT Platform Project (ER 3.2).
- Enhance the Madrid customer experience at the IB as part of a broader organizational strategy (ERs 3.1 and 3.2) by:
  - Shifting the ethos of the Madrid Registry towards greater customer centricity by improving key account management, enhancing the clarity of notifications and optimizing customer support helplines.
  - Assisting users in the transition to the new integrated eMadrid online platform, scheduled for deployment in 2025.
  - Streamlining classification practices in close cooperation with member offices.
- Strengthen collaboration with Offices of origin and designated Contracting Parties to ensure a seamless user experience from filing to grant (ER 3.1).
- Simplify and future-proof the legal framework of the Madrid System in partnership with member offices. This will include discussions at the annual meetings of the Working Group on the Legal Development of the Madrid System for the International Registration of Marks and the Madrid Working Group Roundtable (ERs 3.1 and 3.2).
- Promote membership expansion by encouraging and supporting the accession of States that have expressed interest in joining the Madrid System (ER 3.1).

## The Hague System

Now that the Hague System runs under a single Act, namely the most recent Geneva Act of 1999, focus during the next biennium will be to reinforce the Hague Registry and expand the Hague System into a truly global system. In particular, we will:

- Foster an adaptation of the legal framework to the evolving needs of users in an increasingly digitalized world through annual meetings of the Working Group on the Legal Development of the Hague System (ERs 3.1 and 3.2).
- Actively promote the System to increase geographical coverage through dedicated support to prospective Contracting Parties and their Offices (ER 3.1).
- Increase the global use of the Hague System through a more systematic approach to marketing, in closer collaboration with the Madrid and PCT areas, tailored to different customer profiles and based on market research, data analysis and delivery of targeted campaigns and activities, including in digital format (ER 3.1).



- Enhance the System's user-friendliness through further developing information and guidance material for applicants that take into account the impact of the expansion of the System (ERs 3.1 and 3.2).
- As part of an Organization-wide strategy, transform the Hague customer experience at the IB by innovating and enhancing Hague services delivered to users and Offices (ERs 3.1 and 3.2).
- Continue to invest in an optimal administrative structure and the development of IT solutions to ensure state-of-the-art services to users and member Offices (ER 3.2).

## Lisbon System

The expansion of the Lisbon System is expected to continue over the coming biennium. This will require support to prospective Contracting Parties, their Competent Authorities and potential users of the System. It will also require support for other options for the protection of geographical indications, such as through a *sui generis* system or the trademark system.

Against this backdrop, and to leverage the increasing global interest in a cost-effective solution for the international registration of Appellations of Origin and Geographical Indications, our work in the Lisbon Registry will aim to:

- Increase the use and geographical coverage of the Lisbon System, through dedicated support to prospective Contracting Parties, their Competent Authorities and potential users, in coordination with other WIPO areas (ER 3.1).
- Provide demand-driven and balanced legal, technical assistance and capacity building to WIPO Member States and Intergovernmental Organizations (IGOs), in particular to local producers and communities in developing countries and LDCs, interested in adhering to and using the Lisbon System, in coordination with other WIPO initiatives (ER 3.1).
- Continue the process of modernizing and simplifying the regulatory framework of the Lisbon System alongside its IT environment, and increase the interest and use of the System, including through sessions of the Working Group on the Development of the Lisbon System and the Lisbon Working Group Roundtable (ERs 3.1 and 3.2).
- Continue to invest in the development of IT solutions for the Lisbon Register to drive greater efficiencies as well as promote greater use of the e-Lisbon IT platform (ER 3.2) to enhance user-friendliness through responsive customer support services, training and the development of comprehensive information for Competent Authorities and users (ER 3.2).

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 3</i> <i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data <b>Medium risk appetite</b>	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.	Proactively pursue countries' interest in accession, reconfigure promotion and marketing activities to scale and promote these Systems, increase focus on obtaining customer feedback, and further digitalize and evolve IB processes and services.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
<b>2.1 Development of balanced and effective international normative frameworks for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee	SCT work implemented in accordance with the agreed agendas of SCT/47	Implementation of agreed work in accordance with the SCT agenda
	Entry into force of the Riyadh Design Law Treaty	0 accessions/ratifications (end 2024)	5 new accessions/ratifications in 2026/27 (out of 15 required)
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
<b>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</b>	Total Membership	Madrid System: 115 CPs	Madrid System: 4 additional CPs (2 per year)
		The Hague System: 75 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	The Hague System: 5 additional CPs to the Geneva (1999) Act; No additional CPs to the Hague (1960) Act
		Lisbon System: 25 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 6 additional CPs to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Madrid System Applications: 65,000 (preliminary)	Madrid System applications: 2026: 69,100 2027: 70,600
		The Hague System Applications: 9,454	The Hague System applications: 2026: 10,490 2027: 11,090
		Lisbon System International applications: 23	Lisbon System international applications: 80 per year (160 applications for 2026/27)
<b>3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data</b>	Renewals	Madrid System: 40,445 (preliminary)	2026: 43,000 2027: 44,700
		The Hague System: 5,949	2026: 7,480 2027: 8,160
	Level of satisfaction of WIPO global IP system users with International Bureau's Services	Madrid System: 80% (2022/23 survey)	≥ 85% satisfied or very satisfied
		The Hague System: 82% (2022/23 survey)	≥ 85% satisfied or very satisfied
	Customer response time	Madrid: % of customer responses given within SLA targets (tbd)	≥ 85% compliance with SLA targets
		Hague: % of customer responses given within SLA targets (tbd)	
<b>3.3 Increased IP knowledge and skills in all Member States</b>	Unit Cost	Madrid System new/renewed registration: 619 CHF	Madrid System new/renewed registration: 603 CHF
		The Hague System new/renewed design: 457 CHF	The Hague System new/renewed design: 455 CHF
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations</b>	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	1	6 projects in 2026/27
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. and % of Member States satisfied with the legislative and policy advice provided	98%	≥ 90% satisfied or very satisfied
<b>4.3 Increased IP knowledge and skills in all Member States</b>	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	98%	≥ 90% satisfied or very satisfied

## Resources

### Brands and Designs: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	59,210	58,488	56,392	721	1%
Temporary Staff	1,552	1,193	1,805	359	30%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>60,762</b>	<b>59,682</b>	<b>58,197</b>	<b>1,081</b>	<b>2%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	216	132	79	84	64%
WIPO Fellowships	4,830	4,208	4,424	622	15%
Sub-total	5,046	4,340	4,503	706	16%
<b>Travel, Training and Grants</b>					
Staff Missions	1,043	1,030	1,703	13	1%
Third party Travel	2,343	2,912	3,623	(569)	-20%
Sub-total	3,386	3,941	5,326	(555)	-14%
<b>Contractual Services</b>					
Conferences	975	1,305	1,159	(330)	-25%
Publishing	-	-	-	-	n/a
Individual Contractual Services	1,648	1,701	1,458	(53)	-3%
Other Contractual Services	7,350	7,282	8,425	68	1%
Sub-total	9,974	10,288	11,042	(314)	-3%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	-	-	3	-	n/a
Communication	512	600	475	(88)	-15%
Representation and Other Operating Expenses	240	309	276	(69)	-22%
UN Joint Services	-	-	-	-	n/a
Sub-total	752	909	754	(157)	-17%
<b>Equipment and Supplies</b>					
Furniture and Equipment	20	14	22	6	45%
Supplies and Materials	26	56	38	(30)	-54%
Sub-total	46	70	59	(24)	-34%
<b>Total B</b>	<b>19,204</b>	<b>19,548</b>	<b>21,684</b>	<b>(344)</b>	<b>-2%</b>
<b>TOTAL</b>	<b>79,966</b>	<b>79,230</b>	<b>79,881</b>	<b>736</b>	<b>1%</b>
of which					
Development Agenda Project	380				

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
China	101	243	343	-	485	485
China HR (CNIPA)	751	601	334	1,018	1,203	2,221
China HR (MFA)	168	185	178	176	370	546
<b>Total</b>	<b>1,020</b>	<b>1,029</b>	<b>855</b>	<b>1,194</b>	<b>2,058</b>	<b>3,252</b>

**Brands and Designs: Resources by Result**

*(in thousands of Swiss francs)*

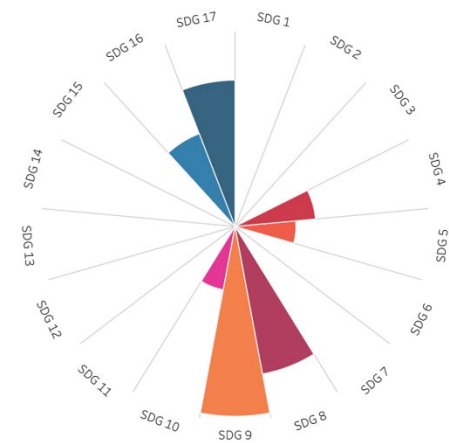
Expected Result		2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
2.1	Development of balanced and effective international normative frameworks for IP	2,377	4,161	5,037
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	15,758	14,350	14,733
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	58,503	58,074	57,426
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	726	675	677
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	448	730	674
4.3	Increased IP knowledge and skills in all Member States	2,154	1,240	1,334
<b>Total</b>		<b>79,966</b>	<b>79,230</b>	<b>79,881</b>

# Copyright and Creative Industries

## Implementation Strategies

The creative economy is not only connected to a country's culture but is also an essential component of its growth and development, with many Member States, including the creative and cultural sectors, in the core of their growth models. Copyright and related rights remain a key mechanism for monetizing creativity and ensuring fair allocation of revenues to stakeholders along the creative value chain, against the backdrop of the increasing digitalization of the creative industries.

WIPO supported research indicates that the creative industries globally generate 5.54 per cent of the GDP and 5.78 per cent of employment. They are positively correlated with competitiveness, capacity to innovate, government effectiveness, promotion of soft power and real GDP growth. In order for the creative industries to perform better in the digital environment, they need to be supported by an effective and balanced copyright framework and adequate policies to support growth in creative output from a diverse range of creators and other national actors, as well as contribute to economic, social, and cultural development.



CCIS contribution to the SDGs

Within this context, the Copyright and Creative Industries Sector will focus on several areas of work in the 2026/27 biennium.

**First**, we will focus on the development of balanced and effective international normative frameworks for copyright and related rights under Strategic Pillar 2 of the MTSP. We will facilitate international cooperation under the WIPO copyright and related rights treaties, in particular those covering the transition to the digital environment, including the Internet Treaties – the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT) – the Beijing Treaty, and the Marrakesh Treaty. The Sector will support the work of the Standing Committee on Copyright and Related Rights (SCCR), bringing Member States, Observers, creators, and copyright stakeholders everywhere together to discuss the future of the global copyright ecosystem, especially in the face of the rapid impact of the digital economy including AI, which brings both opportunities and challenges to the creative economy (*Expected Result 2.1*).

**Second**, in line with Strategic Pillar 4 of the MTSP, the Sector will foster the development of viable creative ecosystems in Member States by providing policy, legislative, regulatory, infrastructure, and management advice to both Member States and national copyright authorities. It will support the use of copyright and related rights as a tool for growth and sustainable development, encouraging enhanced copyright and related rights knowledge and skills in all Member States, with training and capacity building tailored to developing countries and LDCs, and key digital knowledge innovative tools directed to individual creators (*Expected Result 4.2*).

**Third**, the Sector will work with Member States and the entire creative economy value chain to develop and contextualize methods to collect and interpret data at the national level in order to measure the contribution of the creative industries to national growth and development. Effective data gathering and measurement tools, together with the skills at the national level to collect and interpret these data, will allow Member States to monitor the growth of their creative economies and design effective policies to support their development objectives (*Expected Results 4.2 and 4.3*).

## Copyright Law

The Copyright Law area will lead the Organization's substantive work to shape the global copyright and related rights ecosystem by supporting Member States in joining WIPO copyright and related rights treaties, and through updating their copyright laws as well as their legal, policy and regulatory frameworks to facilitate full participation in the global creative marketplace in the digital era, while navigating the significant opportunities and disruptions created by the rapid evolution of AI. We will focus on the following specific initiatives in the next biennium:

- Facilitate discussions in the SCCR on substantive agenda items and copyright-related emerging issues according to the SCCR agenda, while working with Member States at their request and under their direction to manage the agenda and resolve longstanding agenda items (ER 2.1).
- Support Member States to work constructively to make the SCCR not only a forum for norm-setting discussions, but also as a venue for addressing new challenges through dialogue and exchange (ER 2.2).

- Provide legislative advice to Member States to update and adopt balanced and effective national laws, policies and regulations, consistent with WIPO copyright and related rights treaties, in close collaboration with colleagues across WIPO (ER 4.2).
- Support Member States regarding joining and implementing copyright treaties, in particular the Internet Treaties – the WCT and WPPT – the Beijing Treaty, and the Marrakesh Treaty (ER 2.1).
- Take Marrakesh Treaty implementation to the next level, by working with Member States to join the Treaty and adopt laws and regulations to put the Treaty into operation, including through cross-border transfers of accessible books facilitated by the WIPO Accessible Books Consortium (ABC). Organize collaborative regional projects among countries, cooperating with organizations representing and serving print disabled people and professional partners, to set up legal and regulatory frameworks at the national and regional levels (ER 2.1 and 3.1).
- Continue to engage with Member States and stakeholders to develop and use practical toolkits to provide cultural as well as educational and research institutions with guidelines and elements of regulation to help them operate safely in the digital and cross-border environment, wherever their mission interacts with copyright and related rights (ER 2.2).
- Collaborate with other Sectors in the Organization, including the Regional and National Development Sector, to provide support to Member States, in partnership with other international and regional organizations when relevant, to develop strategies, programs and frameworks to help individual athletes, sport associations and others to use IP to support the livelihoods of the athletes, the sustainability of the associations, and the overall use of sports for growth and development (ER 4.2).

## Copyright Management

The Copyright Management area will support governments, enterprises, communities, creators and other individuals to use IP as a tool for growth and sustainable development. The Sector will focus on a wide range of projects including WIPO Connect, the ABC, and WIPO for Creators (renamed as CLIP or Creators Learn IP), all of which are predicated on public-private partnerships and the focus on ground level impact for different beneficiaries along the creative ecosystem. An emerging area of work is to support Member States to look into inter-operability or infrastructure issues connected to copyright and frontier technologies. Drawing on these foundations, our work in the next biennium will be to:

- Facilitate dialogue and exchange on issues relating to copyright and frontier technologies such as AI (ER 2.2).
- Provide legal and technical advice to Member States and Collective Management Organizations (CMOs) on laws, regulations and infrastructure underpinning copyright and related rights, contributing to the development of balanced, effective, and efficient creative ecosystems around the world (ER 4.2).
- Develop and deploy WIPO Connect, which is already used by 60 CMOs, to even more stakeholders, alongside designing projects for creators and other creative industry stakeholders. Provide tools, information and support to develop local markets and improve global market access for creators, ensuring more individuals and enterprises receive credit and payment. (ER 4.4).
- Expand the use of the ABC Global Book Service, having reached the milestone of more than 1 million accessible books, by fostering the discovery of, and access to, more titles in accessible formats in the widest possible range of languages, so that more persons with print disabilities have access to educational and other publications (ER 4.4).
- Develop and promote CLIP further in partnership with stakeholders in the creative industries and expand CLIP content to more creative sectors, so as to equip creators from everywhere with the knowledge of how to use IP to be recognized and be fairly rewarded for their creations (ER 4.4).

## Creative Economy Program

The newly launched Creative Economy Program will lead the development of the Creative Economy Data Model (CEDM) and assist Member States to assess the creative capability and creative potential in their communities (ER 4.3). The model evaluates creative ecosystems by comparing their institutional environment and their available resources. In the biennium 2026/27, we will focus on the following main priorities:

- Deliver the first complete reports on the implementation of the WIPO Creative Economy Data Model, through active engagement with Member States beneficiaries and the established expert group.

- Generate awareness of the new WIPO program, through bilateral and multilateral engagements, and prepare the launch of new country studies based on demonstrated interest and review of the state of readiness.
- Continue building capacity and technical expertise in Member States on creative economy data and data in the publishing industry through partnerships.

## WIPO Global Awards Program

The WIPO Awards Program celebrates the use of IP as an enabler for growth and sustainable development by recognizing and rewarding outstanding innovators and creators. Its flagship initiative, the WIPO Global Awards, is an open, worldwide competition that celebrates the achievements of SMEs, start-ups, university spin-offs and other enterprises across industries. Winners are selected by an international jury of experts and benefit from:

- Tailored Mentorship to enhance commercialization of IP assets, support internationalization, facilitate access to financial resources, and foster commercial partnerships.
- Global visibility and promotion through leveraging WIPO's reach and platforms.

In the biennium 2026/27, we will include special mentions for special categories, for example, female and youth entrepreneurs. We will continue to support the establishment of similar awards at the national level, empowering countries to celebrate and promote local innovation ecosystems (ER 4.4).

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States <b>Medium risk appetite</b>	Uncertainties in the international context may slow down or impact the efforts of Member States to continue strengthening and securing the global copyright framework in order to support development of thriving creative industries.	WIPO will develop new tools and projects/programs to demonstrate the potential and importance of the creative industries sector and IP for relaunching economic growth and strengthening cultural and social resilience.	Medium – in line with risk appetite
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully <b>High risk appetite</b>	WIPO for Creators was conceived as a public-private partnership. There is a risk that voluntary contributions for the continued expansion of CLIP might not suffice to finance the product as foreseen.	WIPO will implement a proactive fundraising strategy through dedicated outreach targeting governments and foundations and other potential donors, adapting the strategy while maintaining flexibility to adjust the product's roadmap, scope, and governance structure if needed.	High – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
<b>2.1 Development of balanced and effective international normative frameworks for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Chair's summary from SCCR/45 demonstrating progress on agenda items as agreed by the Committee	Implementation of agreed work in accordance with the SCCR agenda



Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. and % of Member States satisfied with the legislative and policy advice provided	99%	≥ 90% satisfied or very satisfied
<b>4.3 Increased IP knowledge and skills in all Member States</b>	Level of satisfaction of participants in WIPO training and skills development programs	94%	≥ 90% satisfied or very satisfied
	No. of countries having implemented the Creative Economy Data Model	2 countries launched the Model (none implemented) (end 2024)	20 additional countries launched (of which 10 implemented) (end 2027)
<b>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</b>	No. of CMOs in developing countries and LDCs using WIPO Connect	53 CMOs for 70 Creation classes	90 CMOs for 120 Creation Classes
	ABC: No. of accessible titles delivered to persons with print disabilities	1,055,414 (cumulative end 2024)	35% increase
	No. of creators using WIPO for Creators Platform	No. of unique visitors engaging on the WIPO for Creators Platform <sup>11</sup> : 45,317	350,000 in 2026/27

## Resources

### Copyright and Creative Industries: Resources by Result (in thousands of Swiss francs)

Expected Result	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
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	-	10,155	10,716
2.1 Development of balanced and effective international normative frameworks for IP	4,004	3,727	3,647
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	1,449	1,258	1,690
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	219	586	420
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	288	292	281
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	501	1,415	788
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	3,267	4,627	3,201
4.3 Increased IP knowledge and skills in all Member States	4,327	1,970	2,606
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,407	13,735	12,891
<b>Total</b>	<b>27,462</b>	<b>37,764</b>	<b>36,239</b>

<sup>11</sup> Engagement is defined as unique visitors who perform follow-on clicks from the landing page to subsequent pages and includes interactions such as: watching videos on the first page, scrolling down, spending time reading content, searching, interacting with the page in any form.



### Copyright and Creative Industries: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	11,230	18,540	15,359	(7,310)	-39%
Temporary Staff	1,649	1,359	2,421	290	21%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>12,879</b>	<b>19,899</b>	<b>17,780</b>	<b>(7,020)</b>	<b>-35%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	55	47	29	8	18%
WIPO Fellowships	1,254	1,220	1,443	35	3%
Sub-total	1,309	1,266	1,472	43	3%
<b>Travel, Training and Grants</b>					
Staff Missions	1,039	807	745	232	29%
Third party Travel	1,561	1,134	936	427	38%
Sub-total	2,599	1,941	1,681	659	34%
<b>Contractual Services</b>					
Conferences	516	687	546	(171)	-25%
Publishing	-	-	22	-	n/a
Individual Contractual Services	4,523	3,108	3,615	1,415	46%
Other Contractual Services	5,591	10,225	10,486	(4,634)	-45%
Sub-total	10,630	14,019	14,669	(3,389)	-24%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	-	50	50	(50)	-100%
Communication	-	-	-	-	n/a
Representation and Other Operating Expenses	-	30	15	(30)	-100%
UN Joint Services	-	150	135	(150)	-100%
Sub-total	-	230	200	(230)	-100%
<b>Equipment and Supplies</b>					
Furniture and Equipment	-	-	-	-	n/a
Supplies and Materials	45	410	437	(365)	-89%
Sub-total	45	410	437	(365)	-89%
<b>Total B</b>	<b>14,583</b>	<b>17,866</b>	<b>18,459</b>	<b>(3,283)</b>	<b>-18%</b>
<b>TOTAL</b>	<b>27,462</b>	<b>37,764</b>	<b>36,239</b>	<b>(10,302)</b>	<b>-27%</b>
of which					
Development Agenda Project	835				

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Japan (Junior Professional Officers)	171	-	-	171	-	171
WIPO for Creators	115	-	-	115	-	115
<b>Total</b>	<b>286</b>	<b>-</b>	<b>-</b>	<b>286</b>	<b>-</b>	<b>286</b>

## Regional and National Development

### Implementation Strategies

Development cooperation between WIPO and its Member States will be deepened through new implementation tools, methodologies and new avenues for collaboration. This cooperation builds on the understanding that IP is transversal - cutting across national sectors and stakeholders and playing an important role in driving innovation, creativity and economic growth. We will also be guided by our understanding that IP is universal and for “everyone, everywhere”, and that every country, regardless of their level of development, will be looking to harness the power of IP to grow, develop and thrive.

The Regional and National Development Sector (RNDS) will continue to seek new ways and means of expanding cooperation to ensure that the vision of “IP for everyone, everywhere” is realized more deeply and broadly. We will continue engaging with innovators, creators, businesses (including SMEs), women, youth, indigenous peoples and local communities whilst expanding engagement with new stakeholders.

Within this context, the Sector will focus on the following priority issues in the next biennium.

**First**, we will continue to leverage our unique and deep knowledge and understanding of Member States and regions to reinforce the most effective use of IP for growth and development, including through enhanced collaboration with partners.

We will do so by continuing to connect the expertise, services and tools that WIPO offers with the needs and priorities of Member States. In particular, the Sector will continue to deploy WIPO tools and services not through a “one size fits all” approach but through a country and region-specific lens, fostering greater collaboration with regional IP and non-IP related institutions.

RNDS, in close cooperation with other Sectors, will maintain its strong focus on IP Offices as our traditional partners. We will work on developing a portfolio of assistance and support for Offices, helping to bridge the digital divide, including through IPAS, AI powered tools, and other digital business solutions.

In order to scale up programs and broaden impact, efforts will be made to work closely, not only with IP Offices, but also other partner institutions on the ground to ensure sustainability of results and outcomes beyond project completion. This will include “train the trainer” activities and encouraging the transformation of projects into permanent programs. A key priority will be amplifying and scaling positive results by establishing support mechanisms for partner institutions (*Expected Results 4.1, 4.2, 4.3, 4.4, and 4.5*).

**Second**, the Sector will continue refocusing the delivery of technical assistance to stakeholders on the ground by venturing deeper and by broadening avenues of cooperation to new stakeholders.

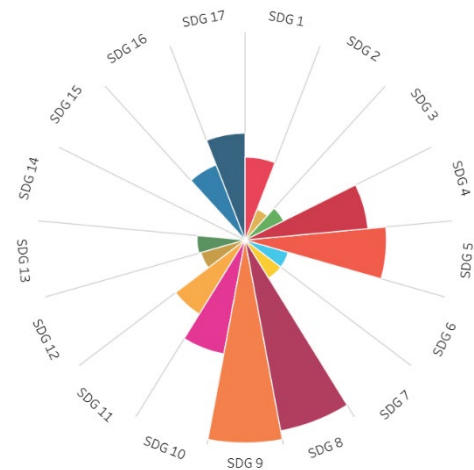
Since 2021, we have transformed WIPO’s cooperation approach from ad hoc activities, focused primarily on technical IP audiences, to impact-driven, community-oriented projects. These initiatives have broadened WIPO’s reach to a wider range of IP users with particular attention to those traditionally underrepresented in the IP, innovation and creativity ecosystem. Close to 90 projects on the ground will be implemented in the 2024/25 biennium, with a similar number of projects expected during the next biennium.

This evolution will include moving from traditional capacity building to a more focused approach on skills and knowledge development, emphasizing practical application and measurable impact.

We will also further strengthen efforts to increase the participation of women and girls in the IP system, as well as engaging other potential stakeholders such as youth and persons with disabilities.

A key enabler of this engagement will be a stronger focus on the effective use of communication tools (e.g. social media) to share success stories, successful project experiences and case studies (*Expected Results 4.1 and 4.3*).

**Third**, with the establishment of the Department for Development Cooperation, there will be a more coherent and integrated approach to development assistance. This will result in improved internal coordination, harmonization of procedures and improved management of resources.



*RNDS contribution to the SDGs*

Leveraging on the expertise and vast networks of the Regional Divisions, there will be renewed focus on bolstering cross-regional collaboration. This will open avenues for enhanced exchanges of information, best practices and lessons learned including through various initiatives on thematic issues. It will also further opportunities to develop south-south, north-south, and triangular cooperation.

These cross-regional activities will reinforce WIPO's role as a convener and hub for various IP users to share experiences, maintaining ongoing connections for project follow-up and identifying success stories. A key focus will be the mainstreaming of project management practices and knowledge to ensure sustainability of results, scaling and replication. (*Expected Results 4.1, 4.2, 4.3, and 4.4*).

**Fourth**, we will continue to align our activities with the Sustainable Development Goals (SDGs), enabling IP-driven actions that advance the SDGs in a practical way.

This will be achieved through targeted initiatives to address SDG priorities, including entrepreneurship, innovation, climate resilience, green technologies, and sustainable agriculture. In coordination with relevant Sectors, RNDS will develop best practices and partnerships to connect IP with social innovation initiatives (*in support of all Expected Results*).

## Gateway for our Member States and Other Stakeholders

The Sector will remain the diplomatic, political and operational gateway for Member States and national and regional stakeholders, allowing these stakeholders to have a "one stop shop" in engaging with the wide variety of support, tools, programs and assistance offered by WIPO. During the biennium, RNDS, through the Department for Development Cooperation and its Regional Divisions, will be responsible for the strategic direction and resource management of the technical assistance portfolio. This involves the entire cooperation agenda, including industrial property, copyright, and creative industries, ensuring a coherent and integrated approach to the use of all types of IP in development assistance.

In addition, WIPO's network of seven External Offices – in Algeria, Brazil, China, Japan, Nigeria, the Russian Federation, and Singapore (serving the ASEAN region) remain an important means for us to reach a wider array of stakeholders. The External Offices directly connect all of WIPO's services, tools, programs, knowledge and offerings to countries and their stakeholders.

The Offices' deep knowledge of local actors and conditions, including local languages, enhances WIPO's ability to identify and partner with stakeholders and provide a valuable two-way conduit between the field and Headquarters.

In addition, we are committed to provide targeted assistance to LDCs. Guided by the Doha Programme of Action, and through the framework of WIPO Deliverables for LDCs 2022-2031 and WIPO Graduation Support Packages, RNDS supports LDCs to develop balanced and effective IP, innovation and creativity ecosystems and provides focused assistance to those LDCs in the process of graduation. WIPO will closely engage with the UN System to build partnerships and identify synergies in support of LDCs, Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDSs). In 2024/25, we implemented country-specific graduation support programs in five countries and supported three LDCs either scheduled for graduation or which may be scheduled for graduation during the biennium. We anticipate that demand for this Package will continue to be strong (ER 2.4).

## Incubating New Ways of Delivering Development Cooperation

During the biennium, RNDS will further strengthen its role as an incubator of innovative project methodologies. Building on successful initiatives, including in the area of tourism, sports, women and youth, we will continue to develop and incubate new approaches to support the development of local innovation ecosystems. Successful methodologies will be piloted, scaled and adapted to specific contexts, priorities and needs of Member States and beneficiaries, strengthening relevance and impact.

## Development Agenda Coordination

The Development Agenda is a cornerstone of WIPO's mission and guides the creation of an IP system that benefits everyone, everywhere. In today's dynamic global landscape, the Development Agenda will continue to evolve and adapt, ensuring that IP continues to play a central role in the global development endeavors of Member States.

As WIPO moves forward, the internal coordination of the Development Agenda will become even more crucial in implementing and integrating its recommendations and principles into the Organization's substantive programs and activities. This will be undertaken in close coordination and with the guidance and engagement of Member States in the Committee on Development and Intellectual Property (CDIP).

Looking ahead, advancing the implementation of DA projects will also remain a priority, including ensuring that they continue to deliver tangible, long-lasting benefits for Member States. At least 17 DA projects are expected to be

implemented in the 2026/27 biennium. Efforts will also be made to cultivate stronger engagement with Member States and other stakeholders, including through novel partnerships, to reinforce the importance of the Development Agenda and to facilitate the exchange of good practices and lessons learned during its implementation (ER 4.1)

## Policy and Strategy Advice and Assistance

The Sector will harness its national and regional expertise and knowledge to provide policy and strategy advice and assistance to Member States. We will continue to support Member States to develop and implement national policy strategies that advance development pathways. Emphasis will continue to be placed on ensuring that strategies receive buy in and support at the highest level in Member States and are a result of multistakeholder collaboration across institutions (ER 4.2).

## Skills and Knowledge Building

As the global leader in providing IP knowledge and skills development, the WIPO Academy will continue to play a pivotal role in empowering individuals, communities, and educational institutions to acquire IP knowledge and skills to translate their ideas into impact. Over 280,000 participants are expected to benefit from WIPO Academy training in 2024/25, positioning the Academy as the world's largest IP training institute with a further 300,000 beneficiaries in the new biennium.

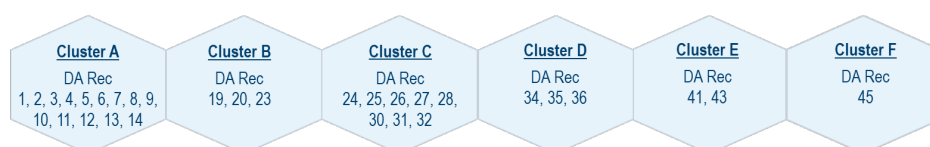
New and specialized IP skills certification across industries and sectors, as well as university accreditation and teacher certification in IP will ensure the value of WIPO Academy courses is harnessed across all regions. An upscaled offer of targeted eLearning and hybrid programs for entrepreneurs, industry leaders, and other rights holders will address topics such as the interface between AI and IP, as well as the needs of fast-evolving sectors such as IP and sports, tourism, crafts, biotechnology and videogames. With 65 eLearning/blended/hybrid courses in 2024/25, at least 10 new courses will be offered in the new biennium bringing the total number to 75.

The Academy will continue partnering with universities and higher education institutions around the world to deliver high quality and impactful IP graduate programs, summer schools and related activities. In the new biennium, the number of Joint Master's Programs is expected to increase from 16 to 21. We are also planning two new Advanced Training Courses and Executive Programs (taking the total to 18), as well as an additional two WIPO Summer Schools (taking the total to 29).

The Academy will strengthen its support to established IPTIs by developing impact-driven training-of-trainers programs for national and regional audiences. New collaborations and youth curricula development will enhance the development of age-appropriate education for youth and their teachers and will prioritize responding to Member States' urgent calls to harness youth innovation and creativity. With 28 IPTIs expected to be established during the 2024/25 biennium, at least 4 additional IPTIs are planned in the next two years bringing the total to 32.

Investment in digital technologies will continue to expand, including EdTech service for local educational and training centers of excellence benefiting Member States even in rural regions (ER 4.3).

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4</i>	<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>		
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations <b>Low risk appetite</b>	Change in policy priorities and leadership at the national or regional levels may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Retain flexibility to make adjustments in workplans for regions and countries. Liaise constantly with appropriate regional and national authorities as well as other key stakeholders to support implementation of workplans.	Low – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
<b>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</b>	No. of unique visitors to the WIPO website and the websites of the External Offices	WAO: 27,356 WBO: 55,432 WOC: Website: 40,235 WeChat: 150,912 unique views of 182 articles Bajiahao: 19.6 million unique views of 303 articles WJO: 45,996 WNO: 218,549 WRO: 22,598 WSO: 5,836	20% increase
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
<b>2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute</b>	Progress on WIPO deliverables for the implementation of the UN Programme of Action (PoA) 2021-2030 for LDCs	Progress made on the implementation of projects and activities under all 8 focus areas of the WIPO Deliverables for LDCs	Progress on all WIPO deliverables
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
<b>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</b>	Total Membership	Madrid System: 115 CPs  The Hague System: 75 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act  Lisbon System: 25 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	Madrid System: 4 additional CPs (2 per year)  The Hague System: 5 additional CPs to the Geneva (1999) Act; No additional CPs to the Hague (1960) Act  Lisbon System: 6 additional CPs to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Patent Applications: 273,900 IAs  Madrid System Applications: 65,000 (preliminary)  The Hague System Applications: 9,454  Lisbon System International applications: 23	Patent Applications 2026: 279,100 2027: 281,000  Madrid System applications: 2026: 69,100 2027: 70,600  The Hague System applications: 2026: 10,490 2027: 11,090  Lisbon System international applications: 80 per year (160 applications for 2026/27)
	No. of recurring unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	PATENTSCOPE: 698,761 GBD: 636,167 GDD: 150,057	PATENTSCOPE: 5% increase GBD: 5% increase GDD: 20% increase
<b>3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges</b>	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	41 cumulative	30 additional in the biennium

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations</b>	Implementation of topics on IP and Development discussed in the CDIP	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/32 and CDIP/33.	Implementation of agreed work in accordance with the CDIP agenda
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	55 projects	80 projects in 2026/27
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. and % of Member States satisfied with the legislative and policy advice provided	Patent and Technology Law: 98% Trademarks, Industrial Designs and Geographical Indication: 98% Copyright: 99%	≥ 90% satisfied or very satisfied
	No. of LDCs scheduled for graduation using the WIPO graduation support program	n/a	3 graduation packages implemented for the 4 LDCs scheduled for graduation
	No. of Member States, sub-regional and regional IP Offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Eco-system	109 Member States	120 Member States in 2026/27
<b>4.3 Increased IP knowledge and skills in all Member States</b>	Level of satisfaction of participants in WIPO training and skills development programs	Africa: 95% Arab region: 94% Asia and the Pacific: 95% Latin America and the Caribbean: 97% LDCs: 98% TDC: 95% EOs: 97%	≥ 90% satisfied or very satisfied
	Level of use of skills acquired in WIPO training and skills development programs	n/a	≥ 70%
	% of participants who have successfully completed skills-based training programs	75%	≥ 80%
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	78%	≥ 70%
	No. of sustainable IPTIs	24	32 (cumulative)
	No. of people trained by the IPTIs	120,941	5% annual increase
<b>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</b>	No. of sustainable national TISC networks	52 sustainable national networks	60 sustainable national networks (cumulative)
	No. of national TISC networks with the level of maturity upgraded	7	10 in the biennium
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	95%	≥ 90% satisfied or very satisfied
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	431,896	20% increase
	No. of SME intermediaries who are using WIPO materials and tools	36	15 additional
	No. of SMEs using WIPO materials or tools, including those accessing via intermediaries	49,302 (cumulative as at end 2024)	100,000 additional
<b>4.5 Enhanced IP infrastructure for IP Offices</b>	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.8	≥ 3.5



## Resources

### Regional and National Development: Resources by Result

(in thousands of Swiss francs)

Expected Result	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
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	6,817	5,466	5,730
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	697	1,194	1,238
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	4,054	3,972	4,023
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	742	749	675
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	21,730	16,519	19,644
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	10,751	8,351	9,886
4.3 Increased IP knowledge and skills in all Member States	30,209	33,424	33,468
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	9,087	9,658	8,826
4.5 Enhanced IP infrastructure for IP Offices	1,391	1,041	1,140
<b>Total</b>	<b>85,476</b>	<b>80,374</b>	<b>84,629</b>

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Australia <sup>1</sup>	444	574	414	604	-	604
France (Industrial Property)	440	300	373	366	600	966
France (Lisbon)	83	-	28	55	-	55
Japan (Copyright)	1,351	469	249	1,570	937	2,507
Mexico	118	-	6	113	-	113
Republic of Korea (Copyright)	1,103	284	266	1,121	568	1,689
Republic of Korea (Copyright/Professional Officers)	80	234	155	159	468	627
Republic of Korea (Industrial Property)	435	300	232	503	600	1,103
Republic of Korea (IP Education)	585	318	388	516	637	1,152
Saudi Arabia	4,822	-	603	4,219	-	4,219
The United Arab Emirates	46	-	-	46	-	46
Uruguay	25	-	6	19	-	19
<b>Total</b>	<b>9,532</b>	<b>2,479</b>	<b>2,719</b>	<b>9,292</b>	<b>3,810</b>	<b>13,102</b>

<sup>1</sup> This FIT includes activities carried out under several other areas.

### Regional and National Development: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	46,591	45,575	44,761	1,016	2%
Temporary Staff	3,918	2,861	5,569	1,057	37%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>50,509</b>	<b>48,435</b>	<b>50,330</b>	<b>2,073</b>	<b>4%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	405	276	174	129	47%
WIPO Fellowships	1,445	1,176	1,631	269	23%
Sub-total	1,850	1,452	1,806	398	27%
<b>Travel, Training and Grants</b>					
Staff Missions	3,699	3,284	3,435	416	13%
Third party Travel	7,156	6,198	6,475	957	15%
Sub-total	10,855	9,482	9,910	1,373	14%
<b>Contractual Services</b>					
Conferences	3,335	2,851	3,164	484	17%
Publishing	-	170	441	(170)	-100%
Individual Contractual Services	11,130	13,432	12,717	(2,302)	-17%
Other Contractual Services	6,652	3,377	4,891	3,274	97%
Sub-total	21,117	19,830	21,214	1,286	6%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	368	330	396	38	12%
Communication	85	160	113	(74)	-46%
Representation and Other Operating Expenses	146	63	105	84	+100%
UN Joint Services	477	483	485	(5)	-1%
Sub-total	1,077	1,035	1,099	42	4%
<b>Equipment and Supplies</b>					
Furniture and Equipment	14	25	82	(11)	-44%
Supplies and Materials	55	115	189	(60)	-52%
Sub-total	69	140	271	(71)	-51%
<b>Total B</b>	<b>34,968</b>	<b>31,938</b>	<b>34,300</b>	<b>3,030</b>	<b>9%</b>
<b>TOTAL</b>	<b>85,476</b>	<b>80,374</b>	<b>84,629</b>	<b>5,103</b>	<b>6%</b>
of which					
Development Agenda Project	2,036				



## Infrastructure and Platforms

### Implementation Strategies

Digital technologies are increasingly driving innovation. This means that countries are increasingly paying attention to how these technologies are changing the way we work, live and play, as well as their impact on the economy, society and culture. At the same time, the use of data, digital tools and digitalization have become critical to the success of the IP Office, whether in making work processes more efficient, transforming customer experience, or in facilitating the exchange of data.

Against this backdrop, the Infrastructure and Platforms Sector (IPS) will support Member States to take advantage of digital technologies in various ways, whilst helping to facilitate global discussions on relevant technical IP standards. In particular, IPS will focus on the following priorities in the 2026/27 biennium.

**First**, the Sector will continue to serve as a critical gateway towards better services and the digital transformation of IP Offices worldwide. The WIPO IP Office Suite, and the accompanying technical support and expertise are now the foundation for effective IP Office services in more than 90 countries, with demand growing as IP Offices push to digitalize. We will help developing countries and small IP Offices leverage digital business models and data, adapt tools which use the latest technologies such as AI, leveling the playing field and fostering a more globally integrated IP system (*Expected Result 4.5*).

**Second**, digitized IP data is being harnessed to derive valuable business and technical insights that drive further innovation and creativity. The Sector will play a critical role in disseminating global IP data as the global repository through WIPO's online databases (PATENTSCOPE, Global Brand Database, Global Design Database) and analytical tools. We will further leverage new technologies such as machine learning and Gen-AI to develop tools, in addition to current tools such as WIPO Translate, WIPO Speech-to-Text, WIPO image similarity search, and WIPO classification tools (*Expected Result 3.1*).

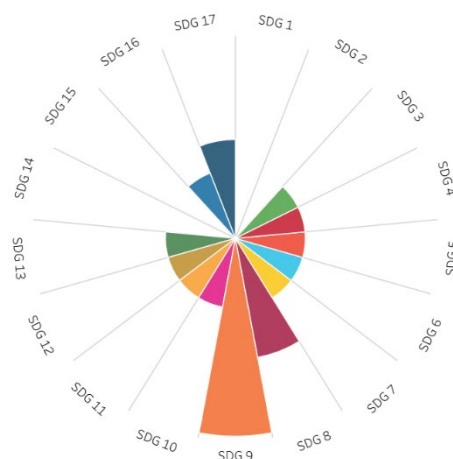
**Third**, as part of WIPO's larger focus on future growth, IPS will spearhead a transformation in WIPO's customer experience to better serve customers, market more effectively, and drive continued growth of WIPO's global services use. We will deliver a new customer experience strategy, leveraging modern marketing strategies so that WIPO's Global IP Systems continue to be relevant and deliver world-class customer service to innovators and creators worldwide (*Expected Results 3.1 and 3.2*).

**Fourth**, the Sector will continue bringing thought leaders together to engage with the challenges and opportunities presented by frontier technologies. Since its establishment in 2019, WIPO's global Conversation on IP and Frontier Technologies has reached more than 12,000 stakeholders in over 170 countries. These efforts will intensify in the coming biennium so that, as well as being a forum where insights and best practices are shared, we can support the formulation of legislative and policy approaches. While our sense is that Member States are not ready to set global norms in this area at this point of time, we can provide a platform to allow stakeholders to exchange views on voluntary technical solutions to enhance interoperability and step up our work assisting innovators and creators on the ground who are harnessing frontier technologies to address local and global challenges (*Expected Result 2.2*).

**Finally**, the hidden glue that binds the global IP system is made up of standards and classification systems. Standards enable a high degree of interoperability in IP systems across the world, while classifications are essential for organizing and effectively utilizing IP information. IPS will continue to support Member States in developing relevant international standards and classification systems that adapt quickly to the changing technological landscape (*Expected Result 2.1*).

### IP Office Business Solutions

WIPO's program of assistance to IP Offices, the IP Office Business Solutions, provides business systems for national and regional IP Offices, primarily in developing countries and LDCs, supporting their digital transformation and enabling them to participate effectively in the global IP system (ER 4.5). Implementation strategies for 2026/27 will, in particular, focus on:



IPS contribution to the SDGs

- Transition a significant proportion of the 90 Offices using WIPO IP Office Suite to cloud-based hosting to improve resilience and security, deliver advanced functionality and reduce the dependencies on local infrastructure. The program will aim to migrate up to 20 Offices per year to the new cloud-hosted service.
- Enable IP Offices to broaden the accessibility of their services by providing mobile-friendly interfaces and by piloting the use of business intelligence and advanced technologies to facilitate access for non-expert users.
- Deliver new functionality in the WIPO IP Office Suite, including support for voluntary registration of copyright and support for non-traditional forms of registration or notification. Investigate adding functionality based on AI to improve the internal efficiency of IP Offices for search, classification, examination and other functions.
- Build on the model of the ASEAN IP Register, which is already attracting 20 million requests per month, to enhance the value of IP information to local and regional business users. Extend the model to other regions as appropriate.
- Continue to enhance the functionality and attractiveness of the WIPO DAS platform for the exchange of priority documents. The platform has become the preferred option to replace paper-based processes in 45 IP Offices and may be extended to more Offices to increase its value to IP users.

## Global Databases

WIPO's portfolio of Global Databases for patents (PATENTSCOPE), trademarks (Global Brand Database) and industrial designs (Global Design Database) helps to deliver ER 3.1 by providing global public goods to enhance the availability and usability of IP data for the benefit of all users. We will continue to enhance these resources by expanding data availability and quality, and by deploying advanced technologies (AI and machine learning) to provide value-added services. The program of work for the 2026/27 biennium will encompass:

- Develop and further refine the WIPO Global Database search tools. We will trial new search functions, such as gene and sequences search, or citation search, and implement new functions to assist IP Offices in performing examination of IP rights through Application Programming Interfaces (APIs).
- Author training materials for the Global Databases, perform webinars and manage user communities to spread the knowledge of WIPO databases and their best use and benefits.
- Proactively build on opportunities generated by Machine Learning technology progress and the increasing availability of IP data sets to improve the operations of Global IP systems, namely via applications such as: WIPO Translate, WIPO Speech-to-Text, WIPO image similarity search for Trademarks and Industrial Designs, and WIPO classification tools, developed by the Advanced Technology Applications Center (ATAC).
- Continue to expand the geographical coverage of the WIPO Global Databases by increasing the national and regional data collections. Currently, PATENTSCOPE includes 82 national and regional collections, in addition to the collections of all published PCT applications, the Global Brand Database includes 83 collections, and the Global Design Database includes 40 collections.
- Add new sources of non-patent literature to PATENTSCOPE.
- Improve the quality of data and timeliness of updating data in the WIPO Global Databases.
- Upgrade the Global Design Database by creating a new search interface and additional search functionalities.
- Support IP Offices to produce high quality full text for their published patent documents, to comply with PCT minimum documentation requirements and to have their documents searchable in PATENTSCOPE.

## Customer Experience, Marketing and Digital Outreach

WIPO's global IP systems, in particular the PCT, Madrid and Hague Systems, provide valuable IP registration services to innovators and creators worldwide. To ensure their continued relevance and attractiveness, a robust customer experience and strategic marketing approach are essential to ensure continued value add to clients as well as to drive future filings. We are developing a comprehensive Customer Experience Strategy to integrate enhanced customer service with proactive marketing initiatives across the Organization (ER 3.1 and 3.2). In parallel, we will strategically use digital channels to maximize WIPO's outreach to stakeholders globally (ER 1.1). The program focuses on the following key priorities:

- Unified customer service standards and data-driven marketing through a Customer Relationship Management

(CRM) strategy. We will establish consistent standards and implement a robust CRM strategy to ensure targeted and impactful marketing outreach of WIPO's services value proposition to our diverse global audience, and a seamless and elevated experience for every customer.

- Enhance customer satisfaction through technology and insights. We will leverage advanced technologies and automation to streamline service delivery and tailor interactions. An instant feedback-to-action approach will enable us to adapt dynamically to customer needs and implement meaningful improvements.
- Expanding contact center capabilities. We will increase language options and extend time zone coverage to provide timely and accessible support to customers worldwide.
- Continue to enhance our digital outreach to inform and engage audiences worldwide on the vital role of IP in innovation, creation and economic growth. Having adopted a unified "one-brand, one-WIPO" approach, we will be further streamlining our online presence with a cohesive visual identity, intuitive navigation, and clear, user-friendly language.
- Through digital outreach strategies, we will expand our reach across multiple platforms - including our website, virtual exhibitions, and global campaigns. Our new Digital Publishing Platform enables efficient content distribution, ensuring our publications are more accessible, including in more languages. The Platform will be rolled out to additional organizational units during the biennium.
- Internally, we will empower our teams with an advanced intranet for improved collaboration and knowledge sharing.

## IP and Frontier Technologies

Frontier technologies have become of particular interest to WIPO's stakeholders and different regulatory frameworks and approaches are emerging, especially with the recent, rapid advances in AI and its multiple interfaces with the IP system. Our activities in the next biennium in this area will aim at identifying key focus areas and exploring common, practical approaches and solutions to enable interoperability and making frontier technologies work for innovators and creators (ER 2.2).

Initiatives in the next biennium will include:

- Provide a forum (the WIPO Conversations on IP and Frontier Technologies) to proactively address IP issues related to digitalization, the digital economy and frontier technologies, engaging a wide set of stakeholders by focusing on both practical tools and conceptual discussions.
- Engage with and facilitate discussion and knowledge building among Member States and other stakeholders at a national or regional level to address the impact on IP of frontier technologies, including AI, to support well informed policy choices.
- Provide support for exploring common approaches and solutions that will enable Member States and other stakeholders to navigate the evolving AI regulatory landscapes more easily in the global digital economy.
- Develop relevant practical resources, including programs, guidance, tools and other means to assist a wide range of stakeholders to harness the opportunities of frontier technologies, including IP management clinics, grass roots projects and various publications, such as fact sheets and guides.
- Advise Member States on IP legislation and policy needed to tackle challenges and opportunities arising from AI.

## International Classifications and Standards

To ensure that WIPO continues to lead in the establishment, maintenance, and dynamic updating of international classifications and standards (ER 2.1), our focus in the next biennium will be to:

### International Patent Classification (IPC)

- Enhance the IPC within the framework of the IPC Revision Roadmap to respond to technological developments, including both new emerging technologies and complex technologies, and to ensure maximum international coherence of patent classification. We will promote and facilitate wider use of the IPC system by providing assistance, including for the preparation, maintenance and publication of national language versions of the IPC and on-demand training.

- Enhance the international cooperation on reclassification of patent documents through the effective use of IPC Reclassification Management Solution (IPCWLMS).

Nice Classification (*list of goods and services for the registration of trademarks*), Locarno Classification (*list of goods for the registration of industrial designs*) and Vienna Classification (*figurative elements of trademarks*)

The framework that maintains the classification systems has been modernized in the last biennium to enhance the decision-making processes and to speed up the revision processes to be more agile and responsive to a dynamic environment. We will focus on the following specific deliverables in 2026/27:

- Enhance the Nice Classification and its revision procedures under the Nice Union Committee of Experts with an emphasis on: (i) ensuring that the list of goods and services takes due account of the specificities of emerging markets and business needs; (ii) securing the speedy integration in the list of goods and services of new widely-used indications, including the terms from the Madrid Goods and Services Database; and (iii) contributing guidance on the proper use of terms in trademark applications.
- Enhance the Locarno Classification and its revision procedures under the Locarno Union Committee of Experts to allow for more efficient development, in particular ensuring that timely additions to the list of goods reflect emerging market and technological trends.
- Enhance the Vienna Classification under the Vienna Union Committee of Experts, including IT support to modernize its publication platform.
- Promote and facilitate a wider use of the international classifications in the field of marks and designs through demand-driven training.

## WIPO Standards

The WIPO Standards activities will be designed to react to the fast-moving pace of technological change and the need for commonly accepted formats to support interoperability between players in the IP ecosystem to enhance customer experience. In particular, the program will:

- Through the Committee on WIPO Standards (CWS), continue to adapt the portfolio of standards, policies and recommendations to the evolving IP environment. Enhance collaboration on policy and strategy related to the use of IP data, digital technologies and platforms.
- Provide a forum for ICT leaders from IP Offices and the wider IP community to discuss strategies and issues of common interest in the assessment, design and deployment of new digital technologies, which are increasingly critical to the success of the IP Office, and to enhance collaboration in this area.
- Contribute to more efficient and customer focused IP ecosystem with interoperable online services by introducing a Global Identifier (GID) for IP stakeholders, in partnership with IP Offices and industry and by considering specific use cases.
- Support the wider and more effective use of Standards by IP Offices and other stakeholders in the IP ecosystem, through the use of digital tools and platforms such as the WIPO Sequence suite software, the patent authority file portal and the API catalogue.

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
4.5 Enhanced IP infrastructure for IP Offices <b>Medium risk appetite</b>	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.	Local IP Office commitment with the establishment of formal procedures for software support and maintenance, together with WIPO's training and knowledge transfer activities provide the mechanisms for self-supporting operation.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
<b>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</b>	No. of unique visitors to the WIPO website and the websites of the External Offices	14,233,481	20% increase
	No. of unique visitors who accessed WIPO publications	2,647,871	20% increase
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
<b>2.1 Development of balanced and effective international normative frameworks for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committees/Working Group	Decisions by the CWS, the IPC Revision Working Group and the Nice Union/Committee of Experts, as included in the meeting reports	Implementation of agreed work in line with the decisions by the CWS, the IPC Revision Working Group and the Nice Union/Committee of Experts
<b>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</b>	No. and % of Member States satisfied with the legislative and policy advice provided to address challenges arising from IP and Frontier Technologies	n/a	≥ 90% satisfied or very satisfied
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
<b>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</b>	No. of recurring unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	PATENTSCOPE: 698,761 GBD: 636,167 GDD: 150,057	PATENTSCOPE: 5% increase GBD: 5% increase GDD: 20% increase
	Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 91% GBD: 80% GDD: 82%	≥ 85% satisfied or very satisfied
<b>3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data</b>	Customer Satisfaction Index (CSI)	85% (2022/23 survey)	≥ 85% satisfied or very satisfied
	Customer response time	% of customer responses given within SLA targets (tbd)	≥ 85% compliance with SLA targets
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.5 Enhanced IP infrastructure for IP Offices</b>	No. of documents exchanged through WIPO DAS	381,743	5% increase (annual)
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.8	≥ 3.5

## Resources

### Infrastructure and Platforms: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	31,096	25,777	24,290	5,319	21%
Temporary Staff	1,728	1,339	2,084	389	29%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>32,824</b>	<b>27,116</b>	<b>26,374</b>	<b>5,708</b>	<b>21%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	55	53	24	2	4%
WIPO Fellowships	360	644	562	(284)	-44%
Sub-total	415	697	586	(282)	-40%
<b>Travel, Training and Grants</b>					
Staff Missions	600	395	641	205	52%
Third party Travel	640	220	325	420	+100%
Sub-total	1,240	615	966	625	+100%
<b>Contractual Services</b>					
Conferences	1,147	795	771	352	44%
Publishing	15	10	10	5	50%
Individual Contractual Services	1,640	305	1,401	1,335	+100%
Other Contractual Services	17,218	11,766	12,131	5,451	46%
Sub-total	20,020	12,876	14,313	7,143	55%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	1,490	283	115	1,207	+100%
Communication	-	-	-	-	n/a
Representation and Other Operating Expenses	-	-	181	-	n/a
UN Joint Services	-	-	-	-	n/a
Sub-total	1,490	283	296	1,207	+100%
<b>Equipment and Supplies</b>					
Furniture and Equipment	200	200	200	-	-
Supplies and Materials	15	22	6	(7)	-32%
Sub-total	215	222	206	(7)	-3%
<b>Total B</b>	<b>23,380</b>	<b>14,694</b>	<b>16,367</b>	<b>8,686</b>	<b>59%</b>
<b>TOTAL</b>	<b>56,204</b>	<b>41,810</b>	<b>42,741</b>	<b>14,394</b>	<b>34%</b>
of which					
Development Agenda Project	50				

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Japan (Industrial Property) Global <sup>1</sup>	8,815	5,775	5,576	9,015	11,551	20,566
<b>Total</b>	<b>8,815</b>	<b>5,775</b>	<b>5,576</b>	<b>9,015</b>	<b>11,551</b>	<b>20,566</b>

<sup>1</sup> This FIT includes activities carried out under several other areas.

### Infrastructure and Platforms: Resources by Result

(in thousands of Swiss francs)

Expected Result		2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
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	7,721	-	-
2.1	Development of balanced and effective international normative frameworks for IP	9,072	7,855	8,013
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	2,482	1,854	2,213
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	11,478	10,029	9,231
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	8,817	6,591	7,487
4.5	Enhanced IP infrastructure for IP Offices	16,634	15,481	15,796
<b>Total</b>		<b>56,204</b>	<b>41,810</b>	<b>42,741</b>



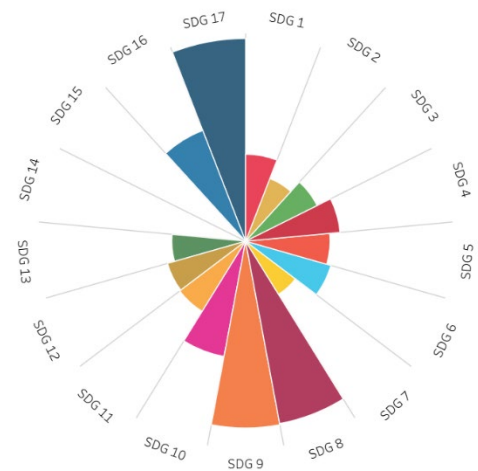
## Global Challenges and Partnerships

### Implementation Strategies

To address our common, global challenges, including rapid technological shifts, healthcare, climate change, and the need for inclusive and sustainable growth, innovative and collaborative solutions are required.

The IP system helps address these issues by incentivizing research, fostering cooperation, enabling public-private partnerships that facilitate technology and knowledge transfer, building a culture of respect and love for innovation.

The Global Challenges and Partnerships Sector (GCPS) drives WIPO's engagement with non-governmental actors and partners worldwide, positioning IP as a horizontal enabler and catalyst for innovation, sustainable development, and social and economic progress. Its 2026/27 biennium priorities directly support WIPO's mission and several key Expected Results. The Sector will, in particular:



GCPS contribution to the SDGs

- Facilitate international negotiations on genetic resources (GRs), traditional knowledge (TK), and traditional cultural expressions (TCEs) to establish a balanced and effective global IP framework (*Expected Results 2.1 and 2.2*).
- Step up collaboration and engagement to foster international dialogue and collaboration on building a culture of respect for IP and address the detrimental impact of IP piracy and counterfeiting (*Expected Result 2.3*).
- Enhance multi-stakeholder platforms like WIPO GREEN to accelerate knowledge transfer and adopt environmentally sustainable technologies (*Expected Results 2.4 and 3.3*).
- Strengthen global dialogue on IP's role in the SDGs, expand collaboration on IP and Competition Policy, and integrate IP into key global policy discussions (*Expected Results 2.2 and 2.4*).
- Expand IP education and outreach, particularly for youth and underrepresented groups, equipping them with tools to engage in the innovation economy (*Expected Results 4.2, 4.3 and 4.4*).

### Traditional Knowledge

WIPO's work on IP and GRs, TK and TCEs spans innovation, biodiversity, cultural heritage, health, agriculture and human rights (ERs 2.1 and 2.2). In the next biennium, our focus will be to:

- Promote ratification of and accession to the WIPO Treaty on IP, GRs and Associated TK (GRATK, 2024) and the Treaty's Assembly meetings if the Treaty enters into force.
- Facilitate Member State discussions relating to IP and GRs, TK, and TCEs as defined by the 2025 General Assembly, as well as ensure meaningful participation of Indigenous Peoples and local communities.
- Provide support through training, mentoring, match-making, and practical services to empower Indigenous Peoples' and local communities' entrepreneurship, promote traditional medical, environmental and agricultural knowledge, and manage IP rights in GRs and life sciences data.
- Develop and advise on information systems (such as databases, registers, platforms) to support IP management for GRs, TK, and TCEs.
- Foster collaborations between Indigenous Peoples, industry, and global IP stakeholders on issues of common interest.
- Engage Indigenous Peoples and local communities, including women and youth, by amplifying their voices and sharing impactful stories and practical insights on IP, GRs, TK, and TCEs.

### Building Respect for IP

WIPO's work on building respect for IP focuses on preventing IP infringement and supporting Member States to put in place effective mechanisms for their entrepreneurs and enterprises to enforce their IP rights in line with Development Agenda Recommendation 45 to support social and economic development and consumer protection (ERs 2.3 and 4.3). Our priorities for 2026/27 are:



- Lead global IP enforcement discussions through the Advisory Committee on Enforcement (ACE) and launch a pilot WIPO Forum for IP Prosecutors to enhance transnational cooperation.
- Strengthen international efforts against counterfeiting and piracy by coordinating with Member States, IGOs, NGOs, the private sector, and civil society.
- Expand the evidence base through research, expert-led conferences, and webinars on IP enforcement and respect.
- Enhance international tools to combat IP infringement by promoting WIPO ALERT, deploying WIPO ALERT PAY, and developing the Customs Recordation and Information System (CRIS).
- Provide expert legislative advice on IP enforcement and support Member States in integrating IP respect into national policies and awareness efforts.
- Deliver tailored capacity-building programs for law enforcement, customs, prosecutors, and judges.

## Youth Engagement

Guided by the IP and Youth Empowerment Strategy (IP-YES!), WIPO's Youth Engagement work empowers young innovators and leaders across Member States (ER 4.3). In 2026/27, it will:

- Create interactive initiatives like games, social media challenges, and virtual simulations to make IP accessible and engaging.
- Collaborate with global partners, including the UN Youth Office, to integrate youth into IP discussions and highlight IP's role in sustainable development.
- Showcase young innovators on WIPO's platforms to inspire future IP champions.
- Promote IP careers and support youth-led projects that are centered on IP, innovation and creativity through partnerships with government, industry, and civil society.

## Global Challenges

Global Challenges raises awareness of the critical links between IP, innovation, global health, and trade.

In the next biennium, we will partner with stakeholders to help developing countries build innovation ecosystems that leverage IP for sustainable health outcomes (ERs 2.2, 3.3 and 4.4). Our key initiatives will be to:

- Train local innovators and universities through the Global Health Fellowship Program.
- Provide technical assistance via the IP for Medical Manufacturing Centre of Excellence (CoE) to strengthen IP and innovation ecosystems.
- Support Member States and partner with key private sector stakeholders to facilitate licensing and technology transfer to scale up antimicrobial resistance (AMR) related technologies.
- Advance Trilateral Cooperation with WTO and WHO to address emerging health, IP, and trade issues.

## Climate Change and Food Security

WIPO will scale up its work on Climate Change and Food Security in the coming biennium, leveraging IP to drive practical solutions (ERs 2.2 and 3.3)

Key efforts will aim to:

- Expand the WIPO GREEN Database, which, with over 130,000 green technologies registered, is the largest UN platform for green technology innovation and exchange.
- Step up Acceleration Projects.
- Develop the Green Technology Book and other publications as well as our stakeholder network. By strengthening these assets, we will support Member States, international organizations, and industry in integrating innovation and technology into climate and sustainability strategies.

## IP and Competition Policy

IP and Competition Policy analyzes global trends at the intersection of IP, antitrust, and unfair competition, while strengthening partnerships in international competition networks (ER 2.2). In 2026/27, we will (i) further advance WIPO's

role by advising national agencies, in collaboration with other IGOs; (ii) strengthen WIPO's presence in key international competition forums; and (iii) conduct research on emerging IP and competition policy issues.

## 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)

Our work is anchored in the belief that IP is an enabler relevant to advancing all 17 SDGs and Agenda 2030. In 2026/27, the Development Agenda will guide us in mainstreaming our activities and coordinating efforts across WIPO to support this work. We will step up our engagement with external stakeholders and partners who can help us deploy innovation and creativity to achieve the SDGs (ER 2.4).

## External Relations

The work in connection with External Relations (ER 2.4) for the next biennium will be to:

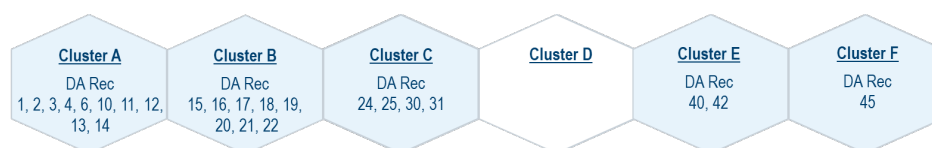
- Strengthen WIPO's role as the leading global IP body by enhancing representation in key international fora and actively engaging with UN entities, IGOs, NGOs, and industry on issues relating to IP, innovation and creativity.
- Foster and deepen partnerships with select UN Organizations, IGOs, NGOs and industry.
- Broaden outreach to communities underserved by the IP ecosystem to enable them to use IP for growth and development.
- Enhance liaison among all relevant areas of WIPO to facilitate our technical contributions to multilateral processes and initiatives.

## WIPO's Coordination Office in New York

As WIPO's permanent representation to the UN headquarters, UN System entities, and the diplomatic community in New York, the Representative Office (ER 2.4) will continue to:

- Represent WIPO in key UN meetings in New York and lead the Organization's engagement in UN inter-agency processes, while also strengthening partnerships with relevant stakeholders.
- Contribute to UNHQ-led reports/processes to ensure that they benefit from WIPO's expertise.
- Advise on WIPO's contribution to the UN Chief Executives Board (CEB) and subsidiary committees to enhance system-wide coordination and coherence.
- Engage with the diplomatic and UN community in New York through promotional and awareness initiatives.

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 2</i> <i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
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. <b>High risk appetite</b>	Increased activity of external entities (including public and private sectors, civil society, international organizations) that may lack IP expertise creates misperceptions and/or misinformation that detracts from public understanding of IP, and of WIPO's central role in leading the global IP system.	Outreach and engagement – to all people, everywhere – broadening international understanding of the value of IP and of WIPO's role in leading the global IP system.	Medium – below risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</b>			
<b>2.1 Development of balanced and effective international normative frameworks for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee Entry into force of the GRATK Treaty	Implementation of the agreed agenda of the IGC for the 2026/27 biennium 1 accession/ratification (end 2024)	Implementation of agreed work in accordance with the IGC agenda 5 new accessions/ratifications in 2026/27 (out of 15 required)
<b>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</b>	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	93%	≥ 90% satisfied or very satisfied
<b>2.3 International dialogue and cooperation on Building Respect for IP</b>	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Implementation of the ACE work program agreed upon in the eleventh ACE session and confirmed in the seventeenth ACE session	Implementation of agreed work in accordance with the ACE agenda
<b>2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute</b>	No. of WIPO initiatives in partnership with the UN and other IGOs No. of permanent observer NGOs engaging in WIPO's work	16 initiatives Representatives of 319 permanently accredited NGOs attended 20 WIPO events	25 initiatives that have regional or global impact 10 additional permanently accredited NGOs
<b>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</b>			
<b>3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges</b>	No. of matches between green technology seekers and providers via the WIPO GREEN platform, and through Acceleration Projects No. of countries assisted to access patent information on green technologies available in the public domain with the support of the WIPO GREEN database No. of partnerships established under the IP for Medical Manufacturing Center of Excellence (CoE) which have demonstrated use of IP in their work towards establishing tech transfers or licencing agreements	41 cumulative Unique visitors from 75 countries accessed patent information in the WIPO GREEN database (including 53 from Developing countries and LDCs) None	30 additional in the biennium Unique visitors from at least 85 countries 4 additional in the biennium
<b>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</b>			
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. and % of Member States satisfied with the legislative and policy advice provided	Traditional Knowledge: 100% Building Respect for IP: 100%	≥ 90% satisfied or very satisfied ≥ 90% satisfied or very satisfied
<b>4.3 Increased IP knowledge and skills in all Member States</b>	Progress on the implementation of the WIPO IP Youth Empowerment Strategy (IP-YES!) Level of satisfaction of participants in WIPO training and skills development programs	n/a 95%	Successful implementation of the IP-YES! Strategy ≥ 90% satisfied or very satisfied
<b>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</b>	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	99%	≥ 90% satisfied or very satisfied

## Resources

### Global Challenges and Partnerships: Resources by Result

(in thousands of Swiss francs)

Expected Result	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
2.1 Development of balanced and effective international normative frameworks for IP	3,510	5,225	5,304
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	6,433	6,768	6,621
2.3 International dialogue and cooperation on Building Respect for IP	2,858	3,444	3,495
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	6,005	5,864	5,874
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	4,845	1,632	2,122
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,236	1,312	1,733
4.3 Increased IP knowledge and skills in all Member States	2,815	2,221	2,155
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,617	2,815	2,789
<b>Total</b>	<b>31,319</b>	<b>29,281</b>	<b>30,093</b>

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Accredited indigenous and local communities	0	19	19	-	37	37
Italy	44	-	-	44	-	44
Republic of Korea (Building Respect for Copyright and Related Rights)	631	202	319	514	404	918
Republic of Korea (Ministry of Justice - HR)	47	257	175	129	515	644
<b>Total</b>	<b>723</b>	<b>478</b>	<b>512</b>	<b>688</b>	<b>956</b>	<b>1,644</b>

### Global Challenges and Partnerships: Resources by Cost Category

(in thousands of Swiss francs)

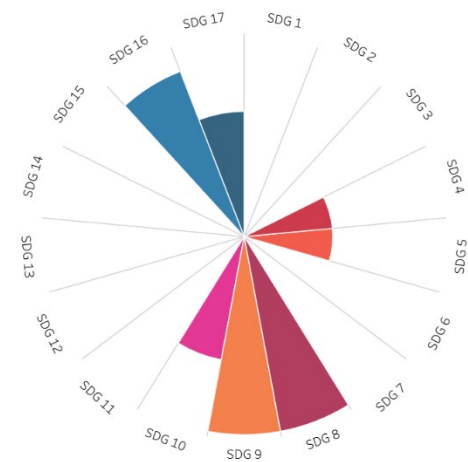
	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	19,851	19,170	18,520	681	4%
Temporary Staff	1,479	1,168	1,245	311	27%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>21,330</b>	<b>20,338</b>	<b>19,766</b>	<b>992</b>	<b>5%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	320	339	130	(20)	-6%
WIPO Fellowships	1,026	431	775	595	+100%
Sub-total	1,345	770	905	575	75%
<b>Travel, Training and Grants</b>					
Staff Missions	928	897	968	31	3%
Third party Travel	1,776	2,357	2,478	(581)	-25%
Sub-total	2,704	3,255	3,446	(551)	-17%
<b>Contractual Services</b>					
Conferences	1,392	1,697	2,162	(306)	-18%
Publishing	-	18	41	(18)	-100%
Individual Contractual Services	2,056	1,310	2,025	746	57%
Other Contractual Services	1,764	1,123	1,036	641	57%
Sub-total	5,212	4,149	5,265	1,063	26%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	581	578	559	3	1%
Communication	57	22	21	35	+100%
Representation and Other Operating Expenses	33	90	43	(58)	-64%
UN Joint Services	-	-	-	-	n/a
Sub-total	671	690	624	(19)	-3%
<b>Equipment and Supplies</b>					
Furniture and Equipment	23	14	63	9	63%
Supplies and Materials	34	66	25	(32)	-48%
Sub-total	57	80	88	(23)	-29%
<b>Total B</b>	<b>9,988</b>	<b>8,943</b>	<b>10,327</b>	<b>1,045</b>	<b>12%</b>
<b>TOTAL</b>	<b>31,319</b>	<b>29,281</b>	<b>30,093</b>	<b>2,038</b>	<b>7%</b>
of which					
<b>Development Agenda Project</b>	705				

## IP and Innovation Ecosystems

### Implementation Strategies

Innovation is at the center of global economic and policy agendas, as countries recognize its critical role in driving competitiveness, growth and development. We see a clear trend of leaders and policymakers in all countries focusing not just on the legal aspects of IP but its role in building vibrant innovation ecosystems.

This increased interest in innovation, technology, digitalization and IP is taking place against the backdrop of a global economy increasingly driven by intangible assets. According to WIPO's latest World Intangible Investment Highlights, aggregate investment in intangible assets went up from 2.9 trillion USD in 1995 to 6.9 trillion USD in 2023, more than doubling in real terms. In contrast, intangible investment rose from 2.7 trillion USD in 1995 to 4.66 trillion USD in 2023. In addition, the 2024 edition of the Global Innovation Index (GII) reported continued growth in global R&D investments in 2023, notwithstanding a challenging financing environment.



IES contribution to the SDGs

The IP and Innovation Ecosystems Sector (IES) plays a strategic role in this landscape, helping Member States build balanced and effective innovation ecosystems. By providing critical research and data, supporting the business community to leverage IP and strengthening national IP strategies and institutional capacities, the Sector supports Member States to harness the power of IP and innovation for economic growth and social progress.

The Sector's resources, tools and platforms are increasingly in demand across all regions of the world, with new collaborative frameworks established to support enterprises, especially SMEs, business intermediaries, national and regional technology transfer structures, innovators, accelerators and start-ups (*Expected Result 4.4*).

In the same vein, the demand for assistance to the judiciary to manage a growing number of IP cases is leading to new collaborative activities with various national judiciaries (*Expected Result 4.3*). Also, there is increasing interest among SMEs to rely on arbitration and mediation services as an alternative to expensive court litigation. Moreover, the increase in cases is due to more online transactions and the internationalization of business models (*Expected Result 4.2*).

Within this context, IES will focus on the following priority issues in the next biennium.

### Economics and Data Analytics

The economics and data analytics work is built on two pillars (ERs 3.1, 4.1 and 4.2). The first pillar focuses on producing high-quality empirical analysis of economies' innovation performance and the changing dynamics of the creative economy. Key areas of work for the next biennium include:

- Continue to benchmark innovation performance and track global innovation trends through the GII, while supporting Member States in using it for policy design. The GII is a key reference for innovation policymaking, 91 of 118 surveyed Member States use it to improve policies and data, and 53 cite it in economic plans. Beyond ranking the innovation performance of 133 economies, it also tracks the top-100 science and technology clusters and features the Global Innovation Dashboard, which monitors the health of the global innovation economy.
- Broaden the use of the GII by countries already covered and work to include more countries.
- Publish thematic World Intellectual Property Reports that analyze the impact of the IP system on the global economy.
- Conduct economic studies in developing economies.
- Gather original data on the creative economy and performing studies – including through a new flagship Creative Industries Insights publication series – to support policymakers and other stakeholders.
- Strengthen institutional synergies and enhancing research quality by continuing to coordinate the global network of IP Office economists.

The second pillar focuses on delivering accurate, comprehensive, and timely data on the performance of IP and innovation ecosystems, while encouraging their broader and more effective use to provide value to users worldwide. In the next biennium, priorities will include:

- Ensure broad geographical coverage of IP statistics through WIPO's annual surveys.
- Publish IP statistics through reports and online tools tailored to meet the diverse needs of policymakers, IP Offices, WIPO system users, researchers, and the public.
- Expand the collection and dissemination of original data on intangible asset investments.
- Develop new indicators on innovation that capture the strengths and growth opportunities of local innovation ecosystems and producing an annual outlook report.

## IP for Business

The IP for Business Division experienced significant growth in the deployment of its programs and tools, expanding its outreach and impact. Through a range of initiatives, we strengthened support for businesses, deepened engagement with intermediaries, and introduced new flagship programs (ER 4.4).

A key component of our efforts is the WIPO IP Diagnostics tool, currently available in 26 languages, with six localized versions, and one tailored to the publishing sector and covering 188 territories. In 2024, the tool attracted a total of 49,000 unique visitors, of which almost 10,000 produced an effective report.

The IP Management Clinics Program (IPMCP) complements the Diagnostic Tool by providing more in-depth one-on-one mentoring and strategic advice on incorporating IP as part of overall business strategy. Fifty IP Management Clinics have been organized since 2022, allowing more than 1,000 companies to obtain direct advice.

Our work in this area is not just with national IP Offices but also other key institutions that support businesses, such as, chambers of commerce, innovation agencies, incubators and other entities that have the trust of business and engage directly with companies on the ground. Our challenge is to build on the successes of our tools, programs and partners to further scale up and expand impact. We will do this as follows:

- Step up partnerships with support institutions, including incubators, accelerators, innovation agencies and chambers of commerce, to ensure that businesses have access to the necessary infrastructure and IP support networks to thrive.
- Assist national IP Offices in integrating IP-related support in their existing menu of services for businesses, to allow SMEs to use IP effectively.
- Build local capacities on IP management and commercialization through broader implementation of the WIPO IP Management Clinics and the One-Day IP Workshops for Startups.
- Create and further promote high-impact business-oriented tools and services that facilitate the awareness, understanding and use of the IP system by entrepreneurs.
- Facilitate dialogue and knowledge sharing among Member States and other stakeholders on the intersection between IP and key business elements such as funding, corporate strategy, brand management, taxation, and insurance.

## IP for Innovators

IP for Innovators (IPID) empowers local researchers, innovators, universities, research institutions and ventures to create value from IP and maximize its impact. We deliver this by working with these stakeholders to strengthen local innovation ecosystems while enhancing their reach through national, regional and international levels (ERs 3.3 and 4.4).

Over 1,600 TISCs have been established in over 90 countries around the world and are responding annually to over 2.25 million inquiries from researchers, inventors, and entrepreneurs.

We also produce several reports, such as the WIPO Technology Trends (WITT) series, which tracks technology trends through the analysis of patent and other scientific, business and market data to provide solid, factual evidence on innovation in specific fields, as well as the Patent Landscape Reports, which focus on patent data to explore trends in specific technologies.

Our work also includes the use of IP as a financial asset, which encompasses a range of issues from IP valuation, IP collateralization and IP financing, where we have started work on a series of country reports, launched an annual conversation on IP financing, and established an expert group on IP valuation.

The program of work in the next biennium will build on these foundations to create even more impact in helping the translation of ideas and research into impact, as well as the use of IP as a financial asset. Priorities will include:

- Further develop TISCs as a platform for delivering impactful and sustainable IP-based services locally around the world as well as step up our work in helping these TISCs to improve their quality and impact, helping them



to graduate into Technology Transfer Offices (TTOs). To this end, we will develop a university/technology transfer maturity index to help institutions optimize their innovation management systems.

- Reinforce the long-term sustainability of TISC/TTO networks and technology transfer structures by encouraging knowledge-sharing through effectively coordinated national, regional, and global networks, the online eTISC community, the introduction of a TISC staff certification training program and a Mentoring Program for Technology Managers in TTOs.
- Strengthen the services on IP Analytics and expand the work of the Community of Practice on this.
- Expand access of local innovators via amplifier programs, such as patent drafting training programs, Scale Up Your IP and the Inventor Assistance Program (IAP).
- Build WIPO's global thought leadership in the areas of IP commercialization and technology transfer.
- Enable the provision of high-quality IP services through new and upgraded information and knowledge platforms, tools, and resources, including the University IP Policies Toolkit and database, WIPO INSPIRE, the WIPO Patent Register Portal, TISC Project and Performance Management (TPPM) Platform.
- Raise the profile of the potential of IP finance through thought leadership such as the IP Finance Dialogue and improving the use of IP as a financial asset by supporting pilot projects.

## WIPO Judicial Institute

The WIPO judicial community has continued to expand. Since its inception in 2018, more than 3,400 judges from 166 Member States have participated in the Institute's activities. Use of the WIPO Lex database doubled over the last biennium, with over 1.5 million unique visitors in 2024 (ERs 3.1 and 4.2).

In the next biennium, we will focus on:

- Serve as an authoritative international source of expertise on the judicial administration of IP, including in particular on specialized IP judiciaries, judicial case management of IP disputes and trial and appeal bodies in IP Offices performing quasi-judicial functions.
- Serve as the center for dialogue and collaboration on issues affecting national and regional judiciaries, through the annual WIPO IP Judges Forum and other innovative formats of judicial conversations.
- Provide customized continuing judicial education programs, premised on national ownership and sustainability and aligned with the legal traditions, and economic and social circumstances of Member States.
- Expand and enrich WIPO Lex offerings, beyond the 200 jurisdictions covered by Lex Treaties and Laws and 46 with Lex Judgments.
- Improve the WIPO Lex user experience for a wider, general audience, focusing on the presentation of up-to-date legal information in a clear and intuitive manner.

## WIPO Arbitration and Mediation Center

In 2024, the Center was involved in the resolution of 858 IP, innovation, and technology disputes. This represents a 25 per cent increase from 2023 and a 370 per cent over the last five years (ERs 3.1 and 4.2).

In 2024, brand owners filed 6,168 Uniform Domain Name Dispute Resolution Policy (UDRP) based complaints with WIPO, the second largest number of filings ever received by the Center, underscoring the continued importance of the UDRP for brand owners. The total number of domain names in WIPO UDRP-based cases has passed 133,000.

With the increase in IP filings and transactions, there will be increasing demand for cost effective, professional and trusted ways to resolve IP disputes. Leveraging WIPO's global role and expertise, priorities in the next biennium will be to:

- Optimize case administration and co-administration services for IP and domain name disputes, including by enhancing case management and other IT tools to provide access to Alternative Dispute Resolution (ADR) procedures, improve client experience and working efficiencies.
- Explore further application of ADR in emerging areas of innovation and creation, including life sciences, FRAND/IoT<sup>12</sup>, digital content, sustainable and green technologies, videogames/eSports and AI.
- Expand our program of collaboration with Member State IP and Copyright Offices and Courts to promote and adopt tailored ADR administration and co-administration options.
- Engage with country code Top-Level Domain registries to provide policy guidance and adopt ADR mechanisms

<sup>12</sup> Fair, Reasonable and Non-Discriminatory / Internet of Things



enabling IP right holders to efficiently resolve domain name disputes.

- Engage in active policy advocacy with ICANN<sup>13</sup>, Internet and trademark stakeholders for efficient options in ICANN's review of rights protection mechanisms in the Domain Name System.
- Upgrade the WIPO Center's digital engagement with existing and potential users globally, including SMEs, creators and innovators, in particular through webinars, podcasts and online tools and platforms targeting specific users. In 2023 and 2024, more than 24,000 registrants from 163 countries participated in WIPO Center events and will provide a strong foundation for further growth.

## WIPO Technical Assistance on National IP Strategies

The Sector provides expert advice to assist Member States in the formulation of evidence-based National IP strategies (NIPS) and related innovation policies that contribute to the achievement of broader national economic and social development goals (ER 4.1).

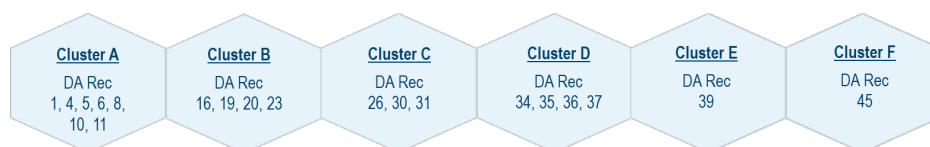
Our key activities include the provision of substantive, strategic and process advice to Member States engaged in the development of a National IP Strategy, the coordination across WIPO of strategic and substantive input during various stages of the strategy development process, the development of tools for Member States and external consultants, including templates, and guidance documents as well as the establishment of a Center of Expertise within WIPO, which coordinates research and analysis of effectiveness and impact, policy trends and best practices

Leveraging WIPO's global role and expertise, the work in the next biennium will be to:

- Provide high quality technical assistance to countries on the design and conceptualization of NIPS according to their level of development.
- Develop or enhance manuals and guides for Member States in the design and discussion of NIPS.
- Conduct research on best practices and key factors of success that facilitate the work of national policy makers and experts in the design and discussion of NIPS.

Create a public WIPO repository of NIPS implemented by countries.

## Development Agenda Recommendations



## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 4</i>	<i>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>		
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully <b>High risk appetite</b>	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.	Close collaboration with national authorities from the outset to ascertain mid to long term commitment; assist in the planning, monitoring and evaluation of national projects in accordance with best practices.	Low – below risk appetite
	User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, resulting in diminished market position, organizational reputation, or policy impact.	Leverage WIPO's position as a global, neutral and credible IP specialist, increase application of IT tools for improving user experience, and enhance digital tools and outreach.	Medium – below risk appetite

<sup>13</sup> Internet Corporation for Assigned Names and Numbers

Expected Result	Risk	Risk Response	Target Residual Risk
	Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	Control mechanisms designed to identify data inconsistencies; publications carefully reviewed by experts; analytical publications externally peer reviewed.	Low – below risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
<b>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</b>	No. of unique visitors to the IP Statistics Data Center	72,535	10% increase
	No. of unique visitors to WIPO Lex	1,582,417	20% increase
	Level of use of WIPO IP ADR and domain name dispute resolution services	3,743 disputes and bons offices	800 additional disputes and bons offices
		64,796 gTLD cases	9,000 additional gTLD cases
		8,997 ccTLD-only cases	900 additional ccTLD-only cases
<b>3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges</b>	No. of unique visitors for publications, tools and platforms in the area of innovation support, technology transfer and IP commercialization	568,901	10% increase
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</b>	No. of unique visitors to the Global Innovation Index websites	1,375,729	20% increase
	Outreach to relevant Member States concerning missing and outdated data sets	100% of 30 countries requesting advice received advice on GII data, methodology, and/or country performance	100% of countries requesting advice receive advice on GII data, methodology, and/or country performance
	No. of countries using the GII for the development of their innovation strategies and ecosystem	91 countries (out of 118 responding countries) (2022/23)	5% increase
	Level of satisfaction of judges participating in the Judges Forum	94%	≥ 90% satisfied or very satisfied
	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	117 IP ADD schemes adopted	8 additional IP ADR schemes adopted
		67 IP ADR schemes supported	12 additional IP ADR schemes supported
		2 gTLD policies supported	2 gTLD policies supported
		87 ccTLD policies adopted	4 additional ccTLD policies adopted
		54 ccTLD policies supported (cumulative end 2024)	8 additional ccTLD policies supported
<b>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</b>	No. of sustainable national TISC networks	52 sustainable national networks (cumulative as at end 2024)	60 sustainable national networks (cumulative)
	No. of national TISC networks with the level of maturity upgraded	7	10 in the biennium
	Level of satisfaction of technology transfer entities and other bodies with the services provided by WIPO	95%	≥ 90% satisfied or very satisfied
	No. of unique visitors for publications, tools and platforms in the area of IP analytics	22,348	10% increase
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	431,896	20% increase
	No. of SME intermediaries who are using WIPO materials and tools	36	15 additional
	No. of SMEs using WIPO materials or tools, including those accessing via intermediaries	49,302 (cumulative as at end 2024)	100,000 additional

## Resources

### IP and Innovation Ecosystems: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	39,084	34,699	34,984	4,384	13%
Temporary Staff	4,096	2,953	2,930	1,143	39%
Other Staff Costs	-	-	-	-	n/a
<b>Total A</b>	<b>43,179</b>	<b>37,652</b>	<b>37,914</b>	<b>5,527</b>	<b>15%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	-	53	46	(53)	-100%
WIPO Fellowships	6,326	5,188	6,480	1,138	22%
Sub-total	6,326	5,241	6,526	1,085	21%
<b>Travel, Training and Grants</b>					
Staff Missions	1,557	911	1,259	646	71%
Third party Travel	1,612	885	896	727	82%
Sub-total	3,169	1,796	2,155	1,373	76%
<b>Contractual Services</b>					
Conferences	954	406	362	548	+100%
Publishing	-	30	-	(30)	-100%
Individual Contractual Services	3,343	2,346	2,567	997	42%
Other Contractual Services	3,986	3,204	3,704	781	24%
Sub-total	8,283	5,987	6,632	2,296	38%
<b>Finance Costs</b>	-	-	185	-	n/a
Sub-total	-	-	185	-	n/a
<b>Operating Expenses</b>					
Premises and Maintenance	11	10	10	1	10%
Communication	12	11	10	1	9%
Representation and Other Operating Expenses	45	44	33	1	2%
UN Joint Services	-	-	-	-	n/a
Sub-total	68	65	53	3	5%
<b>Equipment and Supplies</b>					
Furniture and Equipment	-	-	-	-	n/a
Supplies and Materials	4	30	16	(26)	-87%
Sub-total	4	30	16	(26)	-87%
<b>Total B</b>	<b>17,850</b>	<b>13,119</b>	<b>15,568</b>	<b>4,732</b>	<b>36%</b>
<b>TOTAL</b>	<b>61,030</b>	<b>50,771</b>	<b>53,482</b>	<b>10,259</b>	<b>20%</b>
of which					
Development Agenda Project	530				

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Spain (Industrial Property)	324	100	141	283	200	483
Singapore	14	15	29	-	-	-
Republic of Korea (Promotion of ADR Services)	140	119	139	120	237	357
<b>Total</b>	<b>479</b>	<b>234</b>	<b>309</b>	<b>404</b>	<b>437</b>	<b>841</b>

**IP and Innovation Ecosystems: Resources by Result**

*(in thousands of Swiss francs)*

Expected Result		2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	20,885	19,507	19,627
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	520	685	635
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,816	1,299	1,641
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	2,634	2,857	2,508
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	14,802	11,950	12,877
4.3	Increased IP knowledge and skills in all Member States	859	703	718
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	19,514	13,769	15,476
<b>Total</b>		<b>61,030</b>	<b>50,771</b>	<b>53,482</b>

## Administration, Finance and Management

### Implementation Strategies

WIPO's unique financing model as a largely fee-based agency presents considerable challenges in terms of management and places a heavy responsibility on WIPO to have a laser focus on efficiency, effectiveness and financial and resource management in order to serve our Member States while placing a minimum financial burden on them. As a result, WIPO has not raised contributions in at least 25 years, and do not foresee any need for us to raise them.

While this ethos of strong financial and resource management cuts across the whole organization, a large part of this work is led by and falls on the Administration, Finance and Management Sector (AFMS), whose functions underpin WIPO's operational success and financial performance. These include legal, finance, program, performance and budget planning, information and communication technology (ICT), digitalization and data, procurement and travel services, physical and information security, premises and infrastructure, and organization resilience, as well as WIPO's activities exploring the future of IP (*Expected Results 3.2, 5.1, 5.2, and 5.3*).

The work of the AFMS is that of an enabler, providing the best environment to work effectively, collaboratively and innovatively and ensuring the secure, user-focused and data-driven delivery of WIPO's global IP services. AFMS also supports the development and responsible implementation of WIPO's work program, reinforces long-term planning through "futures thinking" and strategic foresight, advises the Secretariat and Member States on a wide range of constitutional, contract, treaty, and administrative law matters, and maintains a fit-for-purpose, secure and sustainable WIPO campus.

### Sound and Prudent Financial, Risk and Performance Management

The Sector will ensure that WIPO's projects and activities are well-governed and drive the concerted delivery of our Expected Results. WIPO's risk management and governance system has been consistently ranked as one of the best in the UN system by various oversight entities, but we will not rest on our laurels. Our work will be to build on these robust foundations to continue to mature our risk management culture and internal control system and strengthen anti-fraud governance in close collaboration with our External Auditors for the financial periods 2024-2029, the Audit Board of the Republic of Indonesia, and WIPO's Independent Advisory Oversight Committee (IAOC) (ER 5.3).

A prudent and sound approach will remain central to our investment management, including by setting up a multi-employer plan for after-service health insurance (ASHI).

AFMS will continue to ensure value for money using collaborative procurement with other UN organizations, leveraging procurement volume and putting long-term agreements in place.

The Sector will also enhance our international outreach to ensure that we can access the widest pool of suppliers and experts. Following the successful centralization and optimization of travel services, the focus will remain on maintaining a high level of service while effectively monitoring the cost and compliance of travel and meeting expenditure.

### Cutting Red Tape

AFMS will continue to lead the simplification of processes and "cut red tape" in areas ranging from the organization of meetings and events to recruitment, as we design and implement the next generation ERP system. A successful adoption journey is as much about driving cultural change and doing things differently, as it is about technology, without undermining WIPO's strong controls environment. A strong governance and structure for our data will be put in place to harness its power, identifying patterns that inform decision-making and increasingly enable automation (ERs, 5.1, 5.2 and 5.3).

### Driving future growth

We will support our Global IP services in their effort to drive growth and revenue by: (i) focusing on key business processes and platforms that deliver services to fee-paying customers; (ii) improving productivity through greater automation and the deployment of new capabilities and tools, including AI; (iii) and enhancing customer experience by closely monitoring customer satisfaction and feedback, in collaboration with PCT, Madrid and Hague teams.

### Digital Transformation

The consolidation of ICT services and adoption of a product delivery approach will provide a quality technology service and platform. During the 2026/27 biennium, several digital and data transformation projects, such as the Resilient and

Secure Program (RSP), Strong and Modern Authentication, and Cloud Migration, will be transitioned to operations. The full operationalization of the WIPO IP Portal Program outcomes will enable WIPO to deliver a better data-driven user experience (ERs 3.2 and 5.2).

New capabilities intended to improve service delivery and ensure continued business growth will be developed further through the delivery of several major Capital Master Plan (CMP) projects.

The development of WIPO's next generation ERP, its implementation and integration with other systems such as the Enterprise Performance Management (EPM) or the Customer Relationship Management (CRM) solution (under development) will ensure improved resource management and provide streamlined services to internal and external users alike. Developing core data practices and skills across the Organization will ensure that analytics capabilities embedded in the ERP system are used effectively.

AFMS will continue to improve the digital workplace, boosting productivity and supporting wider efforts to improve employee well-being, ensure the accessibility of our systems and deliver cultural change. By responsibly and purposefully deploying the latest productivity tools, we will free up time to focus on more strategic functions and tasks. Furthermore, WIPO will explore advanced AI technologies for streamlining processes and integrate these into our forthcoming ERP system, including to boost digital transformation of sourcing and travel activities.

A new web streaming and video on demand solution will improve the service delivery for official meetings. A multi-year program of infrastructure, tools and service enhancements will automate repetitive processes so that IT service desk operators can focus on personalized service. From a digital sustainability perspective, WIPO remains committed to integrating eco-friendly practices into all digital and data transformational activities.

WIPO will continue to build on and enhance the cybersecurity capabilities delivered during the previous biennium, monitoring and responding to evolving threats in line with organizational strategic goals. Through streamlining and consolidating implemented solutions, we aim to deliver right-sized cybersecurity in line with business needs. AFMS will also identify areas of convergence between the physical and cyber security realms to develop more holistic approaches and agile responses to the increasingly blended security threat landscape. Strengthening the security culture in WIPO will remain a priority (ERs 5.1, 5.2, 5.3).

Knowledge Management will be strengthened through several strategic initiatives. The move to the Enterprise Collaboration and Content Management (ECCM) platform will enable WIPO to benefit from better ways of sharing, accessing and using content in the modern digital workplace, and for the deployment of AI technology. Systematic and professional lifecycle management of WIPO's documents and records will be implemented across the Organization. We will overhaul our archives and the management of records with historical value will be centralized to improve their public accessibility and long-term preservation.

## Legal

The rapidly evolving environment demands legal solutions that are fit-for-purpose, anticipating contingencies, and addressing emerging challenges. In such an environment, the continued delivery of high-quality, sound and timely legal services remains critical to ensuring the effective administration and performance of the Organization, including the smooth conduct of the meetings of its Member States. The scope of legal services will continue to consist of providing expert support and advice to the Secretariat and Member States on the full spectrum of constitutional, contract, treaty, and administrative law matters. We will also continue to contribute legal expertise to the shaping of positive developments of international law and the UN common system (ER 2.1).

## Premises, Infrastructure and Related Services

Building on the long-term real estate strategy to be finalized in 2025, WIPO will modernize meeting and office space to support a more open, dynamic, and collaborative organizational culture, which is essential to create a workplace where innovation, collaboration and high performance can thrive. Work will also be pursued on the Organization's medium-term goal of renovating the Arpad Bosch Building (ER 5.2).

The Sector will continue to optimize the energy efficiency and sustainability of the WIPO campus through the deployment of a heating system utilizing water from Lake Geneva and complete the modernization of WIPO's building management system in line with the agreed CMP project. Efforts to digitize our premises will continue with investment in a Building Information Modeling (BIM) system - an industry standard to track our infrastructure throughout its life-cycle – from initial design through construction, operation and maintenance.

WIPO will work towards ISO 14001 certification for its Environmental Management System. This will establish a foundation for compliance with future International Public Sector Accounting Standards (IPSAS) norms related to

sustainability. To reduce and offset unavoidable greenhouse gas (GHG) emissions, the Sector will continue to promote decarbonized commuting options and to raise awareness of eco-friendly behavior among personnel.

Printing and mailing resources have been downscaled and re-oriented in line with WIPO's move from paper to digital resulting in important efficiency gains. The introduction of innovative "smart" mail lockers for distributing and tracking incoming physical mail will produce new economies of time and manual effort. The printshop team will continue leveraging their technical skills and equipment to provide diversified services. The necessary procedures and controls will be maintained to keep staff and visitors to our premises safe, in Geneva and in our External and Representative Offices.

## Future of IP

Work on the Future of IP will continue to strengthen and leverage the Organization's capabilities in strategic foresight to strengthen long-term planning capabilities within the Organization, applying anticipatory and adaptive responsiveness to future opportunities, risks, and challenges. The Sector will address cutting-edge issues around the future development of IP and will focus on providing a better understanding of public perception and awareness of IP rights through the WIPO Pulse program. WIPO will support Member States to build similar capabilities in their national institutions and work with WIPO's network of Member States and other stakeholders to identify and analyze megatrends impacting the global IP ecosystem, ensuring it remains future-proof and adaptable. The Sector will explore futures where IP continues to drive innovation and creativity and support IP Offices around the world to evolve and remain relevant as drivers of innovation and creativity in their countries and globally (ER 2.2).

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Foundation</i>	<i>Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>		
5.2 Digitally enabled, secure and sustainable operating environment and services <b>Low risk appetite</b>	A serious security incident, presents a risk to WIPO personnel, assets and visitors located in headquarters or external offices, as well as during travel, international WIPO events and meetings.	WIPO implements strategies to continually assess, monitor, and manage security and resiliency risks through effective preventative, detective and response mechanisms to potential security threats.	Low – in line with risk appetite
5.2 Digitally enabled, secure and sustainable operating environment and services <b>Low risk appetite</b>	Member States have approved the implementation of a new ERP system, which presents an opportunity to standardize on industry business processes. ERP migrations may have unexpected data quality or integration issues, and system disruptions which could impact schedule and budget.	The opportunity to standardize on industry business processes and undertake minimal customization will reduce the risk of system disruption, and delivery and maintenance costs. Effective planning, including around data, and clear communication will be of key importance to mitigate this risk.	Low – in line with risk appetite
5.3 Sound and prudent financial management and effective corporate governance and oversight <b>Low risk appetite</b>	Financial, reputational or operational harm experienced as a result of issues arising with key suppliers or partners.	WIPO maintains a comprehensive third party risk management framework, which includes due diligence before and during engagements, monitoring performance and emerging risks, while maintaining supplier diversification and contractual protections.	Low – in line with risk appetite
5.3 Sound and prudent financial management and effective corporate governance and oversight <b>Medium risk appetite</b>	The value of investments made under the Member State-approved strategies for core and strategic pools could decrease, which would result in a reduction of net assets (reserves).	Continue to diversify investments in line with the expected time horizon, the policy on investments, and the wider economic situation. Performance is closely monitored by the Advisory Committee on Investments supported by its investment advisors, with allocation adjustments made to balance risk as necessary.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 Development of balanced and effective international normative frameworks for IP	% of treaty notifications that are promptly processed by OLC	95% of such notifications processed within 3 days	95% of such notifications processed within 3 days



Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
<b>3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data</b>	Unit Cost (PCT, Madrid and Hague)	PCT Application: 565 CHF  Madrid System new/renewed registration: 619 CHF  The Hague System new/renewed design: 457 CHF	PCT Application: 563 CHF  Madrid System new/renewed registration: 603 CHF  The Hague System new/renewed design: 455 CHF
	Customer response time	% of customer responses given within SLA targets (tbd)	≥ 85% compliance with SLA targets
<i>Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
<b>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</b>	% of spend through UN cooperation	25%	> 18% per year
<b>5.2 Digitally enabled, secure and sustainable operating environment and service</b>	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
	Improved service delivery to WIPO customers (Apdex score)  Improved service delivery to internal stakeholders (CSAT score)	74% of measured cloud applications had an Apdex score ≥ 0.6  84% of users satisfied with services provided by ICTD Service Desk  72% of Business teams stakeholders satisfied with the services provided by ICTD teams	Apdex score ≥ 0.6 for 80% of applications moved to the cloud  ≥ 90% of business areas satisfied with IT services provided
	ERP transformation is progressing as per the approved high-level timeline	Foundation Global & Core HR Design completed by end 2025	- Employee Performance Management live in 2026 - HCM & Payroll live in 2027 - Finance, Supply Chain & Procurement completed in 2027 - Travel & meeting completed in 2027
<b>5.3 Sound and prudent financial management and effective corporate governance and oversight</b>	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 (2023)	An unqualified audit opinion
	Return on investments for Strategic and Core investment portfolios	Strategic portfolio: 2.9% in 2024 (target 2%)  Core portfolio: 1.6% in 2024 (target > 0%)	Return on invested funds in Strategic portfolio in line with the long-term target established by the prevailing WIPO ALM <sup>14</sup> study.  Return on invested funds in Core portfolio in line with benchmark established by the WIPO Policy on Investments
	Internal Oversight opinion on the adequacy and effectiveness of WIPO's key internal controls	n/a	Satisfactory
	Cost savings for goods and services procured by WIPO	4,494,892 CHF	6,000,000 CHF (biennium)

<sup>14</sup> Asset Liability Management



## Sector of the Director General

### Implementation Strategies

The Sector of the Director General will continue focusing on the strategic direction of the work of the Organization, coordinating the implementation of the Organization's Vision, Mission and MTSP, driving the transformation of its corporate culture and ensuring proper governance. The work will also include the implementation of the HR strategy, demystifying IP and communicating about the value of IP through news and media, and engagement and outreach to external stakeholders including Member States and their representatives (*Expected Results 1.1, 2.2, 5.1, 5.3*).

#### People and Culture

HR initiatives for the next biennium will be fully aligned with a new multi-year HR Strategy to support the implementation of the MTSP (ER 5.1). Priorities will include:

- Leverage strategic workforce planning to ensure that WIPO has the necessary skills and expertise to achieve its strategic objectives. Integration of succession planning for business continuity and institutional knowledge management, while workforce mobility will help prevent talent gaps.
- Review and revise the current recruitment approach to streamline and increase focus on skills and hiring for a career and a broader contribution to the Organization, rather than simply hiring for a post. This will ensure a more agile and adaptable workforce that is better equipped to meet the challenges of the future.
- Attract new talent from all Member States to enhance the quality and fit of WIPO's workforce. Leverage partnerships and talent pipelines to integrate a variety of perspectives within our workforce and provide necessary expertise that drives innovation and a growth mindset.
- Strengthen WIPO's cultural transformation by evolving the Organization's shared values, beliefs, attitudes and behaviors to create a more positive and innovative work environment where everyone feels valued and supported. This transformation should foster stronger performance and efficiency, open communication, equal opportunities, cross-functional collaboration, employee recognition, and continuous improvement and growth.
- Improve organizational effectiveness to deliver impact and concrete results for Member States by harnessing the power of technology as well as fostering a culture of development and learning. These efforts will be complemented by on-the-job learning through mobility and an increased focus on leadership and performance management, individual and team accountability as well as capacity building at all levels.
- Continue progress on the One-HR vision integrating HR functions and services across WIPO that provide accessible, effective, efficient, and customer-centric HR services and solutions, capitalizing on the One-Stop-Shop operational structure implemented during the last biennium. This will enable HR to crystallize its evolution from a transactional, administrative function to a strategic, value-added partner that actively contributes to organizational success.
- Maximize the use of technology and data insights to influence ways of working and impact of work, as well as to leverage the new ERP implementation to help anchor data and technology as a foundation to foster a data-literate and technology-enabled HR workforce.
- Implement an Occupational Health and Safety Framework, based on a review and risk assessment undertaken in 2025, with key internal and external stakeholders, to promote a safe and healthy workspace.

#### News and Media

News and media strategies in the next biennium will seek to demystify IP to everyone, everywhere and bring the message of IP to the world in the following ways (ER 1.1):

- Drive a story-telling approach to external communications to create impactful, high-quality content and ensure consistent messaging across the Organization's social media and other channels.
- Develop and expand long-form content production while forging partnerships with broadcasters and other distribution platforms to bring IP into people's homes through engaging storytelling and documentaries.
- Identify and target new audiences, such as SMEs, youth and women, while increasingly highlighting the relevance and human impact of WIPO's program of work.
- Expand press outreach to show how innovation-led growth drives productivity, competitiveness and long-term sustainability by featuring success stories and data showcasing return on innovation investments.

- Expand content distribution efforts through increased use of existing channels to reach specific regional or national audiences, launching new channels and using technology for content localization.
- Further optimize, and, as necessary, expand decentralized social media presences that enable organizational areas to reach specific audiences for marketing, user and other communication purposes.
- Ensure coherence in messaging across the Organization's public communications channels through sustained engagement with, and training of colleagues, as well as effective internal communications.

## Engagement and Coordination

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

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

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

## Internal Justice, Governance and Oversight

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

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

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

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

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

Finally, IOD will select strategic and thematic data-driven evaluations that contribute to organizational learning and utility to complement the audit functions (ER 5.3).

## Risks

Expected Result	Risk	Risk Response	Target Residual Risk
<i>Strategic Pillar 1 Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
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 <b>Medium risk appetite</b>	Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	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. Strengthened internal communications will help staff collaborate effectively.	Medium – in line with risk appetite
<i>Foundation Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively <b>Low risk appetite</b>	Corporate governance and oversight systems prove ineffective, or are perceived to be not wholly objective and independent, impacting the impartiality and credibility of the work with outcomes and trust diminished.	Strengthen ethics, ombuds, and oversight functions through adherence to their relevant terms of reference, standards and frameworks. Ensure accountability with effective mechanisms for reporting, investigating and addressing unethical conduct and/or misconduct. Continue to work closely with external oversight bodies and promptly respond to their recommendations. Implement preventive measures through developing and delivering training across the Organization.	Low – in line with risk appetite
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 <b>Medium risk appetite</b>	WIPO's ambitious program of work has a significant element of change, and there is a risk that the related evolution to a more agile culture and the required competencies may take longer to institutionalize than foreseen.	Increased focus on developing talent internally through a learning and development framework guided by Organizational priorities, which in turn would inform sourcing. Continue to evolve the culture to foster engagement and to improve the performance of the Organization.	Medium – in line with risk appetite

## Expected Results and Performance Indicators

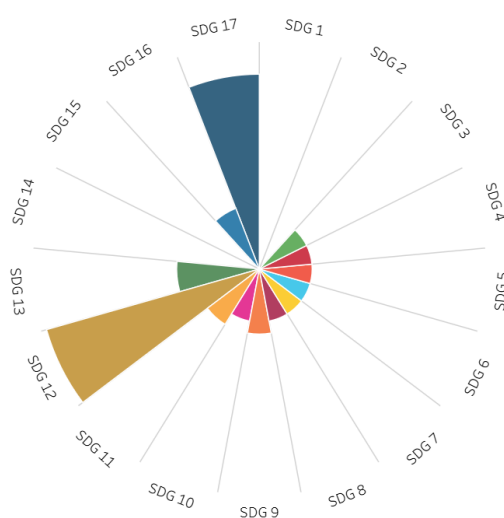
Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	Reach of WIPO's main social media presences	Total no. of followers: 554,715	An additional 100,000 followers across all social media presences in the biennium
	Level of satisfaction of Member States and other stakeholders with the organization of events	98%	≥ 90% satisfied or very satisfied
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages <sup>15</sup>	57% (4 out of 7)	100%
	% of WIPO global publications on substantive IP topics published in 2026/2027 and translated into all official UN languages <sup>15</sup>	50% (6 out of 12)	100%
<i>Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
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	Level of satisfaction of delegates attending the GAs and other Meetings	96%	≥ 90% satisfied or very satisfied

<sup>15</sup> Cross-organizational performance indicator to which all Sectors contribute

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</i>			
<b>4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations</b>	Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP) <sup>15</sup>	6 initiatives implemented (end 2024)	Successful implementation of the IPGAP initiatives
<i>Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
<b>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</b>	% of women at P4 to D2 level	P4 – 46.9% P5 – 32.7% D1 – 34.6% D2 – 45.5%	Improvement over the last biennium
	Progress on the implementation of the WIPO Disability Inclusion Strategy	27% of applicable UNDIS requirements met or exceeded	>50% of applicable UNDIS requirements met or exceeded (end 2027)
	% of UN SWAP requirements met or exceeded	tbd	tbd
	% per region	Africa: 11.0% Asia and the Pacific: 20.9% Eastern and Central Europe & Central Asia: 9.4% Latin America and the Caribbean: 9.6% Middle East: 2.5% North America: 9.6% Western Europe: 36.9%	Geographical Distribution of Posts (as at Dec 2027)
<b>5.3 Sound and prudent financial management and effective corporate governance and oversight</b>	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the quarterly IAOC reports and in the annual report WO/PBC/39/5	No interference
	No. of oversight recommendations accepted	100% of recommendations were accepted	90% of recommendations accepted

## Contribution to the Sustainable Development Goals

### Administration, Finance and Management and the Sector of the Director General



## Resources

### Administration, Finance and Management and the Sector of the Director General: Resources by Cost Category

(in thousands of Swiss francs)

	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers	2026/27 vs. 2024/25 PoW&B	
				Amount	%
<b>A. Personnel Resources</b>					
Posts	145,929	157,078	137,711	(11,149)	-7%
Temporary Staff	6,404	5,116	8,320	1,288	25%
Other Staff Costs	3,152	3,152	3,152	-	-
<b>Total A</b>	<b>155,485</b>	<b>165,346</b>	<b>149,184</b>	<b>(9,861)</b>	<b>-6%</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
Internships	373	189	985	184	97%
WIPO Fellowships	1,141	1,280	1,319	(140)	-11%
Sub-total	1,514	1,469	2,304	44	3%
<b>Travel, Training and Grants</b>					
Staff Missions	1,807	1,613	1,904	195	12%
Third party Travel	551	1,148	543	(597)	-52%
Sub-total	2,359	2,761	2,447	(402)	-15%
<b>Contractual Services</b>					
Conferences	1,622	1,643	1,504	(21)	-1%
Publishing	-	-	-	-	n/a
Individual Contractual Services	6,488	11,561	8,523	(5,073)	-44%
Other Contractual Services	86,685	76,696	81,536	9,989	13%
Sub-total	94,794	89,900	91,563	4,894	5%
<b>Finance Costs</b>	500	500	459	-	-
Sub-total	500	500	459	-	-
<b>Operating Expenses</b>					
Premises and Maintenance	46,454	48,147	45,370	(1,694)	-4%
Communication	1,151	1,578	1,358	(427)	-27%
Representation and Other Operating Expenses	1,293	1,326	2,021	(33)	-2%
UN Joint Services	1,553	1,319	1,250	234	18%
Sub-total	50,451	52,370	49,998	(1,919)	-4%
<b>Equipment and Supplies</b>					
Furniture and Equipment	711	867	1,809	(156)	-18%
Supplies and Materials	2,193	2,649	2,362	(456)	-17%
Sub-total	2,904	3,516	4,171	(612)	-17%
<b>Total B</b>	<b>152,521</b>	<b>150,517</b>	<b>150,942</b>	<b>2,004</b>	<b>1%</b>
<b>TOTAL</b>	<b>308,007</b>	<b>315,863</b>	<b>300,126</b>	<b>(7,857)</b>	<b>-2%</b>

### Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025	Estimated expenditure end 2025	Expected balance end 2025	Estimated contributions 2026/27	Estimated amount available for programming in 2026/27
Republic of Korea (Professional Officers) <sup>1</sup>	184	547	375	356	1,094	1,451
<b>Total</b>	<b>184</b>	<b>547</b>	<b>375</b>	<b>356</b>	<b>1,094</b>	<b>1,451</b>

<sup>1</sup> Includes Professional Officers in PTS, RNDS, and IPS, managed by HRMD.

## Administration, Finance and Management and the Sector of the Director General: Resources by Result

(in thousands of Swiss francs)

Expected Result	2026/27 Proposed Budget	2024/25 PoW&B	2024/25 Budget after Transfers
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	10,607	6,024	7,079
2.1 Development of balanced and effective international normative frameworks for IP	2,126	1,981	2,156
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	8,124	7,080	7,984
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	200	153	146
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	36,830	35,135	34,589
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	49,981	56,249	45,014
5.2 Digitally enabled, secure and sustainable operating environment and services	154,454	161,514	156,042
5.3 Sound and prudent financial management and effective corporate governance and oversight	45,686	47,728	47,115
<b>Total</b>	<b>308,007</b>	<b>315,863</b>	<b>300,126</b>

## III. ANNEXES

### ANNEX I 2024/25 Budget after Transfers

(in thousands of Swiss francs)

Sector	2024/25 PoW&B	Transfers <sup>1</sup>			2024/25 Budget after Transfers <sup>2</sup>	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Sector	Total PoW&B
Patents and Technology	214,036	1,723	8,053	9,775	223,811	4.6%	1.1%
Brands and Designs	79,230	2,464	(1,813)	651	79,881	0.8%	0.1%
Copyright and Creative Industries	37,764	3,004	(4,529)	(1,525)	36,239	-4.0%	-0.2%
Regional and National Development	80,374	5,131	(875)	4,256	84,629	5.3%	0.5%
Infrastructure and Platforms	41,810	1,141	(210)	931	42,741	2.2%	0.1%
Global Challenges and Partnerships	29,281	1,851	(1,039)	812	30,093	2.8%	0.1%
IP and Innovation Ecosystems	50,771	3,789	(1,078)	2,711	53,482	5.3%	0.3%
Administration, Finance and Management	315,863	8,195	(23,932)	(15,738)	300,126	-5.0%	-1.8%
Unallocated	8,171	14,907	(16,780)	(1,873)	6,298	n/a	n/a
<b>TOTAL</b>	<b>857,300</b>	<b>42,204</b>	<b>(42,204)</b>	<b>-</b>	<b>857,300</b>	<b>-</b>	<b>-</b>

<sup>1</sup> 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 5 per cent of the amount corresponding to the biennial allocation of the receiving Sector (organizational entity), or to 1 per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the Organization."

<sup>2</sup> As at January 31, 2025



ANNEX II 2026/27 Budget by Sector

(in thousands of Swiss francs)

Sector	2026/27 Proposed Budget			2024/25 PoW&B			2024/25 Budget after Transfers <sup>1</sup>			2026/27 vs. 2024/25 PoW&B	
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Amount	%
Patents and Technology	143,922	83,253	227,175	128,128	85,907	214,036	135,818	87,993	223,811	13,140	6.1%
Brands and Designs	60,762	19,204	79,966	59,682	19,548	79,230	58,197	21,684	79,881	736	0.9%
Copyright and Creative Industries	12,879	14,583	27,462	19,899	17,866	37,764	17,780	18,459	36,239	(10,302)	-27.3%
Regional and National Development	50,509	34,968	85,476	48,435	31,938	80,374	50,330	34,300	84,629	5,103	6.3%
Infrastructure and Platforms	32,824	23,380	56,204	27,116	14,694	41,810	26,374	16,367	42,741	14,394	34.4%
Global Challenges and Partnerships	21,330	9,988	31,319	20,338	8,943	29,281	19,766	10,327	30,093	2,038	7.0%
IP and Innovation Ecosystems	43,179	17,850	61,030	37,652	13,119	50,771	37,914	15,568	53,482	10,259	20.2%
Administration, Finance and Management	155,485	152,521	308,007	165,346	150,517	315,863	149,184	150,942	300,126	(7,857)	-2.5%
Unallocated	4,500	4,000	8,500	5,571	2,600	8,171	1,347	4,952	6,298	329	4.0%
TOTAL	525,390	359,748	885,139	512,168	345,132	857,300	496,709	360,591	857,300	27,839	3.2%

<sup>1</sup> As at January 31, 2025

ANNEX III 2026/27 Posts by Sector

Sector	2026/27 Proposed Budget					2024/25 PoW&B					2024/25 Budget after Transfers <sup>1</sup>					2026/27 vs. 2024/25 PoW&B				
	DG/ DDG/ ADG	D	P	G	Total	DG /DDG /ADG	D	P	G	Total	DG /DDG /ADG	D	P	G	Total	DG /DDG /ADG	D	P	G	Total
Patents and Technology	1	9	174	189	373	1	8	141	192	342	1	9	169	198	377	-	1	33	(3)	31
Brands and Designs	1	8	65	80	154	1	8	60	87	156	1	8	65	80	154	-	-	5	(7)	(2)
Copyright and Creative Industries	1	4	15	4	24	1	5	25	11	42	1	4	23	10	38	-	(1)	(10)	(7)	(18)
Regional and National Development	1	17	69	25	112	1	16	66	26	109	1	17	69	25	112	-	1	3	(1)	3
Infrastructure and Platforms	1	5	50	15	71	1	4	44	11	60	1	4	44	11	60	-	1	6	4	11
Global Challenges and Partnerships	1	6	27	11	45	1	6	25	12	44	1	6	26	11	44	-	-	2	(1)	1
IP and Innovation Ecosystems	1	7	63	15	86	1	8	57	15	81	1	7	60	14	82	-	(1)	6	-	5
Administration, Finance and Management	2	20	199	145	366	2	22	217	157	398	2	20	200	143	365	-	(2)	(18)	(12)	(32)
Unallocated	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
TOTAL	9	76	662	485	1,232	9	77	635	511	1,232	9	75	656	492	1,232	-	(1)	27	(26)	-

<sup>1</sup> As at January 31, 2025

## ANNEX IV 2026/27 Allocation of Income and Expenditure by Union

### Introduction

1. In accordance with WIPO's Financial Regulations and Rules (Regulation 2.17), this Annex presents the Organization's Program of Work and Budget 2026/27 for each Union. The Unions include the contribution-financed (CF) Unions (Paris, Berne, International Patent Classification (IPC), Nice, Locarno, and Vienna) and the WIPO Convention, and the four Unions of the international registration systems (PCT, Madrid, the Hague, and Lisbon). The methodology for the allocation of income and expenditure to the Unions in the context of the Program of Work and Budget 2026/27 has remained unchanged from the methodology used for the Program of Work and Budget 2024/25. Regarding the allocation of direct and indirect Union expenses, in line with past practice, the calculations have been refined to better reflect the evolution of the work of the Organization enabled by the ERP systems. The tables in this Annex provide an overview of the 2026/27 Allocation of Income and Expenditure by Union, the Income Estimates by Union and the Expenditure Budget by Sector and Union.

### Allocation of Income by Union

2. The allocation of income to the Unions is based on the following allocation methodology:

- Income from Member States' contributions is allocated to the CF Unions;
- Fee income from the PCT, Madrid, the Hague and Lisbon registration systems is allocated to the respective Unions;
- Income from publications is allocated to the PCT Union on the basis of the estimated publications revenue;
- Income from the Arbitration and Mediation Center is allocated to the Unions based on estimations; and
- Miscellaneous income is allocated equally across all Unions.

### Allocation of Expenditure by Union

#### Allocation Principles

3. Expenditure is allocated to the Unions under the following four categories:

- (i) "direct Union expenses" (e.g. the expenditure incurred by the PCT System (PT) - is a "Direct Union" expenditure of the PCT Union);
- (ii) "indirect Union expenses" (e.g. the part of the expenditure of Regional and National Development – (RND) that is borne by the PCT Union is an "Indirect Union" expenditure);
- (iii) "direct administrative expenses" (e.g. the expenditure of AFM<sup>16</sup> that is incurred for administrative and management related support provided to the PCT System – is a "Direct Admin" expenditure of the PCT Union); and
- (iv) "indirect administrative expenses" (e.g. the part of the expenditure of AFM that is incurred for administrative and management related support provided to RND borne by the PCT Union is an "Indirect Admin" expenditure).

4. Direct Union expenses are allocated to Unions either fully or on the basis of estimates. Direct Admin expenses are allocated to the Unions based on relative headcount shares.

5. Indirect Union expenses and indirect administrative expenses are allocated to the Unions based on the "capacity-to-pay" principle. If the Union has a reserve level above its reserve target, it is deemed to be able to support activities not directly linked to the Union. The "capacity to pay" is calculated as the difference between a Union's projected biennial income and its Direct Union and Direct Admin expenses. The extent to which this support can be provided by each Union is calculated by considering the relative extent to which the Union's income exceeds its direct expenditure.

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<sup>16</sup> AFM also includes the Sector of the Director General (SoDG).

## Allocation of 2026/27 Expenditure by Allocation Category

6. The table below summarizes the allocation of the 2026/27 expenditure to the Unions based on the four allocation categories. Indirect expenditure is allocated to the PCT and Madrid Unions based on their “capacity-to-pay”.

CF Unions	PCT Union	Madrid Union	The Hague Union	Lisbon Union
Direct Union	Direct Union	Direct Union	Direct Union	Direct Union
Direct Admin	Direct Admin	Direct Admin	Direct Admin	Direct Admin
Indirect Union	Indirect Union	Indirect Union	Indirect Union	Indirect Union
Indirect Admin	Indirect Admin	Indirect Admin	Indirect Admin	Indirect Admin
IPSAS adjustments to expenditure				

## Allocation of Expenditure by Activities

7. WIPO’s activities are implemented in accordance with its Program of Work implemented by Sectors. Expenditure related to activities in the tables below is allocated as “Direct Union” expenses as follows:

Sector	CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense	Lisbon Union Direct Union Expense
PT	SCP (90%) Confidential information and legislative advice (100%) Promotion of Paris Convention, PLT & Budapest Treaty (100%)	SCP (10%) PCT Union Assembly, PCT Working Group, PCT legal and promotion activities PCT processing and translation services			
BD	Promotion of Singapore Treaty and Riyadh Design Law Treaty (100%) SCT and Article 6ter (100%) Legislative advice (100%)		Madrid Union Assembly, Madrid Working Group, Madrid legal and promotion activities Madrid System processing and translation services <sup>17</sup>	The Hague Union Assembly, the Hague Working Group, the Hague legal and promotion activities The Hague System processing	The Lisbon Union Assembly, Lisbon System, Lisbon Working Group and promotion activities The Lisbon System processing
CCI	SCCR Promotion of treaties (Beijing, Marrakesh, WCT, WPPT, etc.) ABC Book Service, ABC inclusive publishing Skills development in collective copyright and related rights management and legislative advice WIPO Connect development, deployment and maintenance WIPO for Creators				
RND	Promotion of Alternative Dispute Resolution (ADR) services (16.1%)	Promotion of the PCT Promotion of Global Databases (59.3%) Promotion of Alternative Dispute Resolution (ADR) services (14%)	Promotion of Madrid Promotion of Global Databases (32.4%) Promotion of Alternative Dispute Resolution (ADR) services (69.3%)	Promotion of the Hague Promotion of Global Databases (8.3%) Promotion of Alternative Dispute Resolution (ADR) services (0.6%)	Promotion of Lisbon
IP	Int. Classifications & WIPO Standards (4.5%)	Int. Classifications & WIPO Standards (54.3%) Global Databases (59.3%)	Int. Classifications & WIPO Standards (23.1%) Global Databases (32.4%)	Int. Classifications & WIPO Standards (18.1%) Global Databases (8.3%)	
GCP	IGC, and promotion of the GRATK Treaty TK, TCEs & GRs capacity building				

<sup>17</sup> The share of resources in Madrid supporting the operations of the Hague and Lisbon Systems is allocated to the Hague and Lisbon Unions.

Sector	CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense	Lisbon Union Direct Union Expense
IE	Alternative Dispute Resolution (ADR) services (16.1%)	Alternative Dispute Resolution (ADR) services (14%)	Alternative Dispute Resolution (ADR) services (69.3%)	Alternative Dispute Resolution (ADR) services (0.6%)	
AFM		PCT information system, hosting (UNICC and Cloud) and Income Section services	Madrid information system, hosting (UNICC and Cloud) and Income Section services	The Hague information system, hosting (UNICC and Cloud) and Income Section services	

8. Expenditure related to other activities is allocated as “Indirect Union” expenses based on the “capacity to pay” principle.

9. Expenditure related to activities implemented by AFM, excluding News and Media, is allocated as “Direct Admin” expenses to all Unions as follows: (a) direct attribution to the Unions of administrative costs such as the share of cost of server hosting at UNICC and in the cloud and share of cost of the Income Section in Finance; and (b) attribution to the Unions of the remaining “direct administrative” costs based on relative headcount shares. The administration related expenses that are not allocated as “Direct Admin” expenses are allocated as “Indirect Admin” expenses based on the “capacity-to-pay” principle.

### Allocation of IPSAS Adjustments by Union

10. IPSAS adjustments to expenditure are allocated pro-rata among the Unions based on relative expenditure shares. IPSAS adjustments include after-service employee benefits, buildings and equipment depreciation, software and land surface rights amortization and capitalization.

## Results by Union

### Overall Scenario by Union (in thousands of Swiss francs)

	CF Unions	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
<b>2026/27 Income</b>	<b>36,175</b>	<b>719,660</b>	<b>171,188</b>	<b>17,417</b>	<b>594</b>	<b>945,034</b>
<b>2026/27 Expenditure</b>						
Direct Union	48,156	216,311	75,973	19,419	2,386	362,244
Direct Admin	16,567	140,315	66,124	17,755	1,264	242,025
Sub-total, Direct	64,722	356,626	142,096	37,173	3,651	604,269
Indirect Union	-	178,557	14,309	-	-	192,866
Indirect Admin	-	81,475	6,529	-	-	88,004
Sub-total, Indirect	-	260,032	20,838	-	-	280,870
<b>Total, 2026/27 Expenditure</b>	<b>64,722</b>	<b>616,658</b>	<b>162,934</b>	<b>37,173</b>	<b>3,651</b>	<b>885,139</b>
Estimated IPSAS adjustment	3,825	36,444	9,629	2,197	216	52,311
<b>Total Expenditure after IPSAS adjustments</b>	<b>68,547</b>	<b>653,103</b>	<b>172,563</b>	<b>39,370</b>	<b>3,866</b>	<b>937,450</b>
<b>Operating Result</b>	<b>(32,372)</b>	<b>66,558</b>	<b>(1,375)</b>	<b>(21,953)</b>	<b>(3,273)</b>	<b>7,584</b>
RWCF Target*	32,361 50.0%	154,165 25.0%	40,733 25.0%	5,576 15.0%	- n/a	232,835 26.3%

\*RWCF targets are calculated by applying the PBE factors, as per the Revised Policy on Reserves (WO/PBC/23/8), to the biennial expenditure for each Union

**Income Estimates by Union**  
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Fees	-	-	717,720	99.7%	168,280	98.3%	17,050	97.9%	250	42.1%	903,300	95.6%
Contributions (unitary)	35,237	97.4%	-	-	-	-	-	-	-	-	35,237	3.7%
Arbitration	595	1.6%	518	0.1%	2,564	1.5%	23	0.1%	-	-	3,700	0.4%
Publications	-	-	1,079	0.1%	-	0.0%	-	-	-	-	1,079	0.1%
Miscellaneous Income	344	1.0%	344	0.0%	344	0.2%	344	2.0%	344	57.9%	1,719	0.2%
<b>TOTAL</b>	<b>36,175</b>	<b>100%</b>	<b>719,660</b>	<b>100%</b>	<b>171,188</b>	<b>100%</b>	<b>17,417</b>	<b>100%</b>	<b>594</b>	<b>100%</b>	<b>945,034</b>	<b>100%</b>

**Budget by Sector and Union**  
(in thousands of Swiss francs)

	CF Unions	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
Patents and Technology	7,378	214,196	4,517	1,007	77	227,175
Brands and Designs	3,874	2,069	56,212	15,549	2,264	79,966
Copyright and Creative Industries	27,462	-	-	-	-	27,462
Regional and National Development	123	76,595	7,656	979	123	85,476
Infrastructure and Platforms	411	43,943	9,064	2,786	-	56,204
Global Challenges and Partnerships	7,424	22,122	1,773	-	-	31,319
IP and Innovation Ecosystems	2,718	43,220	14,987	106	-	61,030
Administration, Finance and Management	14,846	208,718	66,937	16,349	1,157	308,007
Unallocated	488	5,794	1,788	399	30	8,500
<b>TOTAL</b>	<b>64,722</b>	<b>616,658</b>	<b>162,934</b>	<b>37,173</b>	<b>3,651</b>	<b>885,139</b>

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

### PCT

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

2. Applicants' behavior influences PCT income as follows:

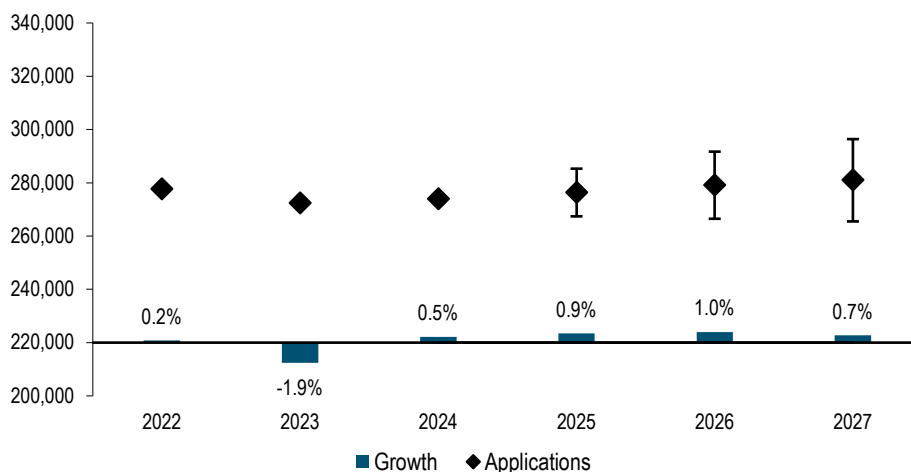
- (i) **Page Fee:** the International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.
- (ii) **International Preliminary Examination:** applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling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

3. The following paragraphs elaborate on current forecasts regarding the level of demand, the expected level of Chapter II demands, the expected level of electronic filings, and the expected use of the IB/RO.<sup>18</sup>

#### PCT Filing Forecast (Demand)

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

Chart 1. PCT Applications 2022 to 2027



<sup>18</sup> All statistics are based on the date of filing of PCT applications or Chapter II demands.



	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Applications	277,644	272,416	273,900	276,300	279,100	281,000
Growth	0.2%	-1.9%	0.5%	0.9%	1.0%	0.7%
Low bound				-8,900	-12,600	-15,500
High bound				+9,000	+12,600	+15,400

Note: 2024 reflects preliminary figures.

5. The table below shows the forecasted numbers of filings by the country of origin.

#### PCT Filings for Selected Countries 2022 to 2027

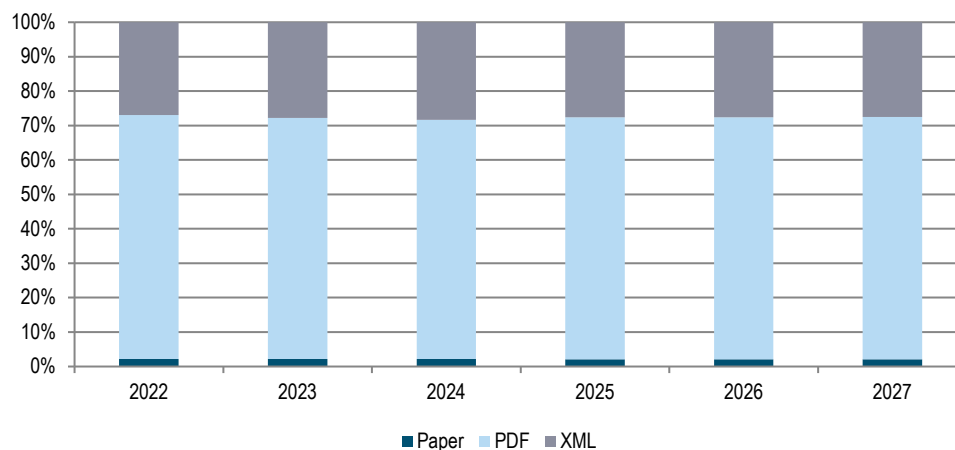
	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
AT	1,421	1,548	1,532	1,568	1,582	1,595
AU	1,747	1,496	1,572	1,569	1,544	1,521
BE	1,326	1,342	1,310	1,327	1,334	1,340
BR	546	514	637	634	631	628
CA	2,575	2,399	2,388	2,339	2,280	2,223
CH	5,439	5,398	5,324	5,536	5,630	5,722
CN	70,016	69,527	70,160	72,048	73,576	75,032
DE	17,464	16,944	16,721	16,322	15,954	15,599
DK	1,497	1,536	1,539	1,582	1,601	1,618
ES	1,495	1,465	1,528	1,555	1,573	1,592
FI	1,768	1,540	2,004	1,922	1,973	2,015
FR	7,745	7,911	8,125	7,908	7,905	7,905
G1	2,946	2,899	2,890	2,910	2,929	2,945
G2	2,693	2,670	2,861	2,716	2,685	2,652
GB	5,692	5,567	5,861	5,874	5,902	5,928
IL	1,968	1,904	1,715	1,688	1,627	1,566
IN	2,560	3,725	4,552	4,813	5,283	5,741
IT	3,313	3,104	3,099	3,084	3,023	2,955
JP	50,529	48,992	48,397	47,938	47,322	46,728
KR	22,013	22,277	23,851	25,000	26,137	27,269
NL	4,012	4,256	4,310	4,458	4,571	4,671
NO	798	686	718	574	509	439
RU	735	681	709	570	481	387
SA	478	392	492	495	456	416
SE	4,482	4,301	3,762	4,036	4,034	4,036
SG	1,777	1,811	1,771	1,887	2,003	2,119
TR	1,770	1,913	1,985	1,978	2,053	2,125
US	58,839	55,618	54,087	54,097	53,250	52,410

Note: 2024 reflects preliminary figures.

### Use of Electronic Filing Methods

6. The estimated use of electronic filing methods (PDF or XML), as a percentage of total filings, is illustrated in Chart 2 below. Utilization of electronic filing reached 99.4 per cent of total filings in 2024.

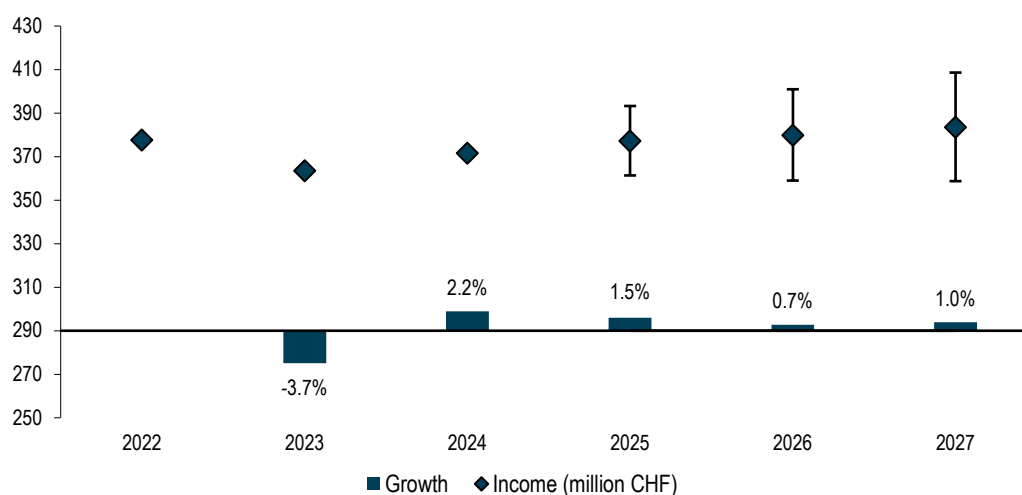
**Chart 2. Use of Electronic Filing Methods (EASY, PDF or XML)  
as a Percentage of Total Filings 2022 to 2027**



### Expected Level of PCT Income

7. PCT fee income is based on the expected level of applications (Chart 1), an estimate of the expected level of page fees, the expected level of Chapter II demands and the expected level of RO/IB filings. WIPO recognizes its income from the PCT System on the publication dates of PCT applications in line with IPSAS. The IPSAS-adjusted PCT income forecasts until 2027 is presented below in Chart 3.

**Chart 3. IPSAS-adjusted PCT Income Forecast until 2027**



	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Income (million CHF)	377.6	363.5	371.6	377.2	379.8	383.5
Growth		-3.7%	2.2%	1.5%	0.7%	1.0%
Low bound				-15.8	-20.8	-24.7
High bound				+16.1	+21.2	+25.2

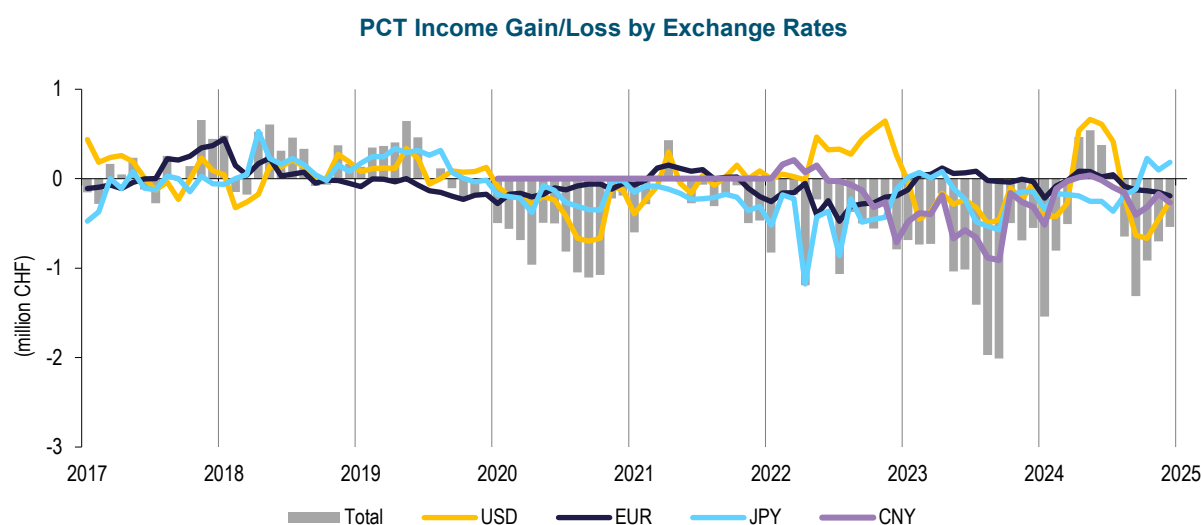
Note: 2024 reflects preliminary figures.

## Adjustment by Currency Exchange Rates

8. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals the “equivalent amount” set by the IB, whereas for “not freely convertible” ones, the receiving Offices convert them into an equivalent amount in Swiss francs, EURO or USD (PCT Rule 15). WIPO sets up the equivalent amounts according to the rules prescribed in the Directives of the PCT Assembly.

9. Applicants pay an international filing fee according to the equivalent amount on the filing date. However, due to delayed implementation of the equivalent amount, the market exchange rates are likely different from the WIPO rates at the time of payment, resulting in a gain or loss of PCT income.

10. The difference between the equivalent amount on the filing date and the amount converted to Swiss francs on the date of payment under UN exchange rates constitutes gain or loss of the PCT revenue. The following graph shows the monthly gain/loss of the PCT income. In recent years, WIPO recorded both gains and losses due to fluctuations of exchange rates between Swiss francs and other currencies.



11. The current PCT schedule of fees is reproduced in the table below.

**Revised PCT Fee Schedule (as of July 1, 2008)**  
(in Swiss francs)

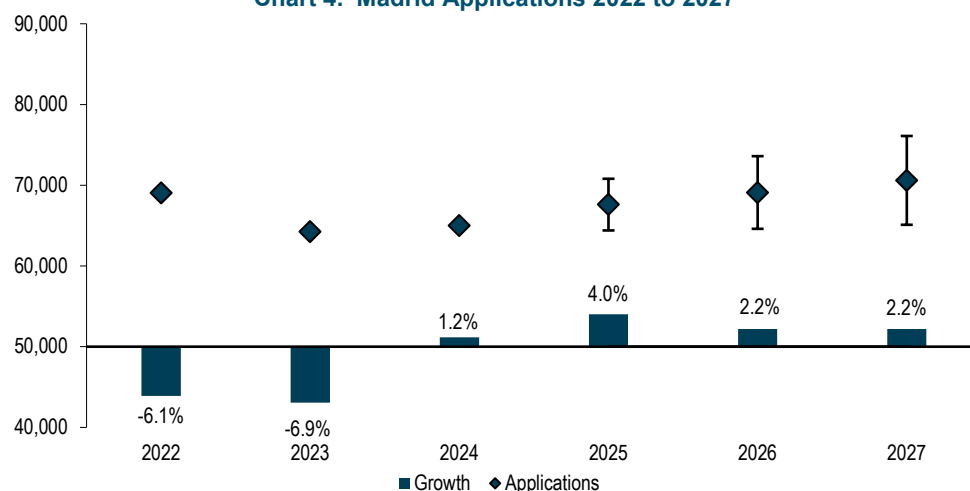
Basic fee		1,330
Fee for pages over 30		15
E-filing fee reduction	Easy	-100
	PDF	-200
	XML	-300
RO/IB transmittal fee		100
Handling fee		200

## Madrid

### Madrid - Forecast of Demand for International Registrations

12. Chart 4 shows Madrid applications forecast for the years 2025 to 2027. The forecast is based on multiple models, including autoregressive and econometric models. The latter are based on actual GDP data and GDP forecasts released by the IMF. The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 4. Madrid Applications 2022 to 2027



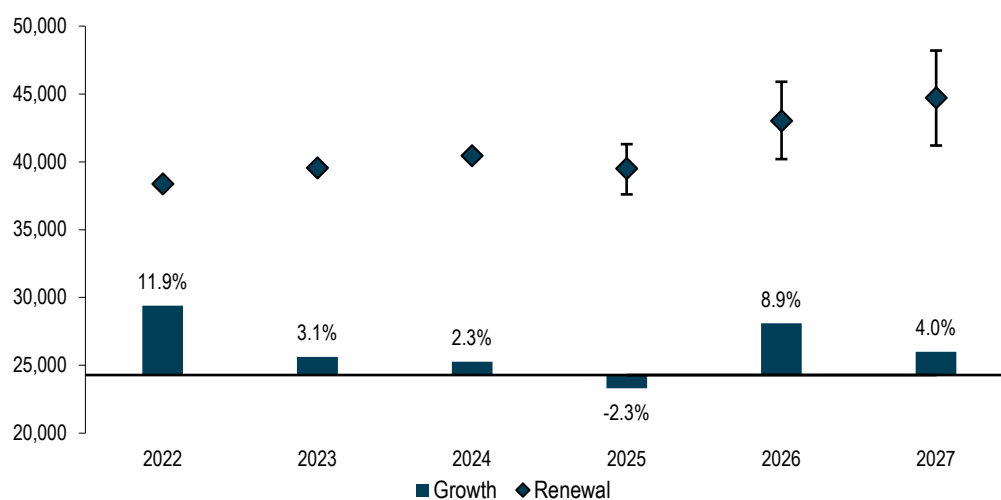
	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Applications	69,039	64,257	65,000	67,600	69,100	70,600
Growth	-6.1%	-6.9%	1.2%	4.0%	2.2%	2.2%
Low bound				-3,200	-4,500	-5,500
High bound				+3,200	+4,500	+5,500

Note: 2024 reflects preliminary figures.

#### Madrid - Forecast of Demand for Renewals

13. Chart 5 shows Madrid renewals forecast for the years 2025 to 2027. Renewals are forecasted based on the transfer model, which involves analyzing the historical renewal rate over the past five years and applying it to registrations that are due for renewal in the next five years.

Chart 5. Madrid Renewals 2022 to 2027



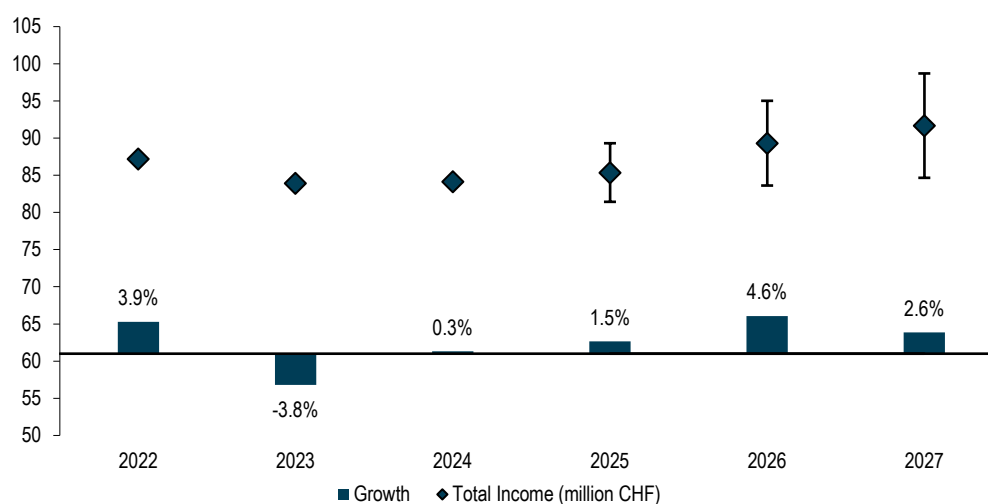
	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Renewal	38,364	39,546	40,445	39,500	43,000	44,700
Growth	11.9%	3.1%	2.3%	-2.3%	8.9%	4.0%
Low bound				-1,900	-2,800	-3,500
High bound				+1,800	+2,900	+3,500

Note: 2024 reflects preliminary figures.

**Expected Level of Madrid Fee Income**

14. Madrid fee income derives from three categories of services offered by WIPO under the Madrid System, namely: (a) the recording of international registrations; (b) the recording of renewals; (c) the recording of subsequent designations; and (d) other services, including modifications and the issuance of extracts.

15. WIPO recognizes its income via the Madrid registrations based on publication which normally occurs around two weeks after registration. The income generated by Madrid renewals and subsequent designations are recognized on the date of inscription of renewals and subsequent designations. Chart 6 below shows the estimated IPSAS-adjusted Madrid fee income for the period 2022 to 2027 attributable to each of the above-mentioned categories of services. Income estimates are based on the numbers of international registrations and renewals taking possible processing backlogs into account.

**Chart 6. IPSAS-Adjusted Madrid Income Forecast until 2027**

	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Basic fee	52.2	48.1	47.7	49.4	50.9	52.0
Renewal fee	25.1	25.8	26.4	25.8	28.1	29.2
Subsequent designation fee	6.4	6.6	6.6	6.7	6.8	6.9
Others	3.7	3.4	3.3	3.5	3.6	3.6
Total Income (million CHF)	87.2	83.9	84.1	85.4	89.3	91.7
Growth	3.9%	-3.8%	0.3%	1.5%	4.6%	2.6%
Low bound				-3.9	-5.7	-7.0
High bound				+3.9	+5.7	+7.0

Note: 2024 reflects preliminary figures.

16. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2022 to 2027 and on the actual and expected evolution of the average fee during that period. The average fee is calculated as the total Madrid fee income divided by the total number of registrations and renewals in any given year.

**Madrid Total Fee Income and Average Fee**

	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Madrid registrations	68,590	63,618	62,423	64,300	66,200	67,600
Madrid renewals	38,364	39,546	40,445	39,500	43,000	44,700
Registration + renewal	106,954	103,164	102,868	103,800	109,200	112,300
Madrid income (million CHF)	87.2	83.9	84.1	85.4	89.3	91.7
Average fee (CHF)	815	813	818	822	818	816

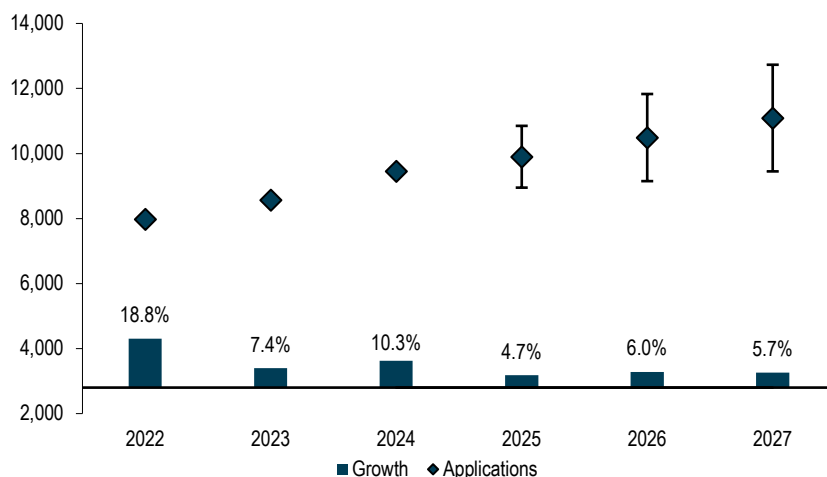
Note: 2024 reflects preliminary figures.

## The Hague

### The Hague - Forecast of Demand for International Registrations

17. Chart 7 shows the Hague applications forecast for the years 2025 to 2027. The forecast of Hague applications is based on multiple models, including autoregressive and econometric models. The latter are based on actual GDP data and GDP forecasts released by the IMF. The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 7. Hague Applications 2022 to 2027



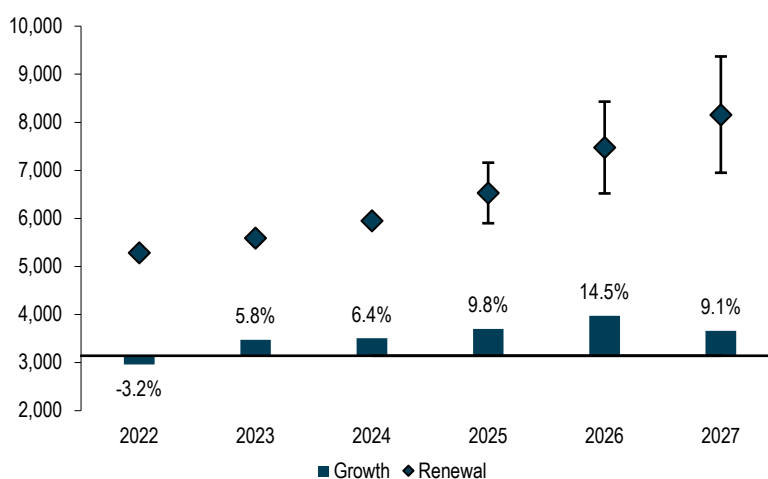
	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Applications	7,978	8,571	9,454	9,900	10,490	11,090
Growth	18.8%	7.4%	10.3%	4.7%	6.0%	5.7%
Low bound				-950	-1,340	-1,640
High bound				+950	+1,340	+1,640

Note: 2024 reflects preliminary figures.

### The Hague - Forecast of Demand for Renewals

18. Chart 8 shows the Hague renewals forecast for the years 2025 to 2027. Renewals are forecasted based on the transfer model, which involves analyzing the historical renewal rate over the past 5 years and applying it to registrations that are due for renewal in the next 5 years.

Chart 8. Hague Renewals 2022 to 2027



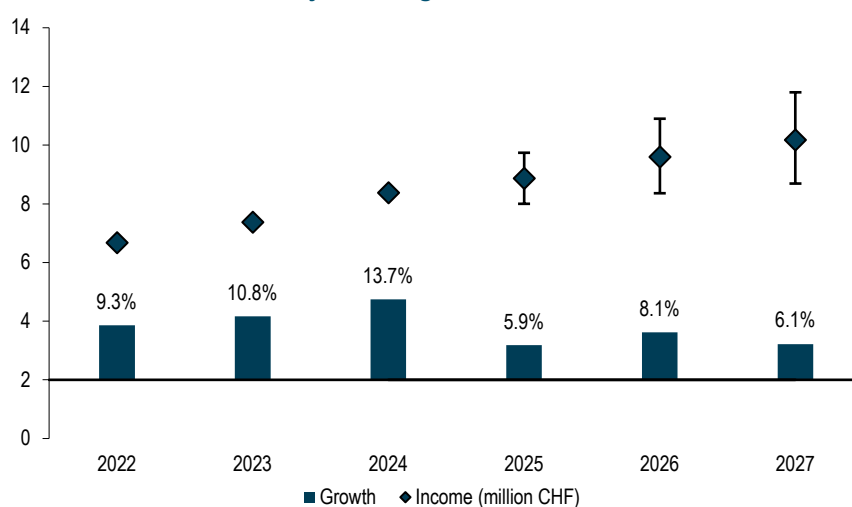
	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Renewal	5,284	5,592	5,949	6,530	7,480	8,160
Growth	-3.2%	5.8%	6.4%	9.8%	14.5%	9.1%
Low bound				-630	-960	-1210
High bound				+630	+950	+1210

Note: 2024 reflects preliminary figures.

### Expected Level of Hague Income

19. The income generated by the Hague System is calculated based on the current fee schedule. The main components of this schedule are the basic and renewal fees. These two parts cover about 90 per cent of the income. Other fees are grouped as “Others”. Chart 9 below shows the estimated figures of the IPSAS-adjusted Hague fee income for the period 2025 to 2027.

Chart 9. IPSAS-Adjusted Hague Income Forecast until 2027



	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Income (million CHF)	6.7	7.4	8.4	8.9	9.6	10.2
Growth	9.3%	10.8%	13.7%	5.9%	8.1%	6.1%
Low bound				-0.9	-1.2	-1.5
High bound				+0.9	+1.3	+1.6

Note: 2024 reflects preliminary figures.

20. Income estimates for 2025 to 2027 in the table below are based on the expected numbers of international registrations and renewals. It should be noted that the income estimates given below are based on the assumption that no changes to the schedule of fees payable to the IB under the Hague system will take place in the forthcoming years.

### Hague Total Fee Income and Average Fee

	2022	2023	2024	2025 Estimates	2026 Estimates	2027 Estimates
Hague registrations	7,725	8,366	8,847	9,590	10,140	10,740
Hague renewals	5,284	5,592	5,949	6,530	7,480	8,160
Registration + renewal	13,009	13,958	14,796	16,120	17,620	18,900
Hague income (million CHF)	6.7	7.4	8.4	8.9	9.6	10.2
Average fee (CHF)	513	528	566	550	545	539

Note: 2024 reflects preliminary figures.



## ANNEX VI Indicators for the Global IP Systems

### Indicators of the PCT System

#### General

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

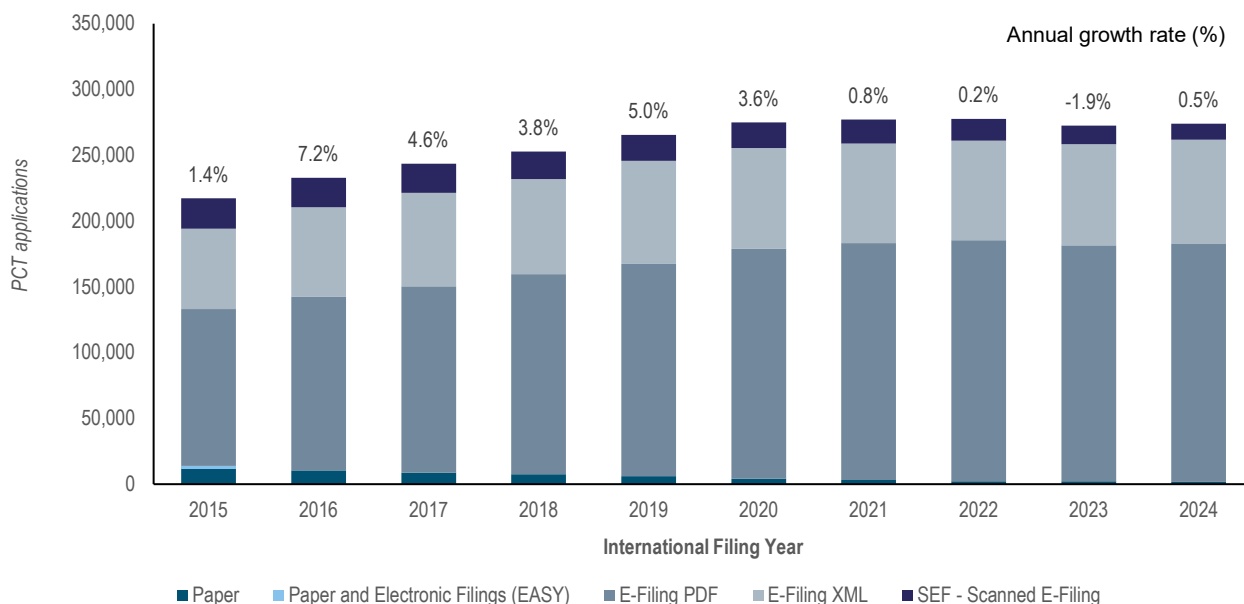
- Workloads;
- Language distribution of those workloads;
- Unit cost of processing an application;
- Productivity of formalities examination;
- Aggregate quality of formalities examination;
- Quality of translation;
- Quality of software development; and
- RO/IB filings.

Publication of PCT applications usually takes place every Thursday.

#### Workloads

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

**Evolution of PCT applications by Medium of Filing**



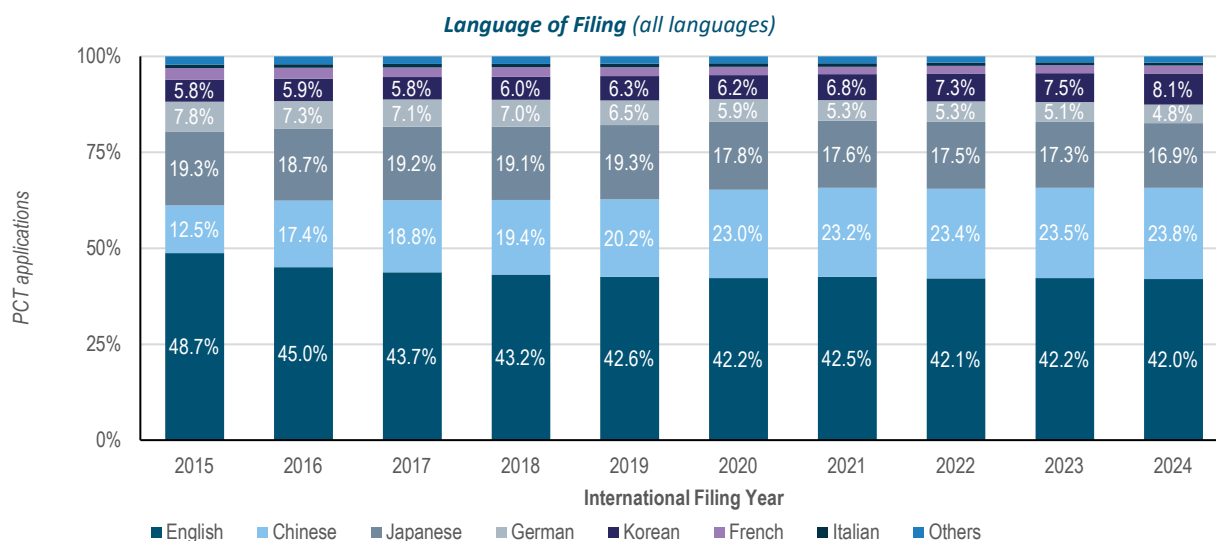
Note: Data for 2024 are WIPO estimates. PDF, XML and SEF-Web are the three electronic filing mediums.

Source: WIPO Statistics Database, March 2025.

- In 2024, 273,900 PCT applications were filed, representing an increase of 0.5 per cent compared to the previous year.
- In 2024, electronic filing methods, which represented 99.4 per cent of total filings, were composed of PDF (66.1 per cent), XML (28.8 per cent), and SEF-Web (4.5 per cent) filings.

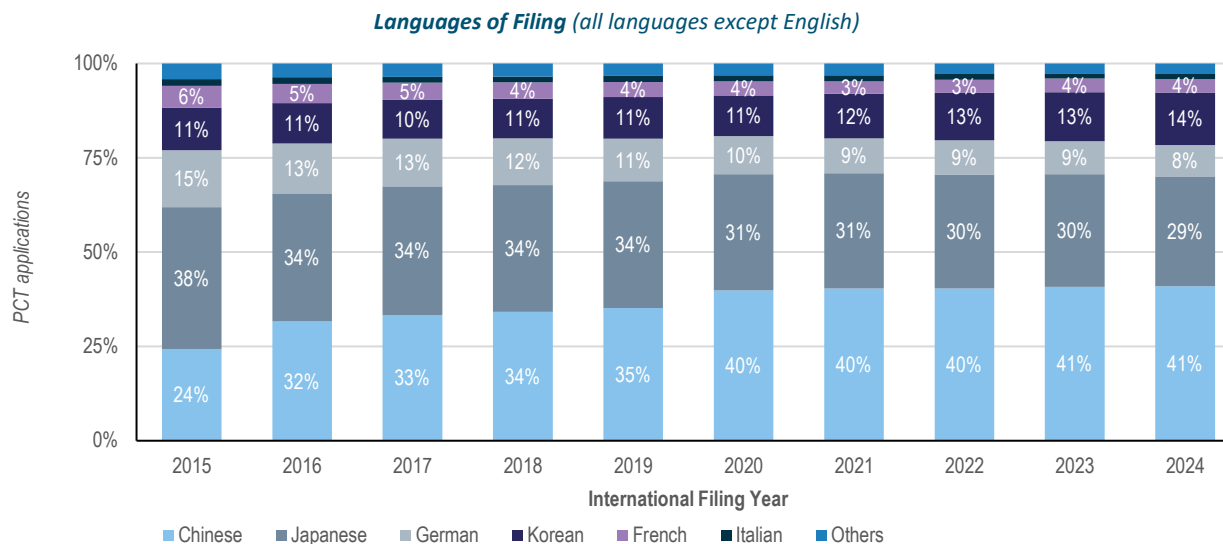
## Language Distribution

One fundamental development-driving change in the IB is the increasing language diversity of filings, primarily due to the continued increased use of the PCT System in East Asian countries.



Source: WIPO Statistics Database, March 2025.

English and Chinese continued to account for nearly two-thirds of filings in 2024, representing 42 per cent and 23.8 per cent of the total, respectively. The share of Asian languages has increased sharply over the past decade. The combined share of PCT applications filed in Chinese, Japanese, and Korean increased from 37.5 per cent in 2015 to 48.8 per cent in 2024. A closer look at languages other than English provides the following trend:



Source: WIPO Statistics Database, March 2025.

The sharp increase in the number of applications filed in Asian languages over the past decade presents a considerable challenge for the IB to diversify resources able to work in these languages. To address this, mitigation efforts have included automating certain tasks and recruiting additional staff proficient in Asian 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 standardized across all Global IP Services. The total cost of production includes expenditure relating exclusively to the PCT System and expenditures relating to activities that support the PCT System.

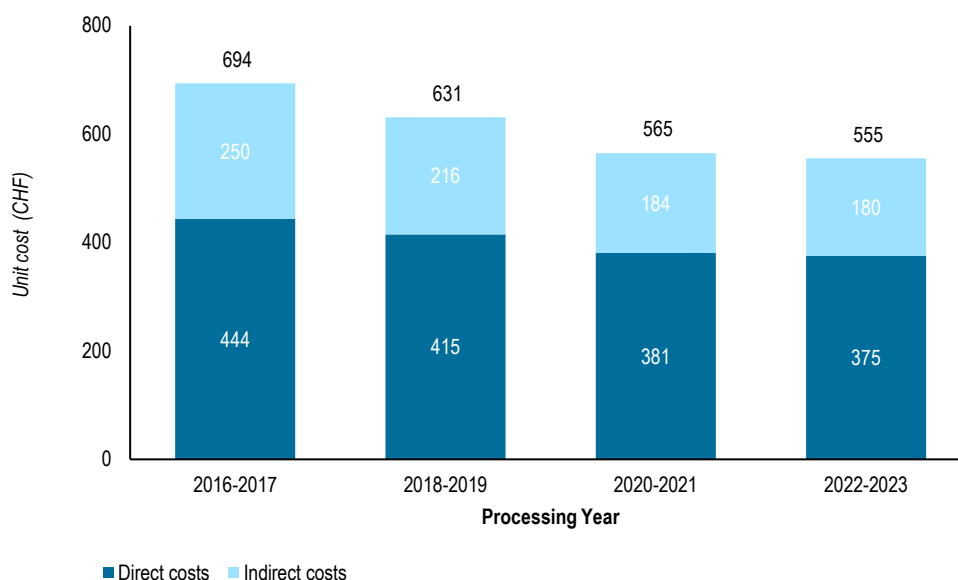
The activities supporting the PCT System comprise the following services: conference and language services, executive management, finance and budget, general support services, human resources management, internal oversight, IT, and safety and security. A small proportion of these expenses, such as UNICC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

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)



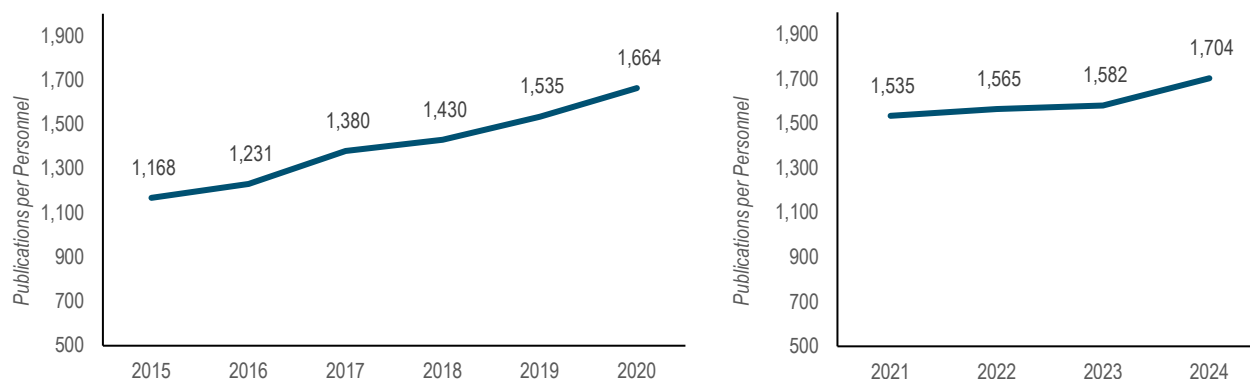
Source: WIPO Statistics Database, March 2025.

- The average cost of processing a published PCT application was 555 Swiss francs in 2022/23, representing a decrease of 1.7 per cent compared to 2020/21.

## Productivity of Formalities Examination

The definition of staff productivity is output (i.e. the number of PCT publications) divided by the number of personnel working in the 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.

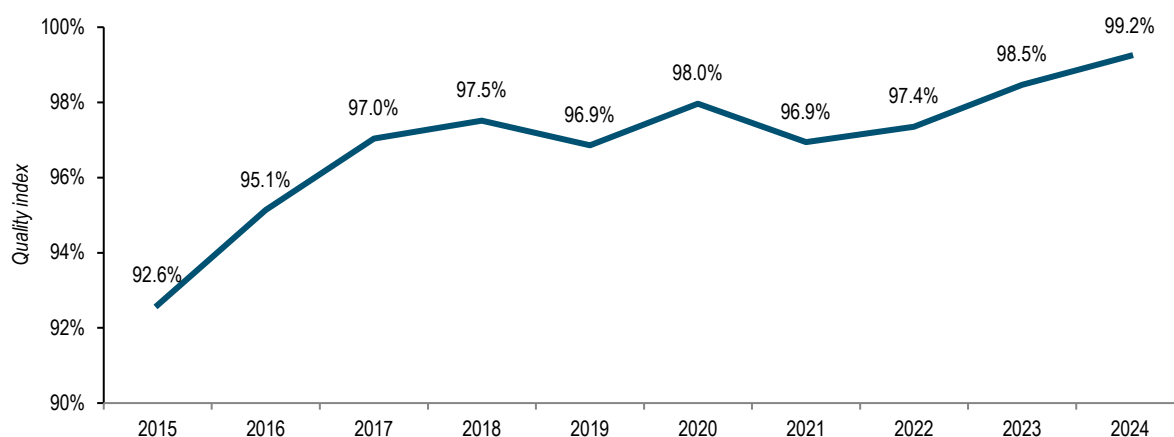
Source: WIPO Statistics Database, March 2025.

- The productivity of formalities examination increased by 7.7 per cent, from 1,582 in 2023 to 1,704 in 2024.
- The overall increase in productivity was mainly due to automation along with the introduction of new work methods that enabled the processing of a higher level of workload.

## 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

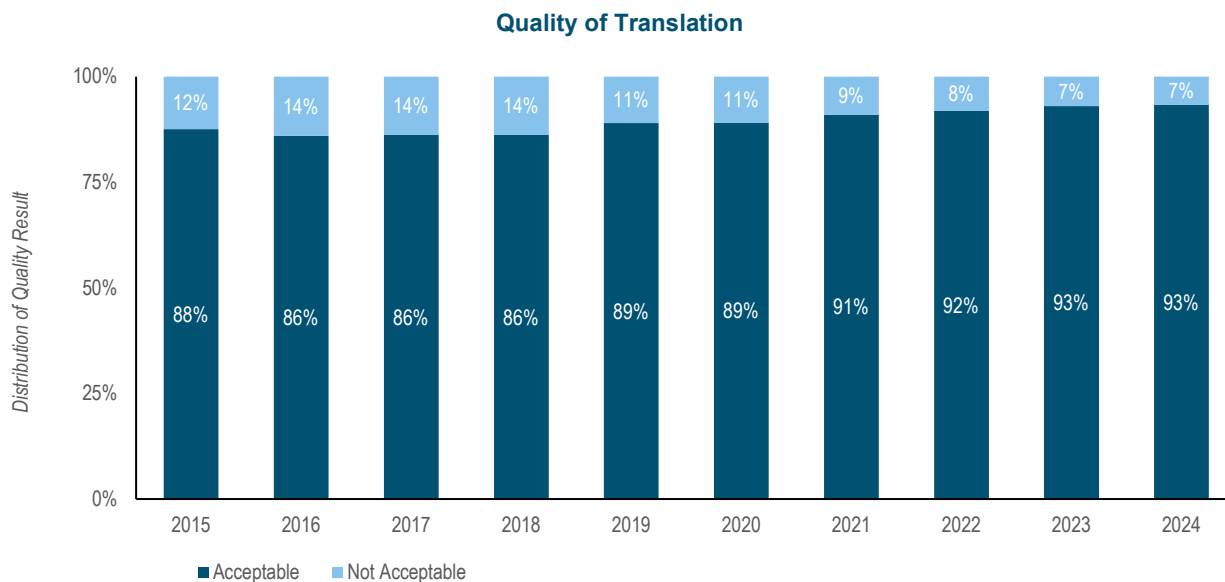


Source: WIPO Statistics Database, March 2025.

- The overall quality, as measured by the aggregate index, improved for a third consecutive year to 99.2 per cent in 2024.
- The quality of formalities examination has increased by 6.6 percentage points since 2015.

## 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 2024, 93 per cent of translations were determined to have been of acceptable quality.



Source: PCT Translation Division, March 2025.

## Quality of Software Development

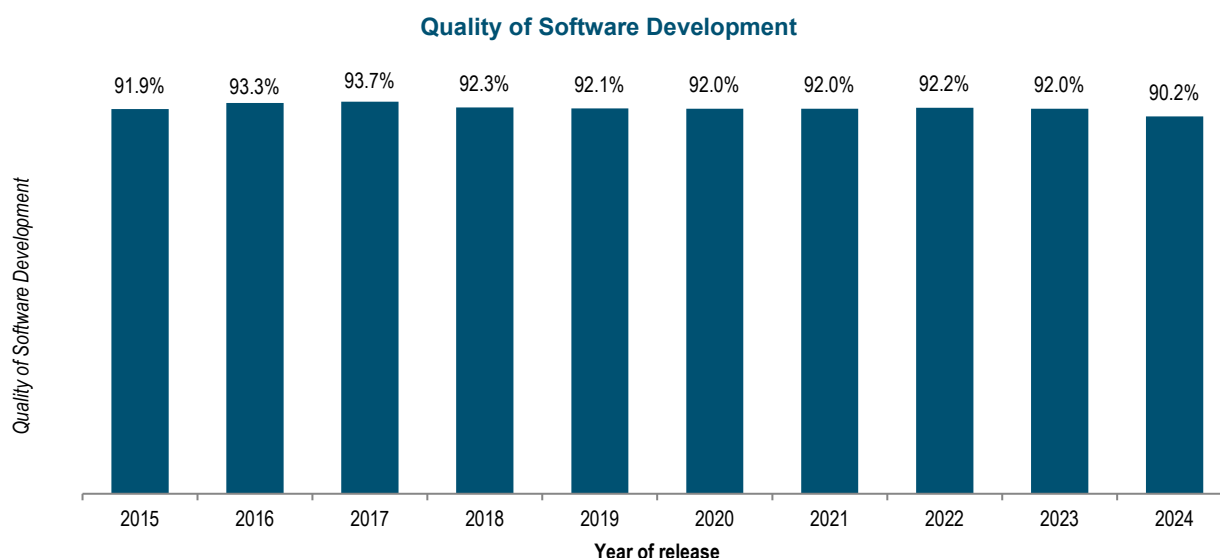
Until 2021, the quality of software development (QSD) indicator provided a measure of the quality of major software releases for eDossier and ePCT projects. From 2022 onwards, the indicator covers the development outputs for all software projects.

The QSD reflects the share of 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 they reflect the extent of value added to the product through the delivery of new features.

The QSD is defined as:

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

In 2024, the quality of software development, as defined by the QSD, was 90.2 per cent.



Source: PCT Services Department, March 2025.

## 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 2024. 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 and its ranking in terms of the number of filings among other receiving Offices are shown in the table below.

**PCT applications filed at the top 10 receiving Offices**

Receiving Offices	International Filing Year					2024	
	2020	2021	2022	2023	2024	Share (%)	vs 2023 (%)
China	72,338	73,453	74,410	73,770	74,763	27.3	1.3
United States of America	55,887	56,452	55,433	52,969	51,251	18.7	-3.2
Japan	49,313	49,040	48,719	47,372	46,830	17.1	-1.1
European Patent Office	38,872	38,322	38,761	38,631	39,159	14.3	1.4
Republic of Korea	19,675	20,525	21,916	22,164	23,677	8.6	6.8
International Bureau	13,431	13,503	13,702	14,173	14,018	5.1	-1.1
United Kingdom	3,446	3,530	3,363	3,349	3,171	1.2	-5.3
India	1,046	1,199	1,135	1,220	2,416	0.9	98.0
Türkiye	1,520	1,712	1,759	1,897	1,995	0.7	5.2
Canada	1,927	1,995	1,955	1,791	1,740	0.6	-2.8
Others	17,434	17,448	16,491	15,080	14,880	5.4	-1.3
<b>Total</b>	<b>274,889</b>	<b>277,179</b>	<b>277,644</b>	<b>272,416</b>	<b>273,900</b>	<b>100.0</b>	<b>0.5</b>

Note: Data for 2024 are WIPO estimates.

Source: WIPO Statistics Database, March 2025.

# Indicators of Madrid Operations

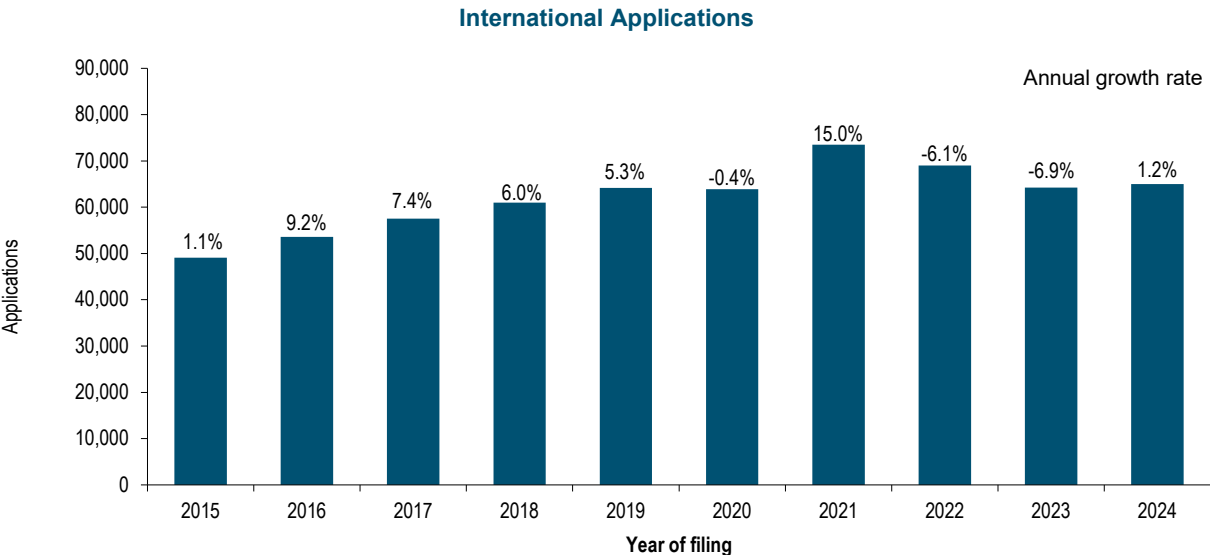
## General

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 Workload

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

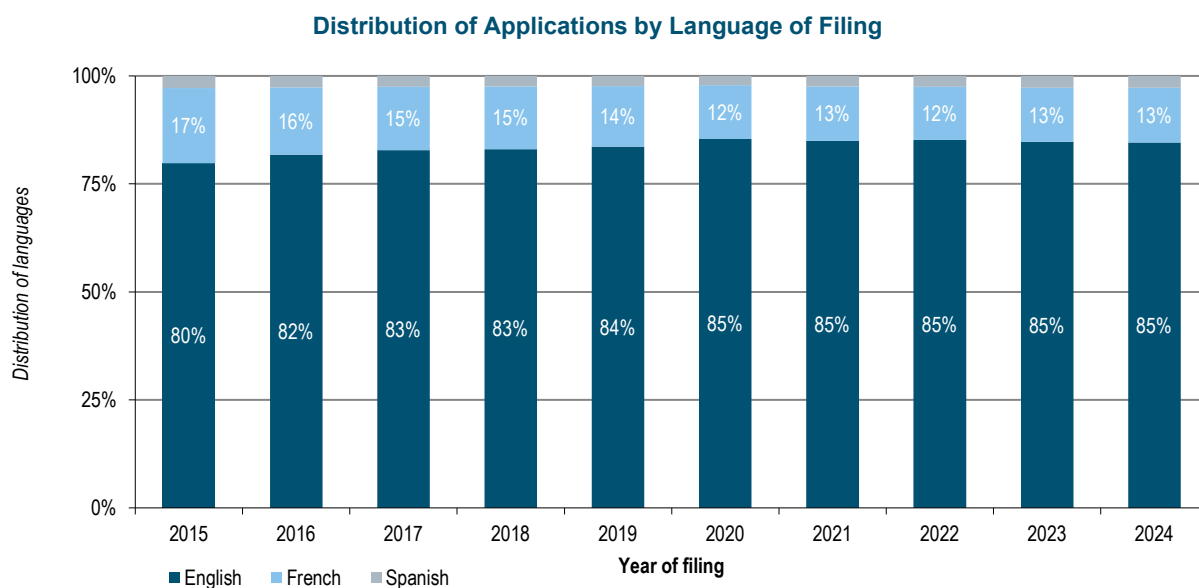


Note: Data for 2024 are WIPO estimates.

Source: WIPO IP Statistics Database, March 2025.

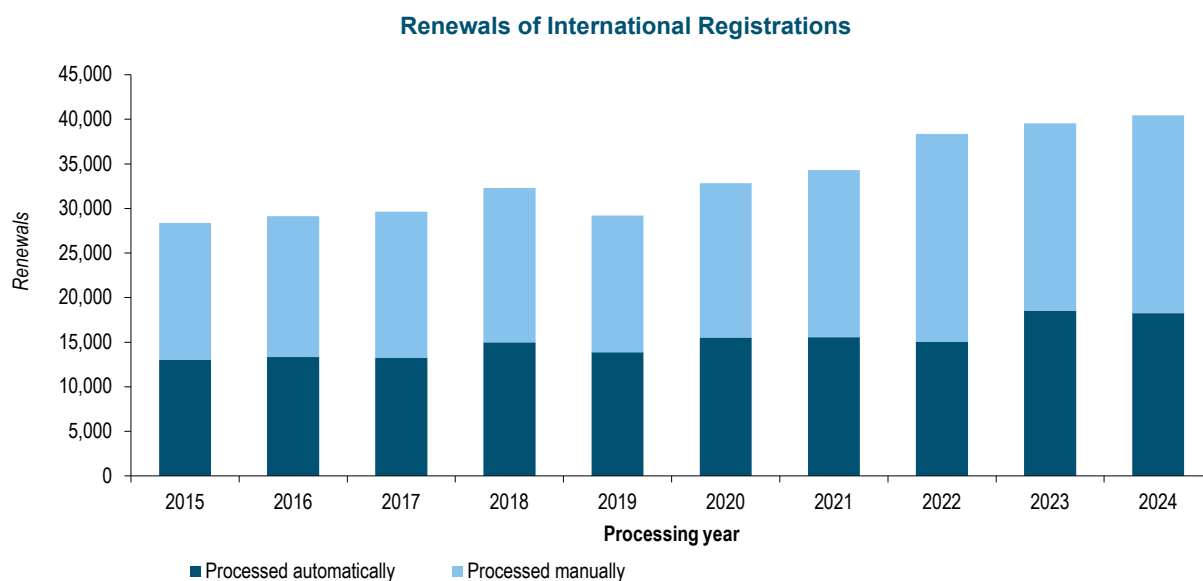
- In 2024, 65,000 applications were filed, representing an increase of 1.2 per cent compared to 2023.





Source: WIPO IP Statistics Database, March 2025.

- In 2024, 85 per cent of all applications were filed in English. This share has remained unchanged since 2020.



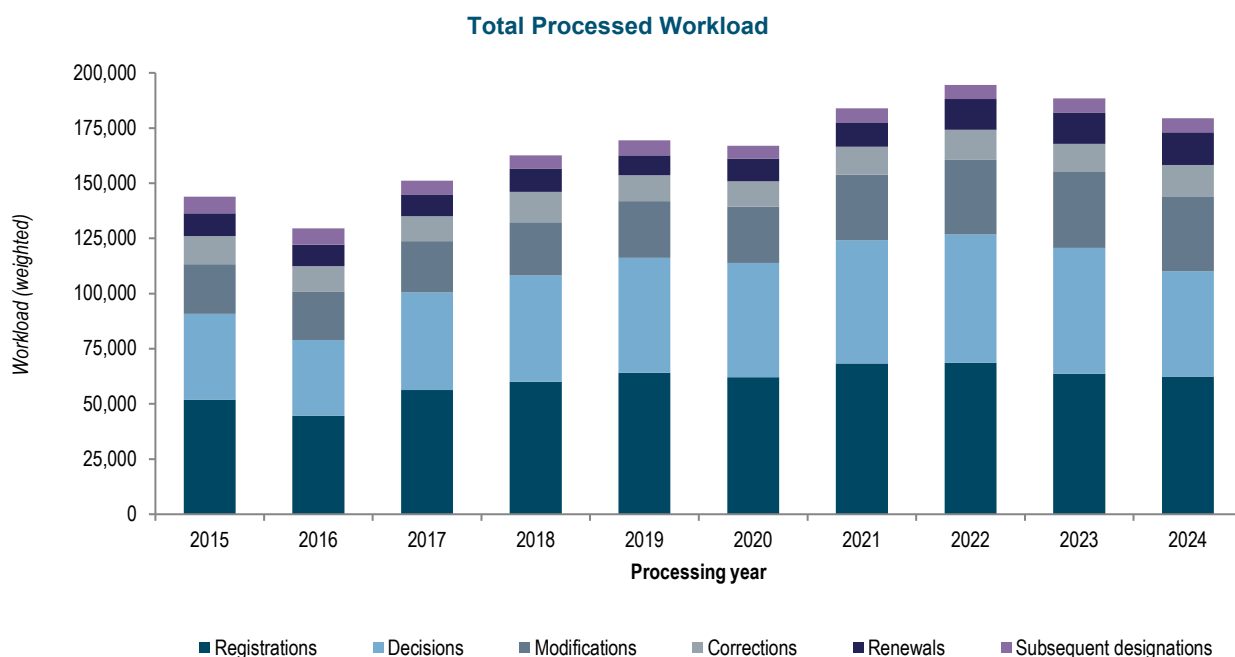
Source: WIPO IP Statistics Database, March 2025.

- In 2024, the IB inscribed 40,445 renewals, up 2.3 per cent from 2023.

## Total Processed Workload

The total processed workload (manual and automatic) 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 number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can manually process either 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, during the time it takes to process an international application, an examiner enables 20.8 documents to be processed automatically by supporting IT systems.

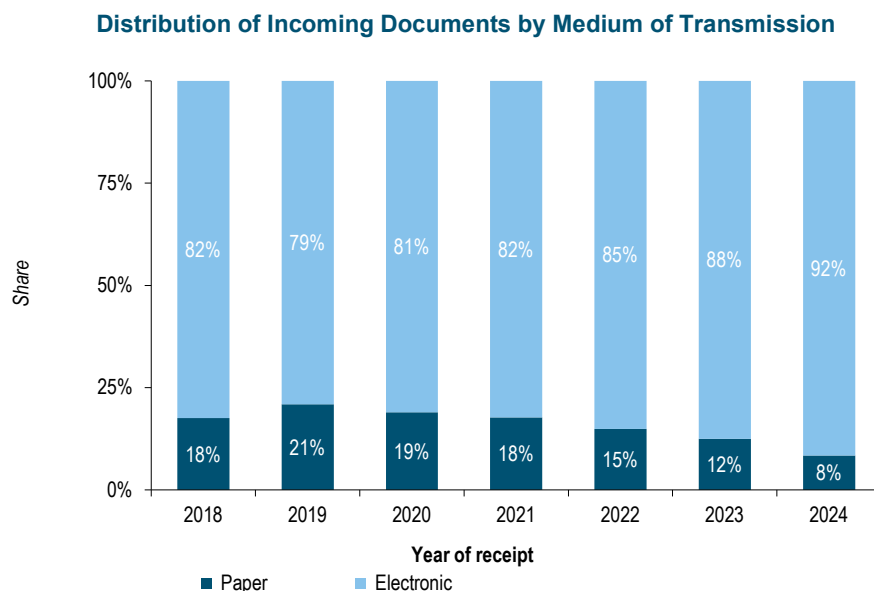


Source: Madrid Registry and WIPO IP Statistics Database, March 2025.

- In 2024, the total processed workload (weighted) decreased by 4.8 per cent compared to 2023.
- The decrease in processed workload (weighted) in 2024 is mainly due to an update of the automation ratio which reflects further efficiencies gained through automation.

## Transmission of Incoming Documents

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



Source: Madrid Registry, March 2025.

- In 2024, 92 per cent of all incoming documents were transmitted electronically to the IB, an increase of four percentage points from the previous year.

## Unit Cost of Processing

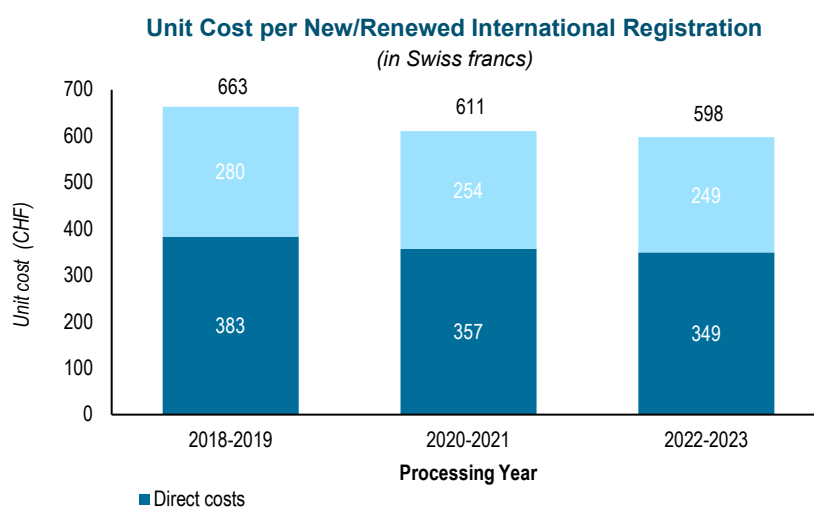
The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

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 costs is standardized across all Global IP Services. The weighted workload 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.

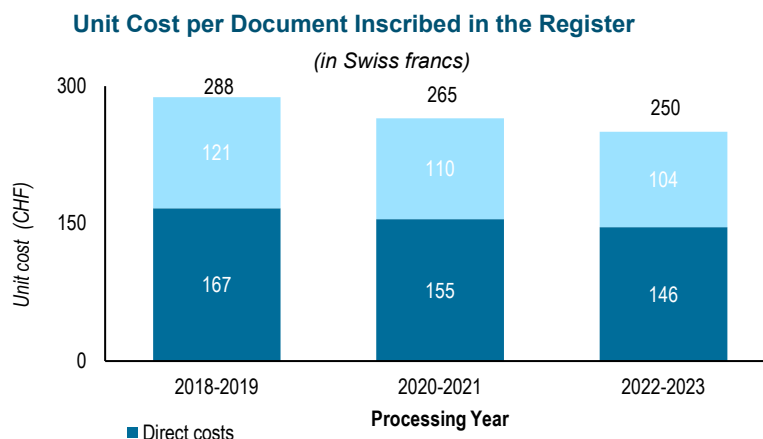


Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2025.

- The average cost of processing a new/renewed international registration was of 598 Swiss francs in 2022-2023, representing a decrease of 2.1 per cent compared to 2020-2021.

### 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).

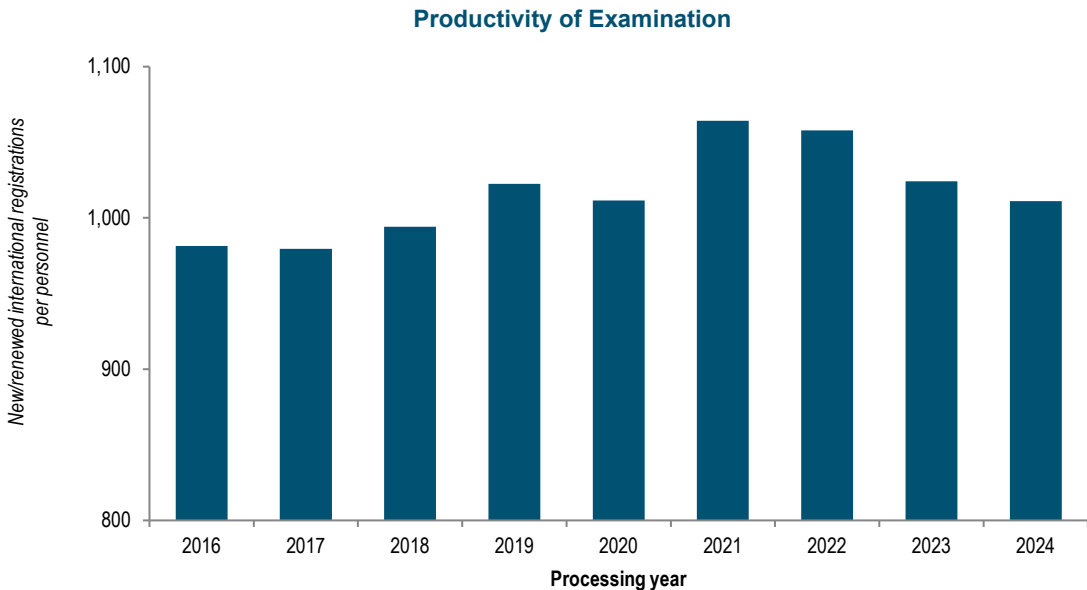


Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2025.

- The average cost of inscribing a document in the register was 250 Swiss francs in 2022-2023, representing a decrease of 5.5 per cent compared to 2020-2021.

## 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.

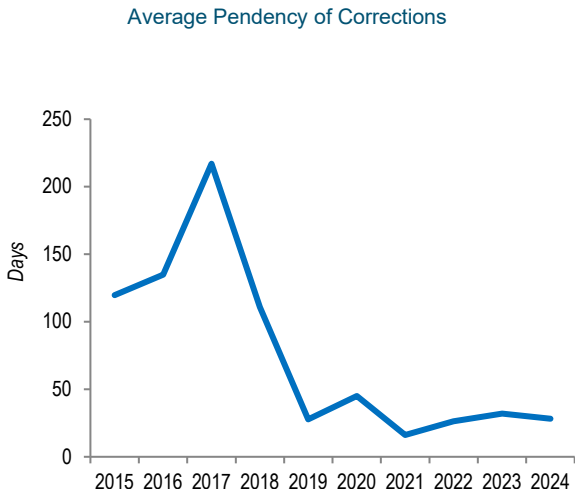
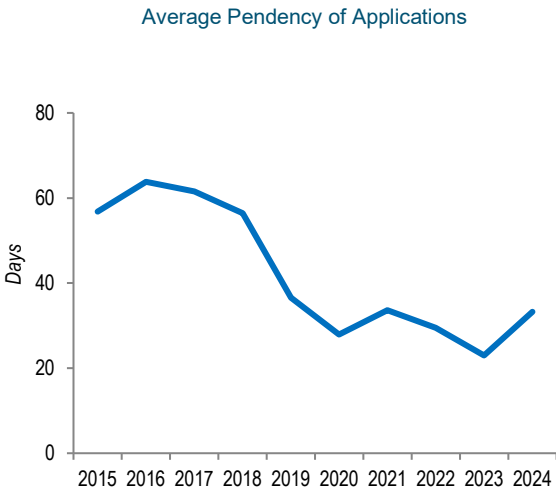


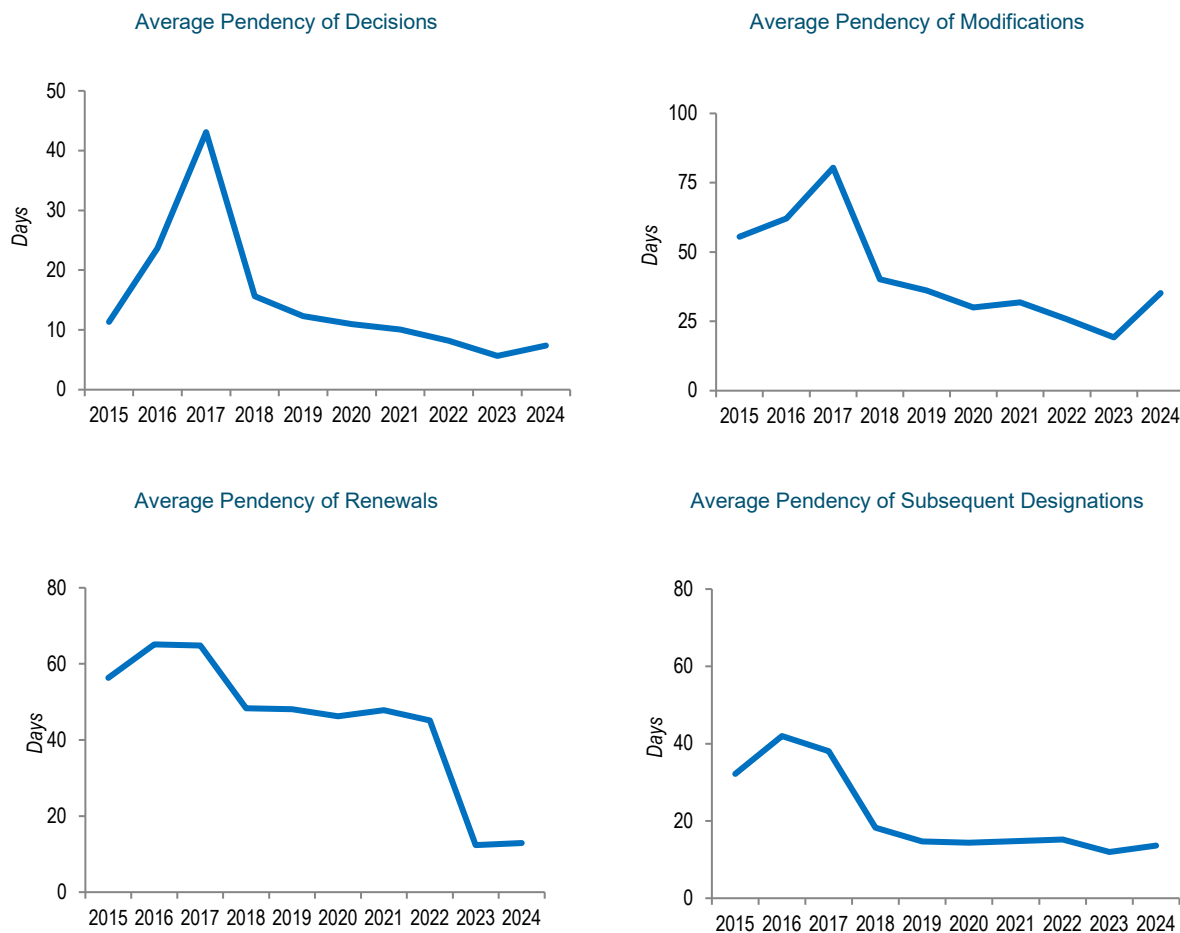
Source: ERP systems and WIPO IP Statistics Database, March 2025.

- In 2024, the productivity of examination slightly decreased by 0.6 per cent as a result of a slight decline in new/renewed international registrations while resources remained the same.
- Another contributing factor is the ongoing diversification of examiners' tasks from examination only to also include customer support, training, and provision of business inputs to classification, IT and other projects.

## 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.





Source: Madrid Registry, March 2025.

- In 2024, the average pendency time for corrections decreased by four days. Conversely, the average pendency time for applications registered and modifications increased by 10 and 16 days, respectively.

## 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<sup>19</sup>.

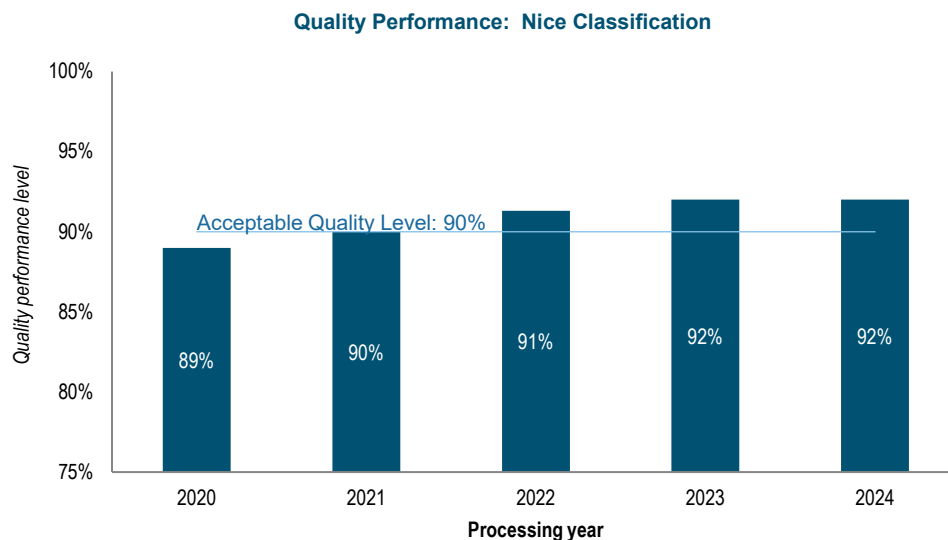
Two sources of information on the quality of the examination work produced by the IB include:

- (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 Regulations.

Quality control of Nice classifications was carried out based on a sample of new international 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 established as the criterion against which the quality of trademark examination is measured.

<sup>19</sup> The Madrid Registry QMF is available on request at [madrid.qp@wipo.int](mailto:madrid.qp@wipo.int).

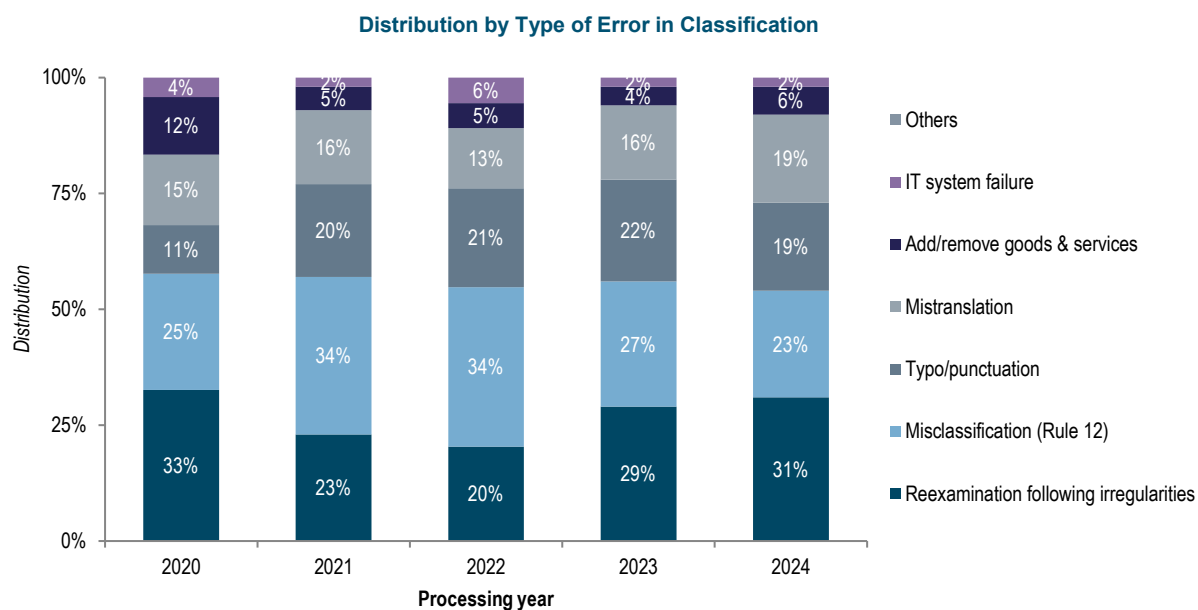


Source: Madrid Registry, March 2025.

- The overall qualitative performance for Nice classification remained at 92 per cent in 2024.

## Errors Made by the IB

The distribution of errors presented in the chart below is based on a sample of correction requests related to errors in the examination of lists of goods and services<sup>20</sup>. The sample includes transactions that were processed both manually and automatically.



Source: Madrid Registry, March 2025.

- Re-examination following irregularities, misclassification (Rule 12), typo/punctuation and mistranslation accounted for 92 per cent of total errors in 2024.

<sup>20</sup> Transactions which contain one or more errors.

# 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.

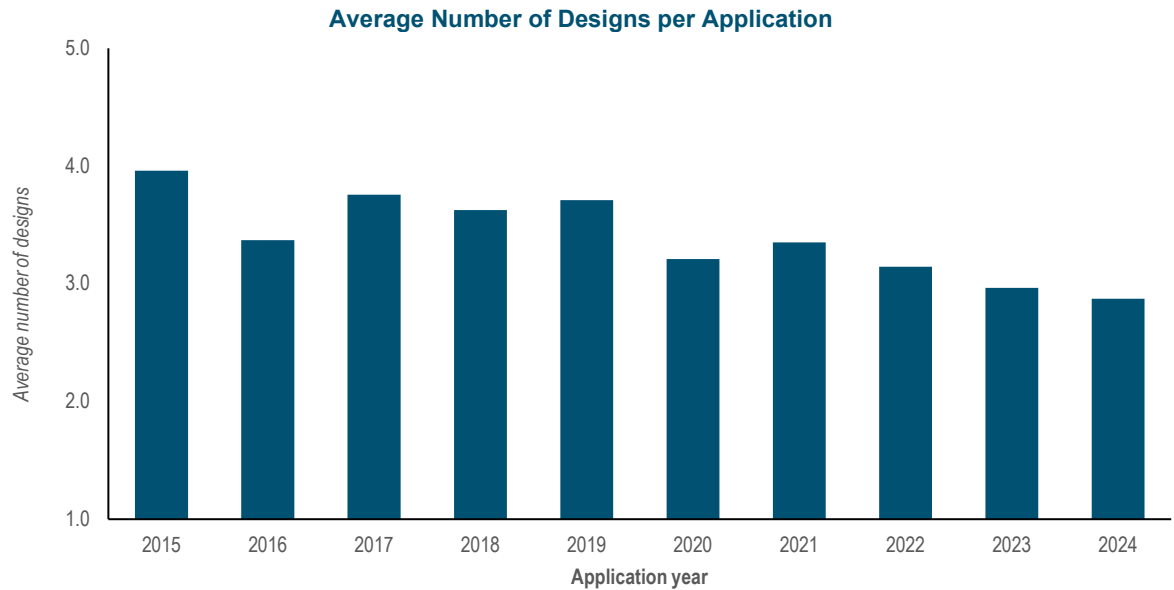
## Incoming Documents

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes, and decisions. The 10-year trends 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*.



Source: WIPO IP Statistics Database, March 2025.

- In 2024, applicants filed 9,454 international applications, up 10.3 per cent from 2023.
- In 2024, 99.8 per cent of applications were filed electronically, representing a 0.1 percentage points decrease over 2023.
- In 2024, 95.2 per cent of applications were filed directly with the IB, with the remaining 4.8 per cent filed directly with national offices, primarily those of the Republic of Korea and the United States of America.



Source: WIPO IP Statistics Database, March 2025.

- An application filed in 2024 contained, on average, 2.9 designs.
- The average number of designs per application has been declining, reaching 2.9 in 2024. This trend is primarily driven by recent accessions of countries which follow single-design systems, allowing a maximum of one design per application, and whose nationals also have a tendency to file single design applications.

**Renewals**



Source: Hague Registry, March 2025.

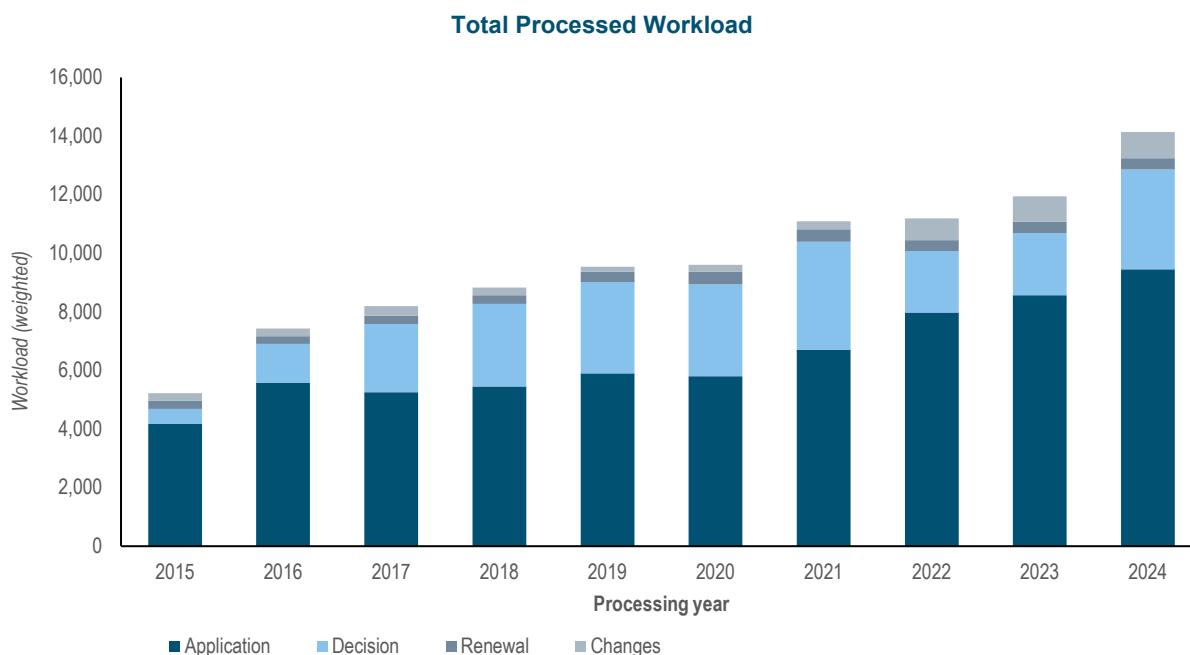
- In 2024, a total of 5,949 renewals were recorded, an increase of 6.4 per cent as compared to 2023.



## Total Processed Workload

The total workload (manual and automatic) 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 an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can manually process either 1.9 renewals, 1.7 changes, or 9.6 decisions (a 1:1.9:1.7:9.6 workload ratio). Similarly, during the time it takes to process an international application, an examiner enables 25 renewals or 13.4 decisions (a 1:25:13.4 workload ratio) to be processed automatically by supporting IT systems.



Source: Hague Registry and WIPO IP Statistics Database, March 2025.

- In 2024, the total processed workload (weighted) increased by 18.4 per cent as compared to 2023.
- The sharp increase in processed workload (weighted) in 2024 was mainly driven by a 56.7 per cent growth in decisions compared to 2023.
- The overall workload (weighted) has shown an upward trend since 2020.

## 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.

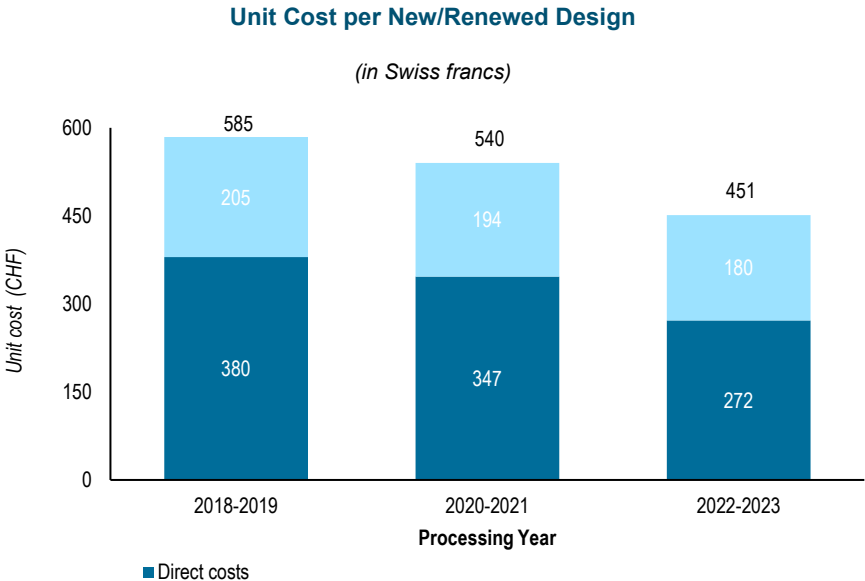
The methodology for calculating direct and indirect Hague costs is standardized across all Global IP Services.

The weighted workload is used to better approximate the actual work required to process the four categories of documents, considering 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, the 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.

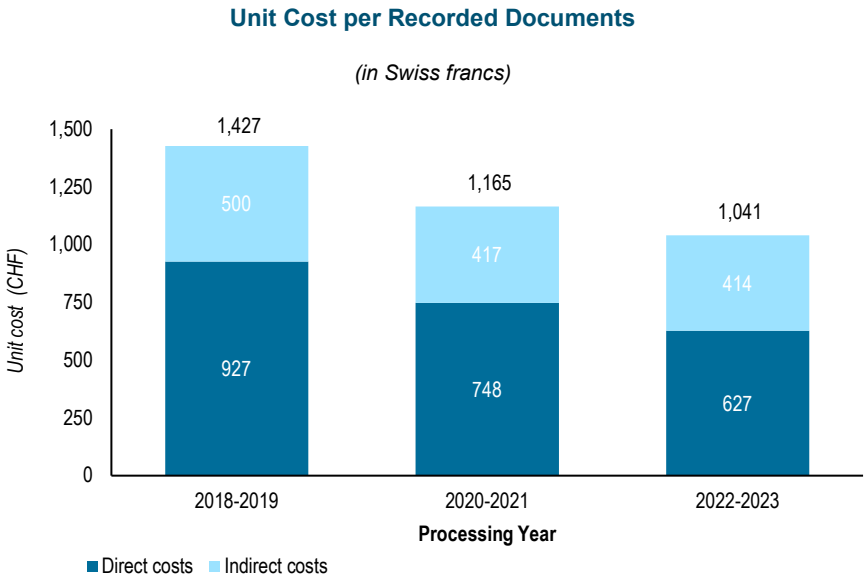


Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2025.

- The average cost of processing a new/renewed design was 451 Swiss francs in 2022/23, representing a sharp decrease of 16.4 per cent as compared to 2020/21.

Unit Cost per Document Recorded in the Register

The documents recorded in the Register correspond to the total workload.

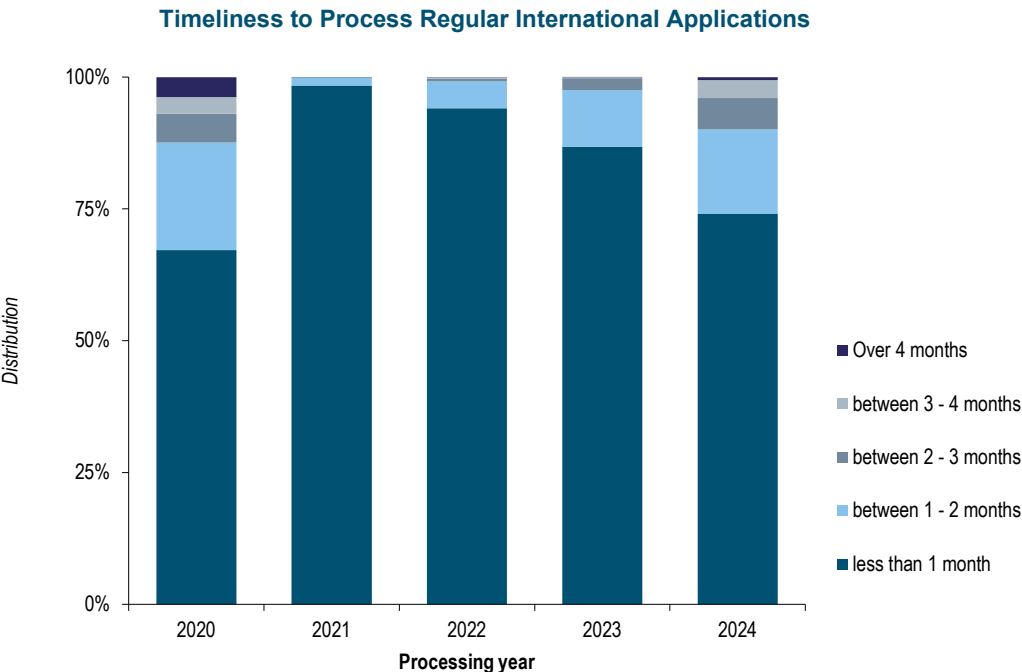


Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2025.

- The average cost of recording a document in the Register amounted to 1,041 Swiss francs in 2022/23, reflecting a sharp decrease of 10.7 per cent compared to 2020/21.

## 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 as the time elapsed between the date of receipt of an application and the date it was registered.



Source: Hague Registry, March 2025.

- The share of regular applications processed within one month decreased from 86.8 per cent in 2023 to 74.1 per cent in 2024. This was mainly due to a combination of increased filings and onboarding of new staff.
- In 2024, 57.8 per cent of total processed applications were regular, as compared to 47.7 per cent in the previous year.

## Indicators of Lisbon Operations<sup>21</sup>

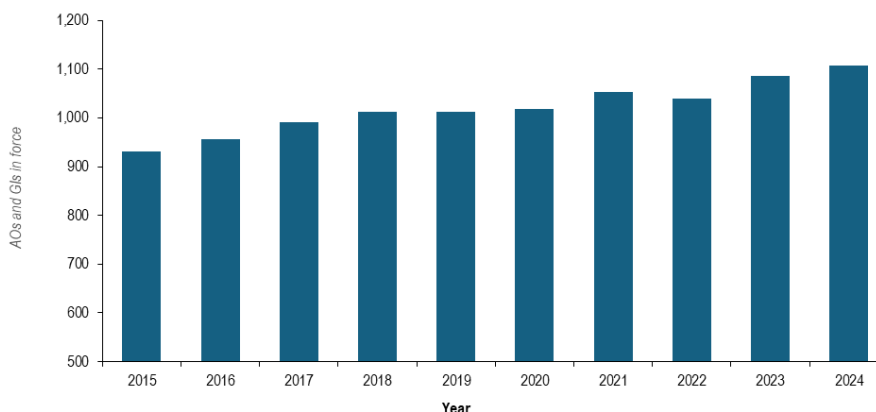
### General

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

- Applications received; and
- Processed documents.

The trend of the past ten years for appellations of origin (AOs) and geographical indications (GIs) in force under the Lisbon System is presented below. Further statistical information can be found in the chapter on geographical indications of the *World Intellectual Property Indicators*.

#### Appellations of origin and geographical indications in force under the Lisbon System



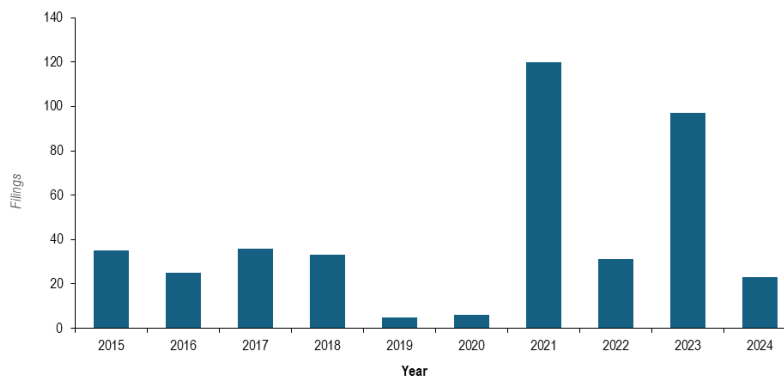
Source: Lisbon Registry, January 2025.

- In 2024, a total of 1,107 AOs and GIs were in force under the Lisbon System, up 1.9 per cent from 2023.
- Over the past decade, AOs and GIs in force under the Lisbon System grew on average by 1.9 per cent per year. During the same period, a total of 201 international registrations have been cancelled.

### Applications received

The latest trend for international applications filed at the International Bureau (IB) is presented below.

#### Applications for International Registration



Source: Lisbon Registry, January 2025.

- In 2024, a total of 23 AO and GI applications were filed under the Lisbon System.

<sup>21</sup> Unit cost and productivity measures are under development and will be reported on in the WPR.

- Over the past decade, the number of AO and GI applications filed per year has varied between five in 2019 and 120 in 2021.

## Processed documents

The IB processes nine main types of documents, namely applications for international registrations, cancellations, corrections, grants, modifications, refusals, renunciation and withdrawals of refusals. For technical reasons, data on accession documents are not included in the table below.

**Documents processed**

Documents	Year									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cancellation			1	12	5	1	85		1	96
Correction	4	3		11		5	54			4
Grant of protection	78	10	46		65	5	4	4		597
Modification					2	7	127		197	66
Refusal of protection	24	54	34		128	15	51	8		45
Registration	65	50	3	58	10	7	4	31	142	79
Renunciation						3	9	28	105	131
Withdrawal of refusal	1	8				40		2		6

Note: Due to technical reasons, accession documents are excluded.

Source: Lisbon Registry, January 2025.

- In 2024, the largest increase in processed documents, compared with 2023, were grants of protection (+597 documents), cancellations (+95) and refusals of protection (+45). In contrast, modifications (-131) and registrations (-63) decreased.
- The sharp increase in processed documents in 2024 is mainly due to the migration of Lisbon back-office operations to eLisbon and availability of dedicated staff members to deal with Lisbon Operations.

## ANNEX VII Funds in Trust Resources Potentially Available for Programming

(in thousands of Swiss francs)<sup>1</sup>

Sector	Fund-in-Trust (FIT)	Balance as of December 31, 2024	Estimated contributions 2025 <sup>2</sup>	Estimated expenditure end 2025 <sup>3</sup>	Expected balance end 2025	Estimated contributions 2026/27 <sup>2</sup>	Estimated amount available for programming in 2026/27
<b>BD</b>	China	101	243	343	-	485	485
	China HR (CNIPA)	751	601	334	1,018	1,203	2,221
	China HR (MFA)	168	185	178	176	370	546
	Sub Total	1,020	1,029	855	1,194	2,058	3,252
<b>CCI</b>	Japan (Junior Professional Officers)	171	-	-	171	-	171
	WIPO for Creators	115	-	-	115	-	115
	Sub Total	286	-	-	286	-	286
<b>RND</b>	Australia <sup>4</sup>	444	574	414	604	-	604
	France (Industrial Property)	440	300	373	366	600	966
	France (Lisbon)	83	-	28	55	-	55
	Japan (Copyright)	1,351	469	249	1,570	937	2,507
	Mexico	118	-	6	113	-	113
	Republic of Korea (Copyright)	1,103	284	266	1,121	568	1,689
	Republic of Korea (Copyright/Professional Officers)	80	234	155	159	468	627
	Republic of Korea (Industrial Property)	435	300	232	503	600	1,103
	Republic of Korea (IP Education)	585	318	388	516	637	1,152
	Saudi Arabia	4,822	-	603	4,219	-	4,219
	Uruguay	25	-	6	19	-	19
	The United Arab Emirates	46	-	-	46	-	46
	Sub Total	9,532	2,479	2,719	9,292	3,810	13,102
	Japan (Industrial Property) Global <sup>4</sup>	8,815	5,775	5,576	9,015	11,551	20,566
	Sub Total	8,815	5,775	5,576	9,015	11,551	20,566
<b>GCP</b>	Accredited indigenous and local communities	0	19	19	-	37	37
	Italy	44	-	-	44	-	44
	Republic of Korea (Building Respect for Copyright and Related Rights)	631	202	319	514	404	918
	Republic of Korea (Ministry of Justice - HR)	47	257	175	129	515	644
	Sub Total	723	478	512	688	956	1,644
<b>IE</b>	Spain (Industrial Property)	324	100	141	283	200	483
	Singapore	14	15	29	-	-	-
	Republic of Korea (Promotion of ADR Services)	140	119	139	120	237	357
	Sub Total	479	234	309	404	437	841
<b>AFM</b>	Republic of Korea (Professional Officers) <sup>5</sup>	184	547	375	356	1,094	1,451
	Sub Total	184	547	375	356	1,094	1,451
<b>TOTAL</b>		<b>21,040</b>	<b>10,542</b>	<b>10,347</b>	<b>21,235</b>	<b>19,906</b>	<b>41,142</b>

<sup>1</sup> The figures exclude interest and exchange rate adjustments.

<sup>2</sup> The estimated contributions in 2025 and 2026/27 are purely indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

<sup>3</sup> Estimated expenditure in 2025 is indicative, based on past expenditure.

<sup>4</sup> This FIT includes activities carried out under several other areas.

<sup>5</sup> Includes Professional Officers in PTS, RNDS, and IPS, managed by HRMD.

## ANNEX VIII Annual Budget Tables for IPSAS Reporting

### Annual Income 2026-2027

(in millions of Swiss francs)

Income Sources	2026 Estimated	2027 Estimated
Fees		
PCT	359.0	358.7
Madrid	83.6	84.7
Hague	8.4	8.7
Lisbon*	0.1	0.1
<i>Sub-total, Fees</i>	451.1	452.2
Contributions (unitary)	17.6	17.6
Arbitration	1.9	1.9
Publications	0.5	0.5
Miscellaneous Income	0.9	0.8
<i>Sub-total</i>	20.9	20.9
<b>TOTAL</b>	<b>472.0</b>	<b>473.1</b>
*Details of Lisbon fee income (in thousands of Swiss francs)	125.0	125.0

Note: WIPO's cash investments are aligned with the Organization's long-term investment targets and therefore not included in the 2026/27 biennium income estimates. Furthermore, investment gains/losses are not included as part of revenue in WIPO's annual financial statements.

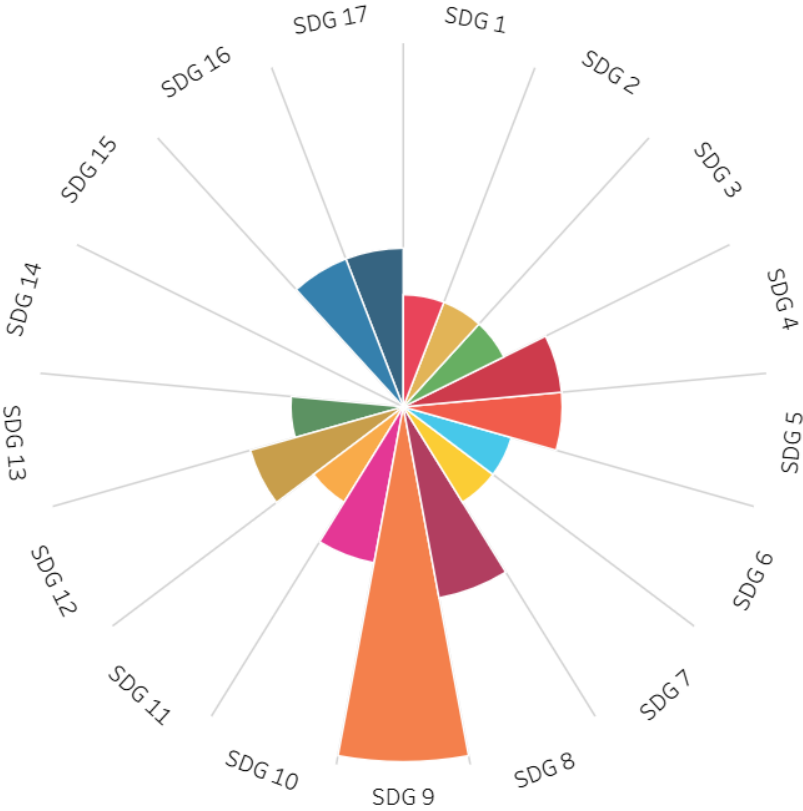
### Annual Budget 2026-2027

(in millions of Swiss francs)

Sector	2026/27 Proposed Budget		
	2026	2027	Total
Patents and Technology	113.0	114.2	227.2
Brands and Designs	39.7	40.3	80.0
Copyright and Creative Industries	13.7	13.8	27.5
Regional and National Development	42.6	42.9	85.5
Infrastructure and Platforms	27.9	28.3	56.2
Global Challenges and Partnerships	15.6	15.7	31.3
IP and Innovation Ecosystems	30.4	30.7	61.0
Administration, Finance and Management	153.3	154.7	308.0
Unallocated	4.3	4.3	8.5
<b>TOTAL</b>	<b>440.4</b>	<b>444.8</b>	<b>885.1</b>

ANNEX IX WIPO’s Contribution to the Sustainable Development Goals

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## ANNEX X Resources Associated with ER 3.1 for Promotion of Global IP Systems

(in thousands of Swiss francs)

ER 3.1 "Wider and more effective use of WIPO's global IP systems, services, knowledge and data"	2026/27 Proposed Budget	2024/25 PoW&B
Patents and Technology	4,047	3,034
Brands and Designs		
Madrid	11,386	10,517
Hague	3,049	2,649
Lisbon	1,323	1,184
Regional and National Development		
PCT	973	1,067
Madrid	1,013	1,021
Hague	955	895
Lisbon	123	57
<b>TOTAL</b>	<b>22,870</b>	<b>20,423</b>

## ANNEX XI 2026/27 Development Expenditure

### Development Expenditure by Expected Result and Sector 2026/27 (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	-	-	-	5,981	-	-	-	-	5,981
2.1 Development of balanced and effective international normative frameworks for IP	890	1,135	2,188	-	518	1,034	-	-	5,765
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	2,772	-	867	-	270	5,126	-	535	9,570
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	977	-	-	977
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	697	-	1,060	-	-	1,756
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	321	6,198	219	3,272	2,920	-	7,698	-	20,628
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	-	4,012	216	-	-	-	416	-	4,644
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	641	-	4,610	1,816	-	7,067
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,478	726	501	21,059	-	-	2,634	-	29,398
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,025	448	2,918	9,508	-	2,236	4,505	-	21,640
4.3 Increased IP knowledge and skills in all Member States	3,821	1,961	4,327	30,209	-	2,815	859	-	43,993
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	-	10,493	8,445	-	2,617	17,567	-	39,122
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	1,311	15,183	-	-	-	16,493
<b>TOTAL</b>	<b>14,308</b>	<b>14,481</b>	<b>21,729</b>	<b>81,123</b>	<b>18,890</b>	<b>20,474</b>	<b>35,495</b>	<b>535</b>	<b>207,034</b>

### Comparison of Development Expenditure by Sector 2026/27 vs. 2024/25 (in thousands of Swiss francs)

Sector	2026/27 Proposed Budget			2024/25 PoW&B			2026/27 vs 2024/25 PoW&B		
	Budget	DA Projects	Total w/DA Projects	Budget	DA Projects	Total w/DA Projects	Budget	DA Projects	Total w/DA Projects
Patents and Technology	14,308	-	14,308	11,275	-	11,275	3,034	-	3,034
Brands and Designs	14,101	380	14,481	13,445	197	13,643	655	183	838
Copyright and Creative Industries	20,894	835	21,729	20,395	1,193	21,588	499	(358)	141
Regional and National Development	79,087	2,036	81,123	75,120	980	76,100	3,968	1,056	5,023
Infrastructure and Platforms	18,840	50	18,890	18,556	-	18,556	284	50	334
Global Challenges and Partnerships	19,769	705	20,474	15,056	247	15,303	4,713	458	5,171
IP and Innovation Ecosystems	34,965	530	35,495	26,560	425	26,985	8,405	105	8,510
Administration, Finance and Management	535	-	535	-	-	-	535	-	535
<b>TOTAL</b>	<b>202,498</b>	<b>4,536</b>	<b>207,034</b>	<b>180,406</b>	<b>3,043</b>	<b>183,449</b>	<b>22,092</b>	<b>1,494</b>	<b>23,585</b>
<b>Development Expenditure as % of total budget</b>			<b>23.4%</b>			<b>21.4%</b>			<b>2.0%</b>

## IV. APPENDICES

## APPENDIX A 2026/27 Member States' Contributions

(in Swiss francs)

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units 2026/27	Contribution <sup>1</sup> 2026	Contribution <sup>1</sup> 2027	Contributions 2026/27
Afghanistan	Ster	0.03125	1,424	1,424	2,848
Albania	IX	0.25	11,395	11,395	22,790
Algeria	IX	0.25	11,395	11,395	22,790
Andorra	IX	0.25	11,395	11,395	22,790
Angola <sup>3</sup>	Ster	0.03125	1,424	1,424	2,848
Antigua and Barbuda	Sbis	0.0625	2,849	2,849	5,698
Argentina	VIbis	2	91,158	91,158	182,316
Armenia	IX	0.25	11,395	11,395	22,790
Australia	III	15	683,685	683,685	1,367,370
Austria	IVbis	7.5	341,842	341,842	683,684
Azerbaijan	IX	0.25	11,395	11,395	22,790
Bahamas	Sbis	0.0625	2,849	2,849	5,698
Bahrain	S	0.125	5,697	5,697	11,394
Bangladesh <sup>5</sup>	Ster/Sbis	0.03125/0.0625	1,424	2,849	4,273
Barbados	Sbis	0.0625	2,849	2,849	5,698
Belarus	IX	0.25	11,395	11,395	22,790
Belgium	IV	10	455,790	455,790	911,580
Belize	Sbis	0.0625	2,849	2,849	5,698
Benin	Ster	0.03125	1,424	1,424	2,848
Bhutan	Sbis	0.0625	2,849	2,849	5,698
Bolivia (Plurinational State of)	Sbis	0.0625	2,849	2,849	5,698
Bosnia and Herzegovina	Sbis	0.0625	2,849	2,849	5,698
Botswana	Sbis	0.0625	2,849	2,849	5,698
Brazil	VIbis	2	91,158	91,158	182,316
Brunei Darussalam	S	0.125	5,697	5,697	11,394
Bulgaria	VIbis	2	91,158	91,158	182,316
Burkina Faso	Ster	0.03125	1,424	1,424	2,848
Burundi	Ster	0.03125	1,424	1,424	2,848
Cabo Verde	Sbis	0.0625	2,849	2,849	5,698
Cambodia	Ster	0.03125	1,424	1,424	2,848
Cameroon	Sbis	0.0625	2,849	2,849	5,698
Canada	IV	10	455,790	455,790	911,580
Central African Republic	Ster	0.03125	1,424	1,424	2,848
Chad	Ster	0.03125	1,424	1,424	2,848
Chile	IX	0.25	11,395	11,395	22,790
China	IV	10	455,790	455,790	911,580
Colombia	IX	0.25	11,395	11,395	22,790
Comoros	Ster	0.03125	1,424	1,424	2,848
Congo	Sbis	0.0625	2,849	2,849	5,698
Cook Islands	Sbis	0.0625	2,849	2,849	5,698
Costa Rica	S	0.125	5,697	5,697	11,394
Côte d'Ivoire	S	0.125	5,697	5,697	11,394
Croatia	VIII	0.5	22,789	22,789	45,578
Cuba	S	0.125	5,697	5,697	11,394
Cyprus	S	0.125	5,697	5,697	11,394
Czech Republic	VI	3	136,737	136,737	273,474

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units 2026/27	Contribution <sup>1</sup> 2026	Contribution <sup>1</sup> 2027	Contributions 2026/27
Democratic People's Republic of Korea	Sbis	0.0625	2,849	2,849	5,698
Democratic Republic of the Congo	Ster	0.03125	1,424	1,424	2,848
Denmark	IV	10	455,790	455,790	911,580
Djibouti	Ster	0.03125	1,424	1,424	2,848
Dominica	Sbis	0.0625	2,849	2,849	5,698
Dominican Republic	S	0.125	5,697	5,697	11,394
Ecuador	S	0.125	5,697	5,697	11,394
Egypt	IX	0.25	11,395	11,395	22,790
El Salvador	Sbis	0.0625	2,849	2,849	5,698
Equatorial Guinea	Sbis	0.0625	2,849	2,849	5,698
Eritrea <sup>2</sup>	Ster	0.03125	1,424	1,424	2,848
Estonia	IX	0.25	11,395	11,395	22,790
Eswatini	Sbis	0.0625	2,849	2,849	5,698
Ethiopia <sup>2</sup>	Ster	0.03125	1,424	1,424	2,848
Fiji	Sbis	0.0625	2,849	2,849	5,698
Finland	IV	10	455,790	455,790	911,580
France	I	25	1,139,475	1,139,475	2,278,950
Gabon	Sbis	0.0625	2,849	2,849	5,698
Gambia	Ster	0.03125	1,424	1,424	2,848
Georgia	IX	0.25	11,395	11,395	22,790
Germany	I	25	1,139,475	1,139,475	2,278,950
Ghana	S	0.125	5,697	5,697	11,394
Greece	VI	3	136,737	136,737	273,474
Grenada	Sbis	0.0625	2,849	2,849	5,698
Guatemala	S	0.125	5,697	5,697	11,394
Guinea	Ster	0.03125	1,424	1,424	2,848
Guinea-Bissau	Ster	0.03125	1,424	1,424	2,848
Guyana	Sbis	0.0625	2,849	2,849	5,698
Haiti	Ster	0.03125	1,424	1,424	2,848
Holy See	IX	0.25	11,395	11,395	22,790
Honduras	Sbis	0.0625	2,849	2,849	5,698
Hungary	VI	3	136,737	136,737	273,474
Iceland	VIII	0.5	22,789	22,789	45,578
India	VIbis	2	91,158	91,158	182,316
Indonesia	VII	1	45,579	45,579	91,158
Iran (Islamic Republic of)	VII	1	45,579	45,579	91,158
Iraq	IX	0.25	11,395	11,395	22,790
Ireland	IV	10	455,790	455,790	911,580
Israel	VIbis	2	91,158	91,158	182,316
Italy	III	15	683,685	683,685	1,367,370
Jamaica	Sbis	0.0625	2,849	2,849	5,698
Japan	I	25	1,139,475	1,139,475	2,278,950
Jordan	S	0.125	5,697	5,697	11,394
Kazakhstan	IX	0.25	11,395	11,395	22,790
Kenya	S	0.125	5,697	5,697	11,394
Kiribati	Ster	0.03125	1,424	1,424	2,848
Kuwait	IX	0.25	11,395	11,395	22,790
Kyrgyzstan	IX	0.25	11,395	11,395	22,790
Lao People's Democratic Republic <sup>5</sup>	Ster/Sbis	0.03125/0.0625	1,424	2,849	4,273
Latvia	IX	0.25	11,395	11,395	22,790
Lebanon	S	0.125	5,697	5,697	11,394

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units 2026/27	Contribution <sup>1</sup> 2026	Contribution <sup>1</sup> 2027	Contributions 2026/27
Lesotho	<i>Ster</i>	0.03125	1,424	1,424	2,848
Liberia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Libya	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Liechtenstein	VIII	0.5	22,789	22,789	45,578
Lithuania	IX	0.25	11,395	11,395	22,790
Luxembourg	VII	1	45,579	45,579	91,158
Madagascar	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malawi	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malaysia	VIII	0.5	22,789	22,789	45,578
Maldives <sup>2</sup>	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mali	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malta	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Marshall Islands <sup>2</sup>	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mauritania	<i>Ster</i>	0.03125	1,424	1,424	2,848
Mauritius	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mexico	IVbis	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Monaco	VII	1	45,579	45,579	91,158
Mongolia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Montenegro	IX	0.25	11,395	11,395	22,790
Morocco	S	0.125	5,697	5,697	11,394
Mozambique	<i>Ster</i>	0.03125	1,424	1,424	2,848
Myanmar <sup>2</sup>	<i>Ster</i>	0.03125	1,424	1,424	2,848
Namibia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Nauru	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Nepal <sup>5</sup>	<i>Ster/Sbis</i>	0.03125/0.0625	1,424	2,849	4,273
Netherlands (Kingdom of the)	III	15	683,685	683,685	1,367,370
New Zealand	VI	3	136,737	136,737	273,474
Nicaragua	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Niger	<i>Ster</i>	0.03125	1,424	1,424	2,848
Nigeria	IX	0.25	11,395	11,395	22,790
Niue	<i>Ster</i>	0.03125	1,424	1,424	2,848
North Macedonia	VIII	0.5	22,789	22,789	45,578
Norway	IV	10	455,790	455,790	911,580
Oman	IX	0.25	11,395	11,395	22,790
Pakistan	IX	0.25	11,395	11,395	22,790
Panama	S	0.125	5,697	5,697	11,394
Papua New Guinea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Paraguay	S	0.125	5,697	5,697	11,394
Peru	IX	0.25	11,395	11,395	22,790
Philippines	IX	0.25	11,395	11,395	22,790
Poland	VI	3	136,737	136,737	273,474
Portugal	IVbis	7.5	341,842	341,842	683,684
Qatar	IX	0.25	11,395	11,395	22,790
Republic of Korea	IV	10	455,790	455,790	911,580
Republic of Moldova	IX	0.25	11,395	11,395	22,790
Romania	VIbis	2	91,158	91,158	182,316
Russian Federation	IV	10	455,790	455,790	911,580
Rwanda	<i>Ster</i>	0.03125	1,424	1,424	2,848
Saint Kitts and Nevis	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Saint Lucia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Saint Vincent and the Grenadines	<i>Sbis</i>	0.0625	2,849	2,849	5,698

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units 2026/27	Contribution <sup>1</sup> 2026	Contribution <sup>1</sup> 2027	Contributions 2026/27
Samoa	Sbis	0.0625	2,849	2,849	5,698
San Marino	IX	0.25	11,395	11,395	22,790
Sao Tome and Principe <sup>5</sup>	Sbis	0.0625	2,849	2,849	5,698
Saudi Arabia	VII	1	45,579	45,579	91,158
Senegal	Ster	0.03125	1,424	1,424	2,848
Serbia	VIII	0.5	22,789	22,789	45,578
Seychelles	Sbis	0.0625	2,849	2,849	5,698
Sierra Leone	Ster	0.03125	1,424	1,424	2,848
Singapore	IX	0.25	11,395	11,395	22,790
Slovakia	VI	3	136,737	136,737	273,474
Slovenia	VII	1	45,579	45,579	91,158
Solomon Islands <sup>4</sup>	Ster	0.03125	1,424	1,424	2,848
Somalia <sup>2</sup>	Ster	0.03125	1,424	1,424	2,848
South Africa	IVbis	7.5	341,842	341,842	683,684
Spain	IV	10	455,790	455,790	911,580
Sri Lanka	S	0.125	5,697	5,697	11,394
Sudan	Ster	0.03125	1,424	1,424	2,848
Suriname	Sbis	0.0625	2,849	2,849	5,698
Sweden	III	15	683,685	683,685	1,367,370
Switzerland	III	15	683,685	683,685	1,367,370
Syrian Arab Republic	Sbis	0.0625	2,849	2,849	5,698
Tajikistan	IX	0.25	11,395	11,395	22,790
Thailand	IX	0.25	11,395	11,395	22,790
Timor-Leste <sup>2</sup>	Ster	0.03125	1,424	1,424	2,848
Togo	Ster	0.03125	1,424	1,424	2,848
Tonga	Sbis	0.0625	2,849	2,849	5,698
Trinidad and Tobago	S	0.125	5,697	5,697	11,394
Tunisia	Sbis	0.0625	2,849	2,849	5,698
Türkiye	VIbis	2	91,158	91,158	182,316
Turkmenistan	IX	0.25	11,395	11,395	22,790
Tuvalu	Ster	0.03125	1,424	1,424	2,848
Uganda	Ster	0.03125	1,424	1,424	2,848
Ukraine	IX	0.25	11,395	11,395	22,790
United Arab Emirates	IX	0.25	11,395	11,395	22,790
United Kingdom	I	25	1,139,475	1,139,475	2,278,950
United Republic of Tanzania	Ster	0.03125	1,424	1,424	2,848
United States of America	I	25	1,139,475	1,139,475	2,278,950
Uruguay	S	0.125	5,697	5,697	11,394
Uzbekistan	IX	0.25	11,395	11,395	22,790
Vanuatu	Sbis	0.0625	2,849	2,849	5,698
Venezuela (Bolivarian Republic of)	IX	0.25	11,395	11,395	22,790
Viet Nam	S	0.125	5,697	5,697	11,394
Yemen	Ster	0.03125	1,424	1,424	2,848
Zambia	Ster	0.03125	1,424	1,424	2,848
Zimbabwe	Sbis	0.0625	2,849	2,849	5,698
<b>Total Contributions</b>			<b>17,616,279</b>	<b>17,620,554</b>	<b>35,236,833</b>

<sup>1</sup> The value of one unit remains unchanged for 2026 and 2027 at 45,579 Swiss francs as compared to 2024 and 2025.

<sup>2</sup> States members of WIPO which are not members of any of the Unions.

<sup>3</sup> Angola did not graduate as LDC in 2024 as its graduation was deferred to a later date A/RES/78/126.

<sup>4</sup> Solomon Islands did not graduate as LDC in 2024 as its graduation was deferred to 13 December 2027 A/RES/77/323.

<sup>5</sup> Bangladesh, Lao People's Democratic Republic and Nepal are scheduled to graduate from LDC in 2026

## APPENDIX B Definition of Sources of Income and Cost Categories

### Sources of Income

**Contributions:** contributions of Member States to the Organization under the unitary contribution system (assessed contributions) and subventions received from Member States (voluntary contributions).

**Fees:** fees for the International Bureau under the PCT, Madrid, Hague and Lisbon Systems, net of related currency adjustments.

**Arbitration:** fees for the arbitration of domain names, registration fees for the meetings of the WIPO Arbitration and Mediation Center, net of related currency adjustments.

**Investment revenue:** revenues earned from investments, including interest on capital deposits.

**Publications:** revenues from the sale of publications and from subscriptions to periodicals published by the Secretariat, in paper or electronic format.

**Miscellaneous income:** registration fees for conferences and training courses, support charges in respect of extra budgetary activities executed by WIPO and financed by UNDP and trust funds, accounting adjustments (credits) in respect of prior years and currency adjustments, rental of WIPO premises, UPOV's payments to WIPO for administrative support services and write off gains/losses.

### Cost categories

#### Personnel resources

**Posts:** remuneration received by staff members, in particular salaries, post adjustment, dependency allowances, language allowances and overtime, non-resident allowances, assignment grant and representation allowances.

**Temporary Staff:** remuneration and allowances paid to professional and general service employees on short-term contracts.

**Other Staff Costs:** provision for professional accident insurance, closed pension funds, litigation costs and Rewards and Recognition program.

#### Non-Personnel resources

##### *Internships and WIPO Fellowships*

**Internships:** remuneration and allowances paid to interns.

**WIPO Fellowships:** expenses related to a training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

##### *Travel, Training and Grants*

**Staff Missions:** travel expenses and daily subsistence allowances for all staff on official travel and staff training costs.

**Third Party Travel (including travel, training costs and other related travel grants):** travel expenses, daily subsistence allowances, training costs and other fees for third parties, including the travel costs of Government officials, participants and lecturers attending WIPO sponsored meetings, seminars and training workshops.

##### *Contractual Services*

**Conferences:** remuneration, travel expenses and daily subsistence allowances for interpreters; renting of conference facilities, and interpretation equipment; refreshments and receptions; and the cost of any other service directly linked to the organization of a conference.

**Publishing:** outsourced printing, i.e. printing of brochures, treaties, collections of texts, manuals, guides and materials; outsourcing of the production of videos, and other forms of electronic publishing.

**Individual Contractual Services:** remuneration paid in respect of individual contractual services.

**Other Contractual Services:** all other contractual services with both commercial and non-commercial service providers including IT infrastructure hosting (on premise and cloud) and software as a service (SaaS).

### *Finance Costs*

**Finance costs:** interest on loans; bank charges.

### *Operating Expenses*

**Premises and Maintenance:** acquiring, renting, improving, and maintaining office space, utilities, renting or maintaining equipment and software licenses.

**Communication:** communication expenses such as telephone, internet, mail, and postage.

**Representation and Other Operating Expenses:** official hospitality, WIPO contribution to Staff Association and other operating expenses.

**UN Joint Services:** medical assistance, contributions to joint administrative activities within the United Nations system, United Nations cost shared activities, Administrative Tribunal.

### *Equipment and Supplies*

**Furniture and Equipment:** purchase of office furniture, office machines, computer equipment (desktop, laptops, printers, servers, etc.), conference servicing equipment, reproduction equipment and transportation equipment.

**Supplies and Materials:** stationery and office supplies; library books and subscriptions to reviews and periodicals; uniforms; and purchase of software.



## APPENDIX C Flexibility Formulas

### General

The flexibility formulas are the mechanisms which enable the level of financial resources for the Organization as a whole to be adjusted, as compared to the approved biennial Program of Work and Budget, to reflect unforeseen variations in the total volume of registration activities. The resulting resources are allocated to the international registration systems and to the WIPO Programs providing administrative support to these operations. The flexibility formulas for the PCT, Madrid and Hague systems were revised and approved by their respective Assemblies, which convened from September 24 to October 3, 2007.

### PCT System

The revised flexibility formula for the PCT system is described in document PCT/A/36/5, and it was approved by the PCT Assembly as indicated in document PCT/A/36/13. As noted in these documents, the flexibility formula for PCT was revised to reflect a budget variation of 341,870 Swiss francs per 1,000 unbudgeted PCT international applications. The revised formula no longer linked the variations in the number of applications to variations in the number of staff posts as it was done before. Rather, the formula proposed to vary the total resources allocated to programs involved, allowing to use both personnel resources (such as posts, short-term staff, etc.) and non-personnel resources (such as outsourcing contracts). The adjustments are allocated to the administration of the PCT system and support services at an 87.5:12.5 ratio.

### Madrid System

The revised flexibility formula for the Madrid system is described in document MM/A/38/5, and it was approved by the Madrid Assembly as reflected in document MM/A/38/6. The new formula allows for adjustments in the Madrid Union budget by 197,060 Swiss francs for each variation of 500 registrations and/or renewals recorded as compared to the approved initial estimates. The formula no longer links the adjustments to staff posts only, but rather allows for adjustments in overall financial resources allocated to the programs directly involved in the processing of the resulting workload. These resources may be of personnel (posts, short-term staff, etc.) and non-personnel nature (e.g., outsourcing contracts). The adjustments are allocated to the administration of the International Trademark Registry and support services at an 87.5:12.5 ratio.

### Hague System

The revised flexibility formula for the Hague system is described in document H/A/24/3, and it was approved by the Hague Assembly as reflected in document H/A/24/4. The new formula provides for adjustments of the Hague Union budget by an amount of 99,024 Swiss francs for each variation of 300 registrations and/or renewals recorded in the Hague Union Registry as compared to the approved initial estimates. The resources may be of personnel and non-personnel nature, and they are allocated to the administration of the Hague Union Registry and support services at an 87.5:12.5 ratio.