

Program and Budget Committee

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

LIST OF DECISIONS

prepared by the Secretariat

AGENDA ITEM 1: OPENING OF THE SESSION

AGENDA ITEM 2: ADOPTION OF THE AGENDA

document WO/PBC/38/1.

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

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

document WO/PBC/38/2.

The Program and Budget Committee (PBC):

- (i) took note of the present report (document WO/PBC/38/2);*
- (ii) welcomed and endorsed the Secretariat's assessment of the status of the implementation of recommendations under:*
 - JIU/REP/2024/3 (Recommendations 1, 2 and 3);*
 - JIU/REP/2024/2 (Recommendations 2, 3, 5 and 6);*
 - JIU/REP/2023/9 (Recommendations 2 and 5);*
 - JIU/REP/2023/8 (Recommendations 2 and 7);*

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

AGENDA ITEM 4: WIPO PERFORMANCE REPORT 2024

document WO/PBC/38/3 Rev.

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

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

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

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

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

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

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

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

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

document WO/PBC/38/5.

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

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

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

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

AGENDA ITEM 8: CLOSING OF THE SESSION

[Annex follows]

Expected Results and Performance Indicators

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

<p>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data Medium risk appetite</p>	<p>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.</p>	<p>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.</p>	<p>Medium – in line with risk appetite</p>
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Expected Results and Performance Indicators

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

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

Engagement and Coordination

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

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

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

Internal Justice, Governance and Oversight

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

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

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

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

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

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

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

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

PCT

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

2. Applicants' behavior influences PCT income as follows:

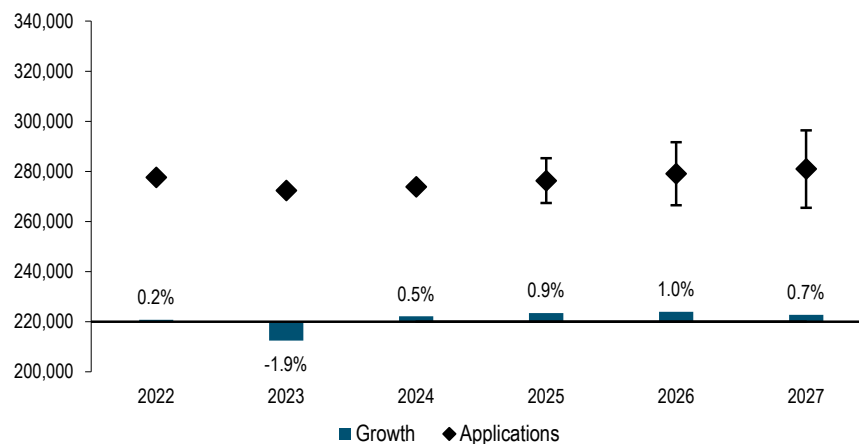
- (i) **Page Fee:** the International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.
- (ii) **International Preliminary Examination:** applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling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

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

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



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