

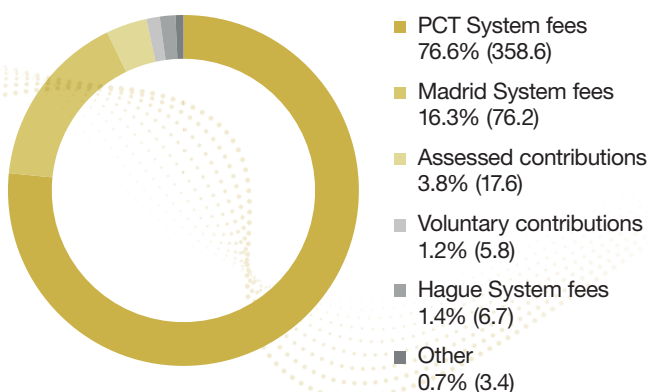
Empowering Our People and Managing Our Resources



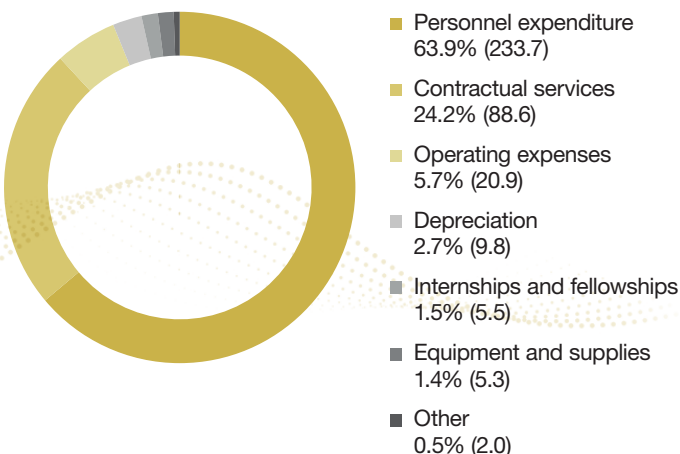
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Faced with the unanticipated and unprecedented situation of the current global health crisis, the past year has been challenging for the Organization and its staff as a whole. Throughout this period, WIPO has led its staff through crisis management, remote working, risk handling, redeployment of the workforce, safety and wellbeing – putting the “human” back into human resources (HR). While the impact on our way of working was dramatic, the measurable impact on financial performance was more limited and the financial situation of the Organization continues to be sound and stable.

Composition of 2020 revenue



Composition of 2020 expenses



Note: Figures are expressed in millions of Swiss francs.
Source: WIPO, 2021.

Sound and prudent financial and performance management

As the guardian of WIPO's operating platform, the overall objective of administrative support services is to ensure the provision of the foundation for the delivery of results² across the Organization in a highly digitized and secure manner.

The favorable position at the end of 2020 results from the continued demand for the fee-paying services of the Organization, which account for 94 percent of total revenue, as well as from the prudent approach taken towards budgeting and financial management. Because the Organization derives its revenue from market-based services, it is directly exposed to the health of the world economy. As uncertainties continue to cloud the global economic outlook, the continuation of our current cautious and prudent approach is justified.

The financial result for the year 2020 was a surplus of CHF 135.9 million. Revenue was CHF 468.3 million, an increase of CHF 11.2 million or 2.5 percent compared to 2019. Expenditure was CHF 365.8 million, a decrease of CHF 35.6 million compared to 2019. Investment gains of CHF 33.4 million were recognized.

The generation of robust surpluses is important for the financial health of the Organization. After the closure of an accounting period, any recorded surplus passes into the reserves of the Organization. The surpluses of recent years, in the form of reserves, have been used for several purposes. First, they have been used for capital projects approved by the Member States in accordance with the Capital Master Plan. These capital projects mainly cover investment in IT systems to ensure the continued competitiveness of the Global IP Systems and the enhanced delivery of the services of the Organization in general; the maintenance of the buildings and the campus; and safety and security. Second, the surpluses have contributed to increasing the level of liquidity in the reserves or net assets of the Organization, which would need to be relied upon in the event of a strong downturn in the global economy. Third, the surpluses have enabled the Organization to fund long-term liabilities such as after-service health insurance.

The Organization's net assets increased from CHF 364.2 million in 2019 to CHF 387.1 million by December 31, 2020. The net assets have nearly doubled since 2010.

Over the past year, despite the complexities and economic uncertainties, the administrative support services successfully underpinned the implementation of the Organization's program of work. CHF 2.3 million were devoted to digitalization, facilitating a smooth transition to working from home so that staff were at 90 percent productivity within three weeks of the lockdown. There was a reduction in travel costs of more than CHF 12 million compared to 2019 while savings of CHF 4.9 million were made from procurement negotiations and efficiencies, with 69 percent of procurement expenditure on long-term agreements and 18 percent on UN cooperation. Investments of CHF 117 million were made in 2020. Core and strategic cash investments recorded positive returns and operating cash assets were safeguarded from negative interest charges. Furthermore, active cash planning enabled the Organization to invest an additional CHF 117 million in 2020.



² Data quoted in this section refer to 2020, unless specified otherwise.



Modernizing the operating environment

To support the shift to an operating environment and services that are modern, digitally enabled, secure and sustainable, WIPO has introduced a new strategic framework and has begun restructuring internally.

Reform of WIPO's strategic framework and internal structure

In the context of refocusing Organizational priorities and further strengthening the results-based management approach, a simpler and streamlined strategic framework was established. Developed in a coordinated manner with a revamped budgeting process for the 2022/23 biennium, the key principles of the framework included:

- The definition of the four Strategic Pillars underpinning the Organization's Vision and Mission, dynamically interconnected and supported by the Foundation (represented in the Strategy House);
- Replacing the 31 Programs with a simpler view of eight sectors to enhance transparency and accountability;
- Cascading the Strategic Pillars and the Foundation into 16 Expected Results (compared with 38 in 2020/21);
- Streamlining of measurements of success into 76 KPIs (versus 240 in 2020/21); and
- Enhancing the Organization's approach to risks with a refined definition of 23 Organization and Sector Risks (in comparison to 53 Program-level Risks in 2020/21).

The first changes to the internal structure and appointment of the eight Sector Leads came into play from March 1, 2021, while the Medium-Term Strategic Plan 2022–2026 was noted by the Program and Budget Committee at its 32nd Session in July 2021.

Digital transformation

Embracing opportunities emerging from the “new normal” have been instrumental in accelerating WIPO's digital transformation. Steps along the digital journey are contributing to a more efficient and effective work environment for the Secretariat.

We have delivered customer-centric tools and platforms, servicing both internal and external customers, which include the initiation of the second-generation Enterprise Performance Management (EPM) (cloud-based) project, fortifying a robust and secure ecosystem of enterprise applications underpinning WIPO's operations.

Existing processes have been streamlined through the automation of invoicing, three-way matching, a new cloud-based treasury management system, and the deployment of an esourcing tool, contributing to reduce transactional workload and shift staff focus to more value-adding activities.

Transitioning to zero paper usage across the Organization, we began the move to enotifications for Global IP Services, resulting in reduced needs for printing and reduced mailing costs. PCT and Madrid postage reduced by 73 percent and 55 percent respectively in the 2022/23 Program and Budget in comparison to 2020/21.

The deployment of Enterprise Content Management (ECM) projects supported knowledge and record management processes and more inclusive and transparent information sharing, enabling cross-sector collaboration. New digital correspondence

processes were implemented to replace physical files and speed up the internal memorandum approval process and management of official correspondence, using electronic signatures for select external documents. Migration of email to the cloud and the introduction of Office 365 were successfully implemented.

Language and conference services

WIPO's language services continued to underpin its commitment to support its multilingual and diverse Member States and staff. A revised Language Policy was developed and proposed to Member States, centered on an impact-based strategic approach to leverage opportunities from modern translation technologies.

In line with its strategy of quality at source to ensure effective language services and linguistic quality, improvements to the translation management workflow enhanced collaboration and agility of translation services, resulting in the translation of 15.59 million words.

WIPO's conference services pivoted entirely from physical to virtual/hybrid conferencing models, successfully implementing all the necessary tools, procedures, logistics, security and other supporting services. This enabled an intensive calendar of meetings to resume smoothly from the second half of 2020, including successful Program and Budget Committee (PBC) and Assemblies meetings in hybrid format, with participants reporting 92 percent satisfaction. High priority was given to supporting over 6,000 delegates through the change to facilitate their active remote participation from every geographical region, including through more than 1,300 interpreter-days.

Safety and security

WIPO continued to support the safe and secure delivery of its mandate during the pandemic, both in terms of physical security and cybersecurity, with no major incidents.

A next-generation Information Security Strategy was developed. The strategy builds on existing capabilities and proactively addresses cybersecurity risks, allowing for the early detection and response to cyber incidents, to better prepare the Organization to recover from crises quickly, and reducing impact to business operations.

Adapting to the pandemic and a new corporate culture

WIPO staff responded with agility and resilience to a period of unprecedented change as we moved to remote work, fast-tracking progress towards the new administration's objective of a dynamic corporate culture where staff are empowered to work effectively, collaboratively and innovatively.

HR management

From the outset of the pandemic, WIPO adapted and streamlined many of its work processes to ensure continued delivery of services to employees and Member States. With respect to our workforce, we temporarily implemented measures and derogations to a number of policies and procedures to facilitate management in crisis mode. An array of new HR digital tools, processes and procedures were made available to staff, including leave and flexible working arrangements dashboards and a variety of remote learning options. Training offers had to be progressively adapted to the exclusively virtual environment, taking into account shorter attention spans through focused content and shorter sessions.



In response to the impact of the pandemic on the psychosocial aspects and mental health of employees, and especially during the times of mandatory teleworking and social isolation, the Medical Unit followed up on health matters and the Staff Counselor provided psychosocial support services to individuals. Training was also offered to staff at large, through dedicated intranet pages and thematic materials on psychosocial wellbeing.

We remain committed to recruiting diverse and qualified staff of the highest standards of competence, efficiency and integrity, supported by enhanced recruitment outreach programs and initiatives in partnership with Member States.

Changing culture

The global health crisis has highlighted the need for adaptability and resilience in WIPO's workforce, and the importance of people in the new normal. For the new administration, this change in WIPO culture is a key priority. As part of the preparatory work to be undertaken by the Organization as we make a fundamental shift in culture, an engagement survey will be conducted during the last quarter of 2021 and will be carried out every two years. The Human Resources Management Department (HRMD) will focus on a new training framework, which will include links to career development and internal mobility. Additionally, we will introduce diversity and inclusion initiatives to create an environment that promotes trust and engagement.



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