

Program of Work and Budget for 2022/23



World Intellectual Property Organization

Program of Work and Budget
for 2022/23

CONTENTS

Contents	2
FOREWORD BY THE DIRECTOR GENERAL	3
I. FINANCIAL AND RESULTS - OVERVIEW	4
II. FINANCIAL AND RESULTS - By Sector	25
Patents and Technology	25
Brands and Designs	29
Copyright and Creative Industries	34
Regional and National Development.....	39
Infrastructure and Platforms.....	45
Global Challenges and Partnerships	51
IP and Innovation Ecosystems	57
Administration, Finance and Management.....	63
III. ANNEXES	71
ANNEX I 2020/21 Budget after Transfers	71
ANNEX II 2022/23 Proposed Resources by Sector	72
ANNEX III Posts by Sector	73
ANNEX IV 2022/23 Allocation of Income and Expenditure by Union	74
ANNEX V Evolution and Demand for Services under the PCT, Madrid and the Hague Systems in the Medium Term	78
ANNEX VI Indicators for the Global IP Systems	86
ANNEX VII Funds in Trust Resources Potentially Available for Programming ¹	103
ANNEX VIII Annual Budget Tables for IPSAS Reporting	104
ANNEX IX WIPO's Contribution to the Sustainable Development Goals	105
ANNEX X Breakdown of Resources Associated with ER 3.1 for Promotion of Global IP Systems.....	106
ANNEX XI 2022/23 Development Expenditure	107
IV. APPENDICES	109
APPENDIX A Member States' Contributions.....	109
APPENDIX B Definition of Sources of Income and Cost Categories.....	113
APPENDIX C Flexibility Formulas	115

FOREWORD BY THE DIRECTOR GENERAL

It is a great pleasure and honor to present WIPO's proposed Program of Work and Budget for the 2022/23 biennium, the first under the new WIPO Administration. In parallel, we have also published, for the information of Member States, our next Medium Term Strategic Plan (MTSP) from 2022 to 2026. The MTSP articulates our Vision, Mission, Strategic Pillars, Foundation and Expected Results, and draws on the extensive inputs given by Member States on our future work, as well as many internal ideas and suggestions.

The Program of Work and Budget uses the frame established by the MTSP to propose specific and concrete actions and initiatives for the approval of Member States. It continues to emphasize results-based management, with an increased focus on impact, supported by greater transparency and clearer accountability for results. Development remains an important focus across the Organization, with clear linkages between our work and the UN Sustainable Development Goals (SDGs).

Given the continued economic uncertainty and the on-going COVID-19 pandemic, our revenue growth forecasts are moderate and proposed expenditure growth is modest. Broadly speaking, income and expenditure are estimated to increase by 8 percent and by 3 percent respectively. We will maintain personnel expenditures at current levels, by being more effective and agile in our use of personnel resources, approaching workforce expansion judiciously, increasing the use of technology and transforming our workplace culture. As for non-personnel costs, we will continue to invest in the digital transformation of WIPO and to adequately resource improvements in our services and infrastructure.

While we are projecting a surplus for the 2022/23 biennium, it is important to recall that WIPO is primarily a fee-financed Organization and is therefore exposed to the volatility and uncertainties surrounding global economic growth. These surpluses will ensure that we can continue investing in our people, as well as our digital and physical infrastructure, so as to serve our users and Member States well.

For the coming biennium, we intend to provide even greater excellence in the areas of our traditional strength, for example, our Global IP Protection Services and Secretariat support to WIPO's Committees and Working Groups. We will adopt an impact-driven approach for development, and broaden our training courses to include the building of skills. Development expenditure will be at 18.9 percent of the total expenditure, reflecting a slight increase over the previous biennium.

We will engage much more widely to connect everyone, everywhere with IP. We will step up our work on IP commercialization and support innovators, creators, enterprises, research institutes and communities to use IP to take their ideas to the world. SMEs and Youth will be new areas of focus. We will identify key partners and work with stakeholders to address global challenges. Our engagement with and support to Member States to combat the COVID-19 pandemic will be a critical part of this work. Ultimately, we will help all Member States use IP as a tool for job creation, investment, enterprise growth, economic development and social vibrancy.

The exciting work ahead has been the result of the engagement, interest and inputs from Member States, for which I am deeply grateful. I would also like to thank the Sector Leads, as well as the many other WIPO colleagues who have contributed their ideas and suggestions. Together with the active support of Member States and the energy, commitment and expertise of WIPO Staff, let us build a world where innovation and creativity from anywhere is supported by IP for the good of everyone.

Daren Tang
Director General

I. FINANCIAL AND RESULTS - OVERVIEW

1. This Program of Work and Budget provides the planning for the biennium 2022/23 guided by inputs from Member States, the Medium Term Strategic Plan 2022-2026 (MTSP)¹, and the United Nations 2030 Agenda for Sustainable Development. Table 1 below provides an overview of the key financial planning parameters for 2022/23.
2. Income in the biennium 2022/23 is estimated at 951.8 million Swiss francs, reflecting a 7.8 per cent increase compared to the 2020/21 Program and Budget.
3. The proposed expenditure budget for the biennium amounts to 793.8 million Swiss francs, reflecting a 3.3 per cent increase compared to the 2020/21 Program and Budget. After estimated IPSAS adjustments on expenditure, a surplus of approximately 99.7 million Swiss francs is predicted at the end of the biennium.

Table 1: Budget for 2022/23 and Key Planning Parameters
(in millions of Swiss francs)

Key Parameters for 2022/23	Amounts
Income Estimates for 2022/23²	951.8
Expenditure 2022/23	
<i>Personnel expenditure</i>	476.5
<i>Non-personnel expenditure</i>	317.3
Total expenditure before IPSAS adjustments	793.8
Estimated IPSAS adjustments to expenditure ³	58.3
Total expenditure after IPSAS adjustments	852.1
Operating Result	99.7

Income

4. Overall income in 2022/23 is projected to reach 951.8 million Swiss francs, representing an increase of 7.8 per cent compared to the 2020/21 Program and Budget and an increase of 2.9 per cent compared to the 2020/21 Updated Estimates.

¹ PBC/32/3

² Fee income is estimated on an accrual basis. Estimated income related to Member States' contributions, the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is estimated on a cash basis with the relevant IPSAS adjustments applied.

³ 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, 2020), depreciation, land surface rights and software amortization, finance lease, and capitalization.

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

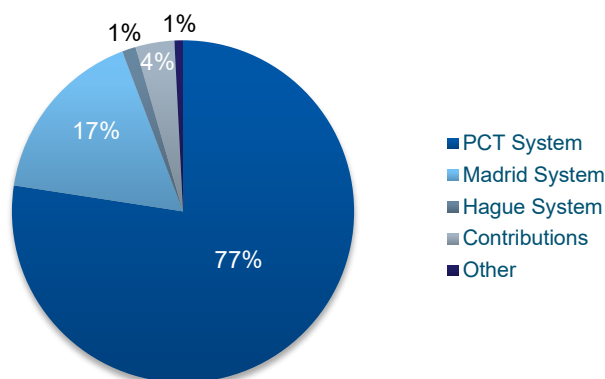
Table 2: Income Estimates for 2022/23
(in millions of Swiss francs)

	2020/21 P&B Income Estimates	2020/21 Updated Income Estimates	2022/23 Income Estimates	2022/23 vs. 2020/21 P&B		2022/23 vs. 2020/21 Updated Estimates	
				Amount	%	Amount	%
Income on accrual basis							
Fees							
PCT	665.6	717.4	736.9	71.3	10.7%	19.6	2.7%
Madrid	162.0	154.5	160.0	(2.1)	-1.3%	5.5	3.6%
Hague	12.6	11.0	12.2	(0.4)	-3.3%	1.2	11.4%
Lisbon*	0.1	0.1	0.2	0.1	200.0%	0.1	200.0%
<i>Sub-total, Fees</i>	840.3	882.9	909.3	69.0	8.2%	26.4	3.0%
Income on a cash basis							
Contributions (unitary)	34.8	34.8	35.0	0.2	0.7%	0.2	0.7%
Arbitration	3.3	3.3	3.4	0.1	3.0%	0.1	3.0%
Publications	0.8	0.8	1.0	0.2	27.8%	0.2	27.8%
Miscellaneous Income	3.4	3.4	3.0	(0.4)	-11.1%	(0.4)	-11.1%
<i>Sub-total</i>	42.2	42.2	42.4	0.2	0.4%	0.2	0.4%
IPSAS adj. to Income on a cash basis	0.3	0.3	0.1	(0.1)	-	(0.1)	-
TOTAL	882.8	925.3	951.8	69.0	7.8%	26.4	2.9%
<i>*Details of Lisbon fee income (in thousands of Swiss francs)</i>	50.0	50.0	150.0	100.0	200.0%	100.0	200.0%

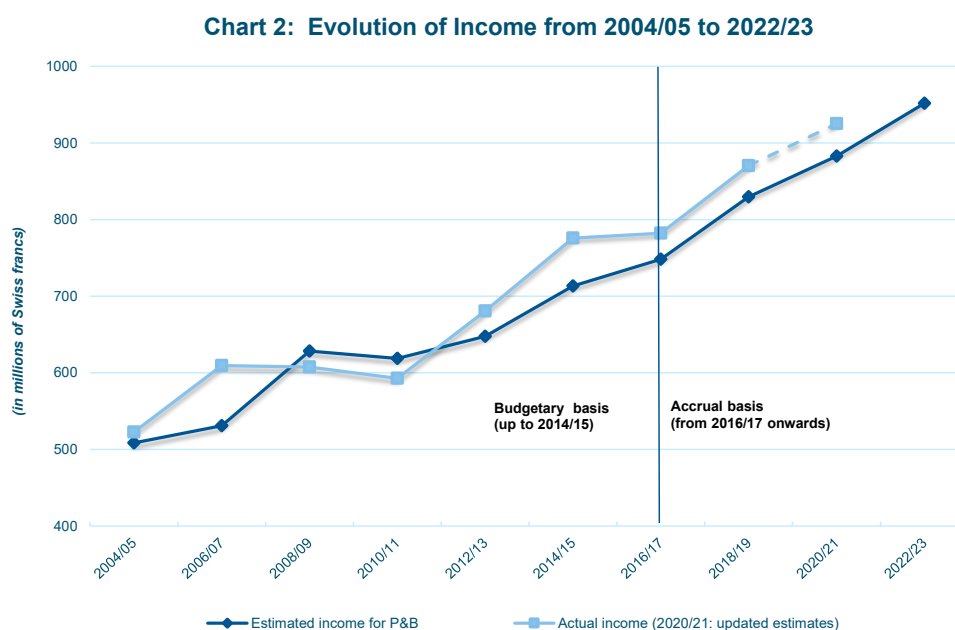
Note: 2020/21 Updated Income Estimates and 2022/23 Income Estimates as at April 2021.

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

5. The share of income by source is illustrated in Chart 1 below. Fee income from the PCT, Madrid and the Hague registration systems represents 95.5 per cent of total income. PCT fee income alone represents 77.4 per cent.

Chart 1: 2022/23 Income Share by Source

6. The overall evolution of income from 2004/05 to 2022/23 is presented in Chart 2 below.



Methodology

7. Income estimates for the international registration systems, the PCT, Madrid and the Hague, have been prepared on an accrual basis. The estimated income related to Member States' contributions, income from the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is presented on a cash basis with the relevant IPSAS adjustments applied (see Table 2, Income Estimates for 2022/23).

Planning Assumptions

8. The performance forecasts for the PCT, Madrid and the Hague have been prepared by the Chief Economist, taking into account historical filing trends and the GDP forecasts as per the World Economic Outlook (WEO), published by the International Monetary Fund (IMF). Table 3 and Annex V present a summary as well as the details of the performance forecasts for each registration system, respectively.

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

	2020/21 P&B Demand Estimates	2020/21 Updated Demand Estimates	2022 Demand Estimates	2023 Demand Estimates	2022/23 Demand Estimates	2022/23 vs. 2020/21 P&B		2022/23 vs. 2020/21 Updated Demand Estimates	
						Amount	%	Amount	%
PCT System									
IAs Filed	549,900	557,700	291,900	301,900	593,800	43,900	8.0%	36,100	6.5%
Madrid System									
Applications	136,000	132,400	71,200	74,000	145,200	9,200	6.8%	12,800	9.7%
Registrations	131,700	127,362	68,000	70,700	138,700	7,000	5.3%	11,338	8.9%
Renewals	68,575	64,815	32,400	34,000	66,400	(2,175)	-3.2%	1,585	2.4%
Hague System									
Applications	15,340	12,126	7,480	7,990	15,470	130	0.8%	3,344	27.6%
Registrations	12,268	12,802	7,000	7,620	14,620	2,352	19.2%	1,818	14.2%
Renewals	8,050	9,559	4,440	4,630	9,070	1,020	12.7%	(489)	-5.1%

Note: 2020/21 Updated Demand Estimates and 2022/23 Demand Estimates as at April 2021.

- **PCT fee income.** PCT filings in 2022/23 are projected to increase by 8 per cent as compared to the 2020/21 P&B Demand Estimates. Due to continuing uncertainties in the global economy, PCT fee income in 2022/23 is estimated at 736.9 million Swiss francs, 5 per cent lower than the projected base-case scenario, representing an increase of 10.7 per cent as compared to the 2020/21 P&B Income Estimates.
- **Madrid fee income.** The number of Madrid registrations are projected to increase by 5.3 per cent whereas Madrid renewals are projected to decrease by 3.2 per cent in 2022/23, as compared to the 2020/21 P&B Demand Estimates. Due to continuing uncertainties in the global economy, the Madrid fee income in 2022/23 is estimated at 160 million Swiss francs, 5 per cent lower than the projected base-case scenario, representing a decrease of 1.3 per cent as compared to the 2020/21 P&B Income Estimates.
- **The Hague fee income.** The number of Hague registrations and renewals are projected to increase by 19.2 and 12.7 per cent, respectively, in 2022/23 as compared to the 2020/21 P&B Demand Estimates. Due to continuing uncertainties in the global economy, the Hague fee income is estimated at 12.2 million Swiss francs, 5 per cent lower than the projected base-case scenario, representing a decrease of 3.3 per cent as compared to the 2020/21 P&B Income Estimates.
- **Lisbon fee income.** The number of applications under the Lisbon System is estimated at 75 applications per year in 2022/23. The corresponding Lisbon fee income for the biennium is estimated at 150,000 Swiss francs, an increase of 200 per cent as compared to the 2020/21 P&B Income Estimates.
- **Assessed contributions.** Estimates for Member States' assessed contributions in 2022/23 are based on a contribution unit value of 45,579 Swiss francs⁴, the same as in 2020/21. Income from Member States' contributions is estimated at 35 million Swiss francs in 2022/23, an increase of 0.2 million Swiss francs as compared to the 2020/21 P&B due to increases in contribution classes for certain countries and new Members.
- **Income from the WIPO Arbitration and Mediation Center.** Income from the Arbitration and Mediation Center is projected at 3.4 million Swiss francs, remaining stable as compared to the 2020/21 P&B Income Estimates, due to continuing uncertainties in the global economy and market-driven competition from other (established or newly emerging/accredited) ADR or ICANN providers.
- **Income from publications.** Income from publications is estimated at 1 million Swiss francs, representing an increase of 0.2 million Swiss francs as compared to the 2020/21 P&B Income Estimates.
- **Miscellaneous income.** Miscellaneous income is projected at 3 million Swiss francs in 2022/23, representing a decrease of 0.4 million Swiss francs as compared to the 2020/21 P&B Income Estimates, mainly due to lower income from administrative charges on the Funds-in-Trust.





⁴ See Appendix A on Member States' Contributions

RESULTS FRAMEWORK AND BUDGET FOR 2022/23 INCLUDING DEVELOPMENT SHARE BY STRATEGIC PILLAR

(in thousands of Swiss francs)

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

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

	Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere	Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem	Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world	Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development
	 <p>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</p> <p>16,967 (2,510)</p>	 <p>2.1 Development of balanced and effective international normative frameworks for IP</p> <p>20,447 (4,613)</p> <p>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</p> <p>17,825 (6,050)</p> <p>2.3 International dialogue and cooperation on Building Respect for IP</p> <p>3,805 (2,139)</p> <p>2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute</p> <p>7,583 (1,103)</p> <p>Total SP 2: 49,660 (13,904)</p>	 <p>3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data</p> <p>52,008 (14,090)</p> <p>3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data</p> <p>281,861 (4,249)</p> <p>3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges</p> <p>7,102 (6,223)</p> <p>Total SP 3: 340,971 (24,562)</p>	 <p>4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations</p> <p>18,527 (17,641)</p> <p>4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States</p> <p>30,208 (18,512)</p> <p>4.3 Increased IP knowledge and skills in all Member States</p> <p>32,974 (31,006)</p> <p>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully</p> <p>31,172 (30,433)</p> <p>4.5 Enhanced IP infrastructure for IP Offices</p> <p>12,946 (11,746)</p> <p>Total SP 4: 125,828 (109,337)</p>
	<p>Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</p>			
	<p>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.</p> <p>53,528 (-)</p>	<p>5.2 Digitally enabled, secure and sustainable operating environment and services.</p> <p>149,571 (-)</p>	<p>5.3 Sound and prudent financial management and effective corporate governance and oversight</p> <p>45,320 (-)</p>	<p>Total Foundation: 248,419 (-)</p>

WIPO Development Agenda

-  5 GENDER EQUALITY
-  10 REDUCED INEQUALITIES
-  13 CLIMATE ACTION
-  17 PARTNERSHIPS FOR THE GOALS

- The proposed budget by result in the Strategy House excludes unallocated of 11.9 million Swiss francs. The total proposed budget 2022/23 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 2022/23: 793,792
(Total development share: 150,312)

Total budget 2020/21: 768,401
(Total development share: 140,012)

Results and Resources

9. The draft proposed Program of Work and Budget for the biennium 2022/23 is fully aligned to the four Strategic Pillars and the Foundation of the MTSP 2022-2026 and the 16 associated Expected Results, following a sound results-based management approach. The total proposed expenditure for the 2022/23 biennium amounts to 793.8 million Swiss francs, representing an increase of 25.4 million Swiss francs or 3.3 per cent over the 2020/21 Approved Budget of 768.4 million Swiss francs. This should be seen in the context of a projected increase in income of 7.8 per cent compared to the 2020/21 Approved Budget.

10. Personnel costs for 2022/23 have been contained to a minimal increase of 0.6 million Swiss francs as compared to the 2020/21 Approved Budget. The total number of posts has increased from 1,209 to 1,219 to allow for the injection of young talent into the Organization.

11. The increase in non-personnel resources in 2022/23 amounts to 24.8 million Swiss francs, or 8.5 per cent, compared to the 2020/21 Approved Budget. The return to the “new normal” has been judiciously baselined into the budget, including changes in business models, digitization of previously paper-based processes, increased use of virtual/hybrid meeting tools and resulting savings on travel costs.

12. The Organization requires continued capital investments in the areas of premises, safety and security, and ICT initiatives in order to ensure that its products and services remain fit-for-purpose. A Capital Master Plan (CMP), outlining the major capital investments required over the period will be presented to Member States at the 33rd session of the PBC together with a new CMP proposal for implementation in the 2022/23 biennium. The proposal primarily will aim at accelerating the Organization’s digital transformation through ICT and information security initiatives. The CMP proposal amounts to 19.971 million Swiss francs.

13. The new Results Framework Chart for the 2022/2023 biennium is framed along the Four Strategic Pillars, Foundation and 16 Expected Results articulated in the MTSP. It represents a much more focused and streamlined results framework as compared to the Program and Budget 2020/21, linking our programs and activities more clearly with the work of each Sector. The WIPO Development Agenda (DA), Gender Equality (SDG 5), Reduced Inequalities (SDG 10), Climate Action (SDG 13) and Partnerships for the Goals (SDG 17) are Sustainable Development Goals (SDGs) cutting across all Strategic Pillars. The Results Framework Chart also provides the results-based view of the budget for the biennium 2022/23 and the development share of resources for each Expected Result. A breakdown of the extra-budgetary resources potentially available for programming in each Sector is reflected in the Area narratives and in Annex VII.

14. The 2022/23 Proposed Budget by Sector, by Expected Result and Sector and by Cost Category is summarized in Tables 4, 5 and 6, respectively. The work program structure has been streamlined from the current 31 Programs to correspond to the 8 Sectors responsible for the implementation of the Program of Work. This strengthens the Organization’s focus on impact and accountability for achieving results. The 2020/21 Budget after Transfers⁵ by Sector is provided in Annex I. Annex IV contains the 2022/23 allocation of income and expenditure by Union⁶.

15. Income estimates for the biennium 2022/23 for the international registration systems have been prepared on an accrual basis. The estimated income related to Member States’ contributions, income from the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is estimated on a cash basis with the relevant IPSAS adjustment applied. The expenditure budget is prepared on a modified accrual basis in accordance with the Organization’s Financial Regulations and Rules. The IPSAS requirement for annual reporting in the Organization’s financial statements also requires the Organization to present its budget on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure in Annex VIII of this document.

⁵ As at Dec 31, 2020

⁶ The WIPO Organigram can be found at: https://www.wipo.int/resources/organigram/en/level1/director_general.pdf

Table 4. 2022/23 Proposed Budget by Sector
(in thousands of Swiss francs)

Sector	2022/23 Proposed Budget		
	Personnel Resources	Non-Personnel Resources	Total
Patents and Technology (PT)	134,345	96,030	230,374
Brands and Designs (BD)	59,735	20,695	80,430
Copyright and Creative Industries (CCI)	18,352	13,383	31,735
Regional and National Development (RND)	44,214	24,932	69,145
Infrastructure and Platforms (IP)	26,496	11,186	37,682
Global Challenges and Partnerships (GCP)	18,421	7,060	25,480
IP and Innovation Ecosystems (IE)	32,432	11,542	43,975
Administration, Finance and Management (AFM ⁷)	135,144	127,879	263,023
Unallocated	7,346	4,600	11,946
TOTAL	476,484	317,307	793,792

Table 5. 2022/23 Proposed Budget by Expected Result and Sector⁸
(in thousands of Swiss francs)

Expected Result	Sector								Un-allocated	TOTAL
	PT	BD	CCI	RND	IP	GCP	IE	AFM ⁷		
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	-	8,269	3,149	-	-	-	5,549	-	16,967
2.1 Development of balanced and effective international normative frameworks for IP	2,101	2,440	3,537	-	7,411	3,644	-	1,315	-	20,447
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,487	-	1,577	-	1,467	3,714	-	7,580	-	17,825
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	3,805	-	-	-	3,805
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	918	-	6,505	-	160	-	7,583
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,067	13,324	285	7,880	10,148	-	17,305	-	-	52,008
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	213,418	61,877	286	-	6,089	-	191	-	-	281,861
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	1,095	-	3,562	2,444	-	-	7,102
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	3,824	-	1,191	11,744	-	-	1,767	-	-	18,527
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,824	1,069	4,754	11,288	-	644	10,630	-	-	30,208
4.3 Increased IP knowledge and skills in all Member States	2,653	1,521	1,741	25,297	-	1,039	723	-	-	32,974
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	200	10,095	7,396	-	2,567	10,914	-	-	31,172
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	379	12,568	-	-	-	-	12,946
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	-	-	-	-	-	-	-	53,528	-	53,528
5.2 Digitally enabled, secure and sustainable operating environment and services	-	-	-	-	-	-	-	149,571	-	149,571
5.3 Sound and prudent financial management and effective corporate governance and oversight	-	-	-	-	-	-	-	45,320	-	45,320
Unallocated	-	-	-	-	-	-	-	-	11,946	11,946
TOTAL	230,374	80,430	31,735	69,145	37,682	25,480	43,975	263,023	11,946	793,792

⁷ AFM also includes the Office of the Director General (ODG)⁸ 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 2022/23, Associated Budget Impact, and Key Performance Indicators by Strategic Pillar

16. Outlined below is the summary of the main priorities for the biennium 2022/23 by Strategic Pillar with associated budget⁹ and an overview of the Key Performance Indicators (KPIs) that will enable the monitoring of achievement of results. Gender equality considerations, including sex-disaggregated data, 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"> Development of thought leadership content and maximized reach and impact of all WIPO digital content 	8,269	CCI
<ul style="list-style-type: none"> Efficient and effective interface with stakeholders globally, and proactive engagement and representation of HQ at various fora and events 	3,149	RND
<ul style="list-style-type: none"> Delivery of a clear, consistent, positive and enduring narrative about WIPO through the global media Optimize and expand WIPO social media presences to extend reach and increase engagement beyond IP specialists to reach new audiences Create content suitable for use across WIPO's various platforms and targeted at specific audiences to build awareness about IP Organization of events on WIPO premises in collaboration with Member States and other stakeholders Implement Phase 1 of the Revised Policy on Languages at WIPO 	5,549	AFM (ODG)

Expected Result	Performance Indicators	Sector
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	No. of unique visitors to the WIPO website and the websites of the External Offices	CCI, RND
	No. of unique visitors who downloaded WIPO publications	CCI
	Media mentions of WIPO	ODG
	Reach of WIPO's main social media presences	ODG
	Level of satisfaction of Member States and other stakeholders with the organization of events	ODG
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages	ODG
	% of WIPO global publications on substantive IP topics published in 2022/2023 and translated into all official UN languages	ODG
	Implementation of pilots within the framework of the Revised Language Policy roadmap, Phase 1	ODG

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"> Development of balanced and effective international normative frameworks through the work of the Standing Committees, IGC, ACE, and International Classifications and Standards 	19,132	PT, BD, CCI, GCP, IP
<ul style="list-style-type: none"> Highest quality of servicing of conferences, meetings and events 	7,111	AFM (ODG)
<ul style="list-style-type: none"> Bring the international community together for the further development of the PCT System and international meetings related to patents, utility models, layout design of integrated circuits, confidential information and other IP Issues related to technology 	3,387	PT

⁹ The budgets for the main priorities in the below tables comprises 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"> Conference on Digital Content Market Place Infrastructure and support to WIPO for Creators Organization of conferences and seminars and preparation of studies on SCCR agenda topics 	1,577	CCI
<ul style="list-style-type: none"> Engage with and facilitate discussion and knowledge building among Member States and other stakeholders on the impact on IP of frontier technologies, including AI, to support well informed policy choices 	1,467	IP
<ul style="list-style-type: none"> Address cutting-edge issues around the future of IP Leverage IP as a tool that contributes to meet the world's most pressing global health needs Facilitate discussions at the intersection of IP and climate change/green technology and food security Enhance indigenous and local community participation in the global IP ecosystem Continue the international dialogue and cooperation on building respect for IP Actively engage with UN Organizations, IGOs, NGOs and Industry on the role of IP, innovation and creativity in improving peoples' lives, including through engagement by the WIPO New York Office 	13,789	GCP

Expected Result	Performance Indicators	Sector
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	PT, BD, CCI, GCP
	No. of new/revised WIPO Standards	IP
	No. of revisions/modifications to the International Classifications	IP
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	GCP
	% of treaty notifications that are promptly processed by OLC	AFM
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	Engagement in the WIPO Conversations on IP and Frontier Technology	IP
	Level of satisfaction of delegates attending the GAs and other Meetings	ODG
2.3 International dialogue and cooperation on Building Respect for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	GCP
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	RND
	No. of WIPO initiatives in partnership with the UN and other IGOs	GCP
	No. of permanent observer NGOs engaging in WIPO's work and vice versa	GCP

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

Priorities ¹⁰	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> Promotion of, accession to, and implementation of WIPO-administered treaties Promotion of the use of WIPO Services and Global Databases Business development of WIPO Services 	15,785 6,638 3,628 7,880	BD PT IP RND
<ul style="list-style-type: none"> Enhanced efficiency and service quality of WIPO's Global IP services 	53,710 197,812	BD PT
<ul style="list-style-type: none"> IP Alternative Dispute Resolution (ADR) and domain name outreach and case administration by the WIPO Arbitration and Mediation Center 	10,194	IE

¹⁰ Our close monitoring of the pilot WIPO Digital Timestamping Service (WIPO Proof) has shown that demand has lagged substantially behind initial estimations, and that the service will break even only after 10 years of operation. Moreover, there are an increasing number of private service providers who are offering similar services and who have a better business model to scale such services. WIPO Proof will therefore be discontinued at the beginning of 2022, but WIPO will continue to meet its commitments to store and validate existing tokens for a further five years in order to allow customers to transition to other service providers.

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> Management and maintenance of: <ul style="list-style-type: none"> IP Statistics - Data Center, statistics reports, forecasting and performance reporting IP Legal Text data management and WIPO Lex WIPO's Global Databases 	6,190 6,422	IE IP
<ul style="list-style-type: none"> Customer Experience Management (including CRM and the increased use of analytics and technology) 	5,301 3,873 12,036	BD IP PT
<ul style="list-style-type: none"> Consolidation of the Organization's expertise on using AI to support IP administration and operations 	2,215	IP
<ul style="list-style-type: none"> Strategic evolution of WIPO Re:Search and WIPO GREEN as well as other strategic initiatives (Pat-INFORMED) 	2,937 1,095	GCP RND
<ul style="list-style-type: none"> High quality IP services information and knowledge platforms (WIPO INSPIRE, e-TISCS, ARDI, ASPI and patent analytics) and resources to support evidence-based decision making (WITT) 	2,444 1,095	IE RND

Expected Result	Performance Indicators	Sector
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	Total Membership	PT, BD, RND
	Filing Rate	BD, RND
	Renewals	BD
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	PT
	No. of unique visitors to the Global Database Systems	IPS, RND
	- PATENTSCOPE	
	- Global Brand Database (GBD)	
	- Global Design Database (GDD)	
	Level of user satisfaction with WIPO Global Databases	IP
	Level of use of WIPO IP ADR and domain name dispute resolution services	IE
No. of unique visitors to the IP Statistics Data Center	IE	
No. of unique visitors to WIPO Lex	IE	
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Customer Satisfaction Index (CSI)	IP
	Level of satisfaction of WIPO global IP system users with International Bureau Services	PT, BD
	Unit Cost	PT, BD
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of WIPO Re:Search R&D collaborations advancing through clinical R&D phases	GCP, RND
	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	GCP, RND
	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	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"> Coordination of the Development Agenda (DA) across the Organization 	3,762	RND
<ul style="list-style-type: none"> Special programs and projects at the national, regional and sub-regional level, including in LDCs, on strategic topics for the efficient use of IP for development including, <i>inter alia</i>: <ul style="list-style-type: none"> The conceptualization, design and preparation of National IP Strategies; More effective use of the copyright ecosystem; Support for activities for PCT Member States and countries interested in joining the PCT; and Leveraging the capabilities and expertise of the WIPO Judicial Institute and WIPO Arbitration and Mediation Center 	1,191 8,341 3,824 19,271	CCI IE PT RND
<ul style="list-style-type: none"> Broadening of training focus by WIPO Academy from knowledge to skills, as well as changes in pedagogy to accommodate training of new stakeholders like SMEs 	25,047	RND

Priorities	Budget (in thousands of Swiss francs)	Sector
<ul style="list-style-type: none"> Building of skills on specific IP related matters and development of training materials, publications and tools 	1,521	BD
	1,741	CCI
	723	IE
	1,039	GCP
	2,653	PT
<ul style="list-style-type: none"> Tools and legislative advice to support and assist Member States in using and deploying legislation, policy, law and practices in the various areas related to IP 	1,069	BD
	4,754	CCI
	644	GCP
	1,824	PT
<ul style="list-style-type: none"> Global Innovation Index, World IP Report and creative economy studies 	4,056	IE
<ul style="list-style-type: none"> Development and expansion of sustainable TISC networks in cooperation with Member States IP policies for universities, and forging of networks between research institutions at the national, regional and international levels Preparation of patent landscape reports on technologies in selected areas of public interest Support for entrepreneurs, SMEs and enterprises, as well as in collaboration with partners, to access and use the IP system in taking their ideas to market and leveraging their competitiveness 	10,228	IE
	7,396	RND
<ul style="list-style-type: none"> Encourage creators, creative enterprises, cultural institutions, and communities to leverage copyright and related rights, including through the support of collective management organizations and persons with print disabilities 	8,946	CCI
<ul style="list-style-type: none"> Plan and implement WIPO's work with Youth 	650	GCP
<ul style="list-style-type: none"> Capacity building, technical assistance and training on IP and TK, TCEs and GRs, including creation of accessible materials for such activities 	1,917	GCP
<ul style="list-style-type: none"> IP Offices Business Solutions for national and regional IP institutions in developing countries and LDCs 	12,568	IP
	379	RND

Expected Result	Performance Indicators	Sector
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	Implementation of topics on IP and Development discussed in the CDIP	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, CCI, RND
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	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
	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
	Level of sustained engagement by Member State judiciaries	IE
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	PT
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	BD
	% 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 IP training institutions (IPTIs)	RND
	No. of people trained by the IPTIs	RND

Expected Result	Performance Indicators	Sector
	Level of satisfaction of participants in WIPO training and skills development programs	CCI, GCP, RND
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of CMOs in developing countries and LDCs using WIPO Connect	CCI
	ABC: No. of accessible titles delivered to persons with print disabilities	CCI
	No. of sustainable national TISC networks	IE, RND
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	IE, RND
	LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development need	RND
	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	GCP
	No. of SME support institutions who are using WIPO materials and tools	IE
	No. of SMEs reached by WIPO assisted SME support institutions that use WIPO materials and tools	IE
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	IE
4.5 Enhanced IP infrastructure for IP Offices	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	IP, RND
	No. of documents exchanged through WIPO CASE and DAS	IP

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"> WIPO's language services in support of multilingualism 	21,205	AFM
<ul style="list-style-type: none"> Maintenance, renovation, transformation, modernization of premises and installations to ensure that WIPO premises remain fit-for- purpose 	27,705	
<ul style="list-style-type: none"> Optimized, timely and effective physical security and information assurance services 	21,112	
<ul style="list-style-type: none"> Digital transformation, including towards the next generation ERP, further technical and functional convergence, leveraging the cloud first policy, the second phase of the IP Portal, the solid response to the COVID pandemic and streamlined ICT operations and support 	79,233	
<ul style="list-style-type: none"> Enhanced payment services to global fee-paying customers, further streamlining and automation of financial transactions and processes, including through Robotic Process Automation (RPAs) 	3,030	
<ul style="list-style-type: none"> Provision for the payment of negative interest rates 	1,760	
<ul style="list-style-type: none"> A modernized human resources framework, including revisions to performance management and the rewards and recognition program, updated training and development framework and stronger career support 	5,607	AFM (ODG)
<ul style="list-style-type: none"> Reinforced talent acquisition and talent management 	3,166	
<ul style="list-style-type: none"> People centric HR management and operations 	9,673	
<ul style="list-style-type: none"> Promotion of gender equality and diversity 		
<ul style="list-style-type: none"> Internal oversight initiatives to strengthen accountability, compliance, value for money, stewardship, internal control and corporate governance 	5,910	AFM (ODG)

Expected Result	Performance Indicators	Sector
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	% of spend through UN cooperation	AFM
	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	AFM
	Cost of per-word/page of translation	AFM
	Employee Engagement	ODG
	Gender: % of women at P4 to D2 level	ODG
	Geographical Diversity: % by region as per agreements	ODG

Expected Result	Performance Indicators	Sector
5.2 Digitally enabled, secure and sustainable operating environment and services	Expansion of the Fee Transfer Service	AFM
	WIPO premises and installations remain fit for purpose	AFM
	Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	AFM
	Availability of digital services both internally and externally facing (uptime)	AFM
	Improved service delivery to external stakeholders (Apdex score)	AFM
5.3 Sound and prudent financial management and effective corporate governance and oversight	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	AFM
	Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice	AFM
	Cost savings for goods and services procured by WIPO	AFM
	Average air ticket fare	AFM
	No interference and perceived independence by key stakeholders	ODG
	No. of oversight recommendations accepted	ODG

WIPO’s Response to COVID-19

This proposed Program of Work and Budget was prepared during the devastating COVID-19 pandemic. The pandemic has brought to light many crosscutting issues at the intersection of health, trade, innovation and intellectual property. WIPO, as the UN specialized agency for IP and innovation, is committed to working now and during the biennium 2022/23, toward an effective and global response to the pandemic. The incentives provided by the global IP system have over decades encouraged investments in healthrelated innovations, which in turn have played a part in the rapid development of COVID-19 vaccines worldwide. However, the supply of vaccines remains below global demand, particularly in many developing and least-developed countries. There remains much more we need to do to ensure that vaccines reach all communities around the world, and we are committed to playing our full part in this shared endeavour, consistent with WIPO’s commitment to vaccine equity. WIPO is also committed to supporting its members to use IP to overcome challenges arising from COVID-19 containment measures, and to build a sustainable economic recovery following the pandemic.



PHOTO: GETTYIMAGES/TETRA IMAGES

WIPO, through this proposed Program of Work and Budget is committed and resourced to support and facilitate the partnerships and collaboration necessary to scale up vaccine production globally, provide an enabling environment for innovation and technology transfer and to support its members’ use of technology to drive good health outcomes. The scale of this challenge necessitates a “whole of WIPO” approach, bringing the range of expertise and resources from across WIPO’s Sectors to help meet the challenge. In implementing the decision of Member States to strengthen WIPO’s COVID-19 response and, in view of the cross-sectorial nature of the response and its implementation, the present section elaborates key implementation strategies that will be adopted. For the sake of simplicity and to avoid duplication, these strategies are not repeated in the detailed sections on Financial and Results – by Sector. The Regional and National Development Sector, including WIPO’s network of External Offices, will contribute to the delivery of many of these initiatives, in coordination and cooperation with the Lead Sector indicated below. As the challenges continue to evolve, this proposal enables WIPO to meet the IP and innovation needs and expectations of Member States throughout this pandemic, whilst leaving room for adaptation if the situation requires. The Secretariat will strengthen cross-organizational coordination across the initiatives and ensure full and timely engagement with Member States. Indicators will be developed to facilitate performance monitoring and reporting.

WIPO envisages a number of specific activities during the 2022/23 biennium, building on a strong foundation of working with its members on health and IP issues, including the TRIPS flexibilities, spanning across each of its Strategic Pillars. WIPO will also look beyond the immediate crisis, supporting preparations to combat future pandemics.

In particular, under:

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

- WIPO will reach out world-wide to explain the potential for IP to contribute towards vaccine equity, through the creation of the right incentives to bridge the gap between vaccine production capabilities and the needs of everyone, everywhere.

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

- WIPO will seek to ensure that the global IP ecosystem works for all of its Member States by bringing people together to discuss and share an understanding of IP issues relevant to COVID-19 and future pandemics, and partnering with stakeholders, including industry, to bring value to discussions on global supply chains. WIPO will ensure that its services, knowledge and data will deliver value to users as well as policymakers leading the response to the pandemic at the country level.
- WIPO provides legislative and policy advice, relating to, among other things, patents and trade secrets, to Member States and other entities, such as regional intergovernmental organizations. It includes advice on specific or systemic measures that will assist Member States to address the pandemic and how to build back economies. The PTLD will support the Standing Committee on the Law of Patents (SCP), including in its discussions on issues relevant to COVID-19 under agenda items as agreed by Member States. (Lead: PT Sector)
- WIPO will review, analyze and advise Member States on the specific and systemic measures available that will assist Member States to address COVID-19 and future pandemics, including options available to Member States to implement international treaties in their laws, regulations and other legislative materials, for example using the TRIPS flexibilities. The PTLD will disseminate information on various practical and relevant national initiatives and tools to support Member States' use of the patent and trade secrets systems in the framework of technology transfer. (Lead: PT Sector)
- Learning from the response to COVID-19 will be important in supporting preparations for future pandemics and health crises. In the biennium 2022/23, WIPO will continue work to understand the various factors that contributed to the success or failure of vaccine development during the COVID-19 pandemic, including through further studies on innovation determinants in the COVID-19 vaccine development and production ecosystem. (Lead: GCP sector)
- WIPO will analyze and advise on brands and designs law and policy with reference to the fast-changing technology and business environment for consumer goods in the post-pandemic environment, including COVID-19 related issues. It will, in particular, continue to work with the World Health Organization (WHO) Program on Non-proprietary Names for Pharmaceutical Substances (INNs) on the dissemination of information to trademark registration authorities, including COVID-19 INNs for medicines. (Lead: BD sector)

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

- WIPO will continue strengthening its cooperation with WHO and WTO in global policy areas at the intersection of health, trade and IP, including via trilateral technical assistance provision to address Member States' needs. WIPO's role on the Executive Board of the Medicines Patent Pool (MPP) will also allow the Organization to leverage its strengths in support of the global community's response to COVID-19 and other pressing global health challenges.
- The Directors General of WHO, WIPO and WTO agreed, in June 2021, to the creation of a 'one stop shop' for technical assistance coordination and delivery in support of addressing the COVID-19 pandemic and future global health emergencies. The Trilateral Technical Assistance Gateway will build directly on the existing trilateral cooperation, combining the three organizations' services together to offer members holistic support in addressing the pandemic – such as support to build innovation ecosystems, advice on trade policy, and work to improve health infrastructure. The Trilateral Technical Assistance Gateway will assist members in understanding their available options in a more systematic way, including through the creation of a new dedicated website bringing together the COVID-19 offering from all three agencies and a single point of contact, to support members in meeting their needs in a targeted manner. (Lead: GCP sector)

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

- The current pandemic has placed significant operational, financial, legal and political strains on life science collaborations, whilst also creating new opportunities. Nearly one-in-six mediation and arbitration cases, which are now being filed with the WIPO Arbitration and Mediation Center involve organisations or collaborations from the pharmaceutical, biosciences, medical devices and chemical industries. In the biennium, the WIPO Arbitration and Mediation Center will offer new services, including tailored WIPO mediation agreements to facilitate contract negotiation, the management of contract performance disputes between parties in long-term life sciences collaborations, and developing best practices in dispute-management in the health and life sciences sectors. (Lead: IE sector)
- Regarding the international registration systems for trademarks and industrial designs, implementing time limit flexibilities under the Madrid and Hague Systems will offer some relief to users, in particular SMEs who may be facing operational difficulties during the pandemic.

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

WIPO will step up efforts to support platforms and initiatives that seek to match the developers and input suppliers in the area of vaccines and other COVID-19 health products, with the producers and users seeking those products and inputs. This would support efforts to scale up COVID-19 vaccine production, working closely with Member States, and leveraging WIPO's strengths and relationships in IP licensing, technology-based matching platforms and public-private partnerships. WIPO will engage with relevant stakeholders to accelerate knowledge transfer and technology adaptation and will strengthen patent information services, innovation support programs and tools, including by implementing projects and activities on technology transfer agreed by WIPO Committees within their mandate, in line with Recommendation 29 of the Development Agenda. Special focus will also be given to facilitating better access to publicly available patent information and enhancing cooperation and exchange between research and development institutions in Member States. (Lead: GCP/IE Sectors)

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

- WIPO will provide tailored technical assistance and capacity building to Member States. One of the most effective ways for us to achieve this will be to empower Member States to deliver IP training to support their national efforts to address the COVID-19 pandemic and to build back better through targeted post-COVID economic recovery strategies.
- WIPO will deliver training modules for IP Offices and government officials on "IP and Public Health" which will provide them with the skills and tools to offer training at the national level covering topics such as: IP and access to medicines; IP as an open collaboration tool to face COVID-19 challenges; and, technology transfer for local production of COVID-19-related technologies and supply of medicines. Following a similar approach, WIPO will offer an online 'train the trainer' program for IP Offices to support them in delivering training activities on IP as a tool for SMEs' contribution to post-COVID economic recovery: identifying potential IPRs; integrating IP into Business Models; managing and commercializing IP; and, leveraging IP in digital and export markets. Upon request, this training will be customized to the individual countries' key economic sectors. These initiatives will build on the "train the trainer" modules, which are being provided to the rapidly expanding network of National IP Training Institutions.
- WIPO will expand its current cooperation with the International Trade Centre's (ITC) eLearning Academy to integrate instructionally designed IP content on trade related topics for exporters, in particular female exporters.
- The WIPO Academy will increase its scholarship program and fee exemptions for participants from developing countries, least developed countries and economies in transition in its advanced DL courses that were highlighted in the COVID-19 package announced by the Director General in July 2021.
- WIPO will work with its partner universities to offer a series of one-week, online Executive Programs focused on technology transfer targetting relevant public and private sector participants providing them with practical and assessable IP and technology transfer skills. (Lead: RND Sector)

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

- WIPO will support governments to use IP as a tool, not only to support good health outcomes, but to build back their

economies through sustainable development.

- WIPO will provide a package of technology transfer resources related to pandemic preparedness which should improve access to existing technologies related to prophylactics, therapeutics, bio-analytics, and bioinformatics for communicable diseases, allow for the successful transfer of the necessary IP rights and support local production and scaling up of inventions to the level of innovative technologies in response to the pandemic. This package will include preparing and piloting training materials and reference documents on technology transfer and IP rights, and compiling and disseminating relevant institutional IP policies and policy elements. Special consideration will be given to Technology and Innovation Support Centers (TISCs) and other technology transfer structures in developing countries to ensure that the situation and needs of such countries can be effectively taken into account in project outputs. The Sector will also explore how to make available better integrated data in these areas. (Lead: IE Sector)
- Furthermore, building on a preliminary patent landscape report to be prepared in 2021 (trends in patenting activity related to vaccines and therapeutic agents specifically targeting COVID-19), a more complete and comprehensive patent landscape report will be prepared in 2022. The report will cover bio-analytics, bioinformatics and other technologies contributing to accelerated development of prophylactics and therapeutics. A portal in PATENTSCOPE will be made available to improve access to the findings and data. (Lead: IE Sector)
- During the biennium 2020/21, WIPO is exploring the implications of COVID-19 on start-ups and on SMEs. WIPO will build on this in the biennium 2022/23, to support SMEs in developing IP management practices that would build their competitiveness across the return to the “new normal”, including around the identification and utilization of IP assets. WIPO will also examine the link between IP intensive industries and national economic resilience by carrying out an empirical study to explore whether countries with a strong reliance on R&D, innovative SMEs and IP intensive industries have proven to be more resilient to the pandemic and even witnessed sector-specific economic growth. (Lead: IE Sector)
- In 2022/23 biennium, WIPO will also explore the implications of COVID-19 on local communities, including indigenous communities, to inform the design and implementation of appropriate initiatives. (Lead: GCP Sector)
- WIPO will also support the greater use of trademarks by start-ups and SMEs in order to support such enterprises in using the IP system to protect and grow their brands, including across borders. This will be done by accelerating efforts to increase access and use of the Madrid and Hague systems by SMEs, as well as other initiatives to promote awareness of brands to entrepreneurs. Given the importance of branding and marketing in growing a business, and the fact that brands are of critical importance to all businesses and economies, this will support broader efforts by Member States to building back better. (Lead: BD Sector)
- Recognizing the role of women in SMEs who have been particularly affected by the COVID-19 pandemic, assistance on collective branding (e.g. using collective trademarks and geographical indications) will be reinforced for SMEs and communities, including women entrepreneurs. Similar assistance will support the development and use of collective brands (trademarks and GIs) in the creation and enhancement of business ecosystems conducive to adding value to SMEs, in particular those run by women entrepreneurs thus supporting post-COVID economic recovery. (Lead: BD/RND Sectors)
- WIPO will develop sectoral specific capacity building programs targeting SMEs focused on those sectors, which experienced significant growth during the pandemic, such as the video games industry, highlighting resilience of IP/intangible goods and their role in post-COVID economic recovery with emphasis on the younger generation. (Lead: RND/IE Sectors)
- Many educational activities have been impacted directly during the pandemic, as learning stopped or moved to the virtual classroom. Improving access to textbooks in both print and virtual formats and digitizing targeted reference materials and cultural collections can support learning and development in the pandemic environment. WIPO will assist by undertaking needs assessments, and matching projects, including possible adaptation and/or expansion of knowledge building and knowledge sharing projects with interested partners who could provide the necessary skills and resources to address the needs of developing countries. Priority would be given to LDCs. (Lead: CCI Sector)

Member States seeking further information on WIPO's support for COVID-19 may contact the Focal Point on WIPO's Package of COVID-19 support. WIPO will continue refining this package of support for the biennium 2022/23 as the pandemic evolves, including engaging with Member States during autumn 2021 through a series of online regional consultations for all regions to brief Member States on WIPO's COVID-19 Related Services and Assistance package and to obtain their input and support in the design and delivery of services by identifying specific COVID-related needs in each region.

Risks

17. 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 statement¹¹ 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 treated throughout the biennium. Our risk hierarchy includes key risks to achieving each Sector's objectives, identified in this document, while enterprise systems record many more risks with lower impact or closer proximity, managed at the operational level.

Risk	Treatment
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence.	Demonstrate the value of IP in a pragmatic and impactful manner by supporting innovators and creators, and showing how IP can contribute to enterprise and economic growth. Proactively engage and communicate about IP beyond a technical audience to the general public and emerging stakeholders like youth about the relevance and importance of IP. Facilitate and actively support a conducive and efficient environment for Member State deliberations and activities about areas of IP work relevant to them.
A reduction in filings for revenue generating activities, owing to an economic downturn or other reason reduces the biennial income received that thus threatens the Organization's financial sustainability.	Reserves set at approximately 25% of biennial budget; prudent financial management and monitoring as well as rolling economic and filing forecasts place the Organization in a sound financial position with the ability to recognize and respond in an agile manner to changes.
Prolonged unavailability of business critical information systems negatively affects the key services of WIPO including, <i>inter alia</i> , WIPO's Global IP Services, Platforms and internal systems.	Preparation and regular testing of IT disaster recovery and business continuity plans, updated to reflect lessons from the COVID-19 pandemic. Implementation of cross-functional strategies including resilience improvements in system architecture, exploiting the additional levels of resilience provided by cloud architectures, and a greater degree of automated development and release controls.
WIPO and its external service providers are exposed to the risk of a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, confidential and/or personal data that is transmitted, stored or otherwise processed by the Organization.	The 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 and in conjunction with an Internal Audit review.
Evolving stakeholder expectations exceed the user experience offered through our publicly focused web and mobile products, leading to loss of brand confidence and temptation to seek alternative solutions.	A focus on digital transformation, including user experience, a unified Global IP Portal and a harmonized ICT strategy all contribute to keeping our products relevant and user-friendly. An upgrade of WIPO's website platform together with audience-adapted content are planned. A more coherent and strategic approach to customer experience, relying on tools and analytics.
COVID-19 pandemic and consequences related to it could significantly affect general health (including mental health) and well being of personnel, that could impact productivity, teamwork, workplace environment and organizational culture in general.	Multifaceted program of support for well being and mental health. Advocacy and continuous support to managers and personnel is provided by the medical team and Staff Counsellor. Enhanced flexible working arrangements, a health and well being survey, implementation of a mental health and well being strategy, and a focus on building a culture of inclusion, flexibility, empathy and empowerment will further contribute to positive outcomes.

¹¹ WO/PBC/29

2022/23 Budget by Cost Category

18. The estimated cost for “Posts” in 2022/23 represents a slight increase of 2.8 million Swiss francs, or 0.6 per cent, compared to the 2020/21 Approved Budget. The decrease of 1.4 million Swiss francs, or 8.7 per cent, in the estimated cost of “Temporary Staff” is the result of the finalization of the regularizations of continuing functions.

Table 6: 2022/23 Proposed Budget by Cost Category
(in thousands of Swiss francs)

	2022/23	2020/21	2020/21	2022/23	
	Proposed	Program	Budget after	vs. 2020/21 P&B	
	Budget	& Budget	Transfers	Amount	%
A. Personnel Resources					
<i>Posts</i>	451,089	448,336	445,176	2,753	0.6%
<i>Temporary Staff</i>	14,897	16,323	21,469	(1,426)	-8.7%
<i>Other Staff Costs</i>	3,152	3,152	3,152	-	-
Sub-total, A. w/out Unalloc.	469,138	467,812	469,797	1,327	0.3%
<i>Unallocated (Personnel)</i>	7,346	8,107	3,830	(761)	-9.4%
Total, A	476,484	475,919	473,627	566	0.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	1,543	767	1,367	776	101.1%
<i>WIPO Fellowships</i>	13,464	9,906	10,198	3,558	35.9%
Sub-total	15,006	10,673	11,564	4,334	40.6%
Travel, Training and Grants					
<i>Staff Missions</i>	10,617	14,573	8,611	(3,956)	-27.1%
<i>Third-party Travel</i>	12,730	15,616	12,140	(2,886)	-18.5%
<i>Training & Related Travel Grants</i>	2,907	2,929	1,617	(23)	-0.8%
Sub-total	26,254	33,118	22,368	(6,864)	-20.7%
Contractual Services					
<i>Conferences</i>	8,381	7,098	7,038	1,283	18.1%
<i>Publishing</i>	461	474	412	(12)	-2.6%
<i>Individual Contractual Services</i>	38,241	36,011	33,976	2,231	6.2%
<i>Other Contractual Services</i>	165,280	142,454	156,982	22,826	16.0%
Sub-total	212,364	186,037	198,408	26,327	14.2%
Finance Costs					
Sub-total	2,480	1,066	758	1,414	132.6%
Operating Expenses					
<i>Premises & Maintenance</i>	45,671	41,174	40,614	4,497	10.9%
<i>Communication</i>	3,003	5,428	4,816	(2,425)	-44.7%
<i>Representation & Other Operating Expenses</i>	1,680	2,318	1,925	(638)	-27.5%
<i>UN Joint Services</i>	1,689	1,268	1,117	421	33.2%
Sub-total	52,043	50,187	48,472	1,856	3.7%
Equipment and Supplies					
<i>Furniture & Equipment</i>	1,136	1,455	3,773	(319)	-22.0%
<i>Supplies & Materials</i>	3,424	3,346	5,188	78	2.3%
Sub-total	4,560	4,801	8,960	(241)	-5.0%
Sub-total, B. w/out Unalloc.	312,707	285,882	290,530	26,825	9.4%
<i>Unallocated (Non-Personnel)</i>	4,600	6,600	4,244	(2,000)	-30.3%
Total, B	317,307	292,482	294,774	24,825	8.5%
TOTAL	793,792	768,401	768,401	25,391	3.3%
POSTS	1,219	1,209	1,209	10	

Note: 2020/21 Budget after Transfers reflects transfers as at December 31, 2020.

19. The estimated costs for “Internships and WIPO Fellowships” for 2022/23 has increased by 4.3 million Swiss francs, or 40.6 per cent, compared to the 2020/21 Approved Budget. This reflects the increased emphasis on attracting young talent and providing them with a professional experience at WIPO. Some of the fellowship positions will be part of a new program targeted for young professionals from developing countries.

20. A decrease of 6.9 million Swiss francs, or 20.7 per cent, compared to the 2020/21 Approved Budget, can be observed under “Travel, Training and Grants”. This reflects the Organization’s broadening of support to include virtual or hybrid delivery modalities, as a result of the COVID-19 pandemic.

21. The estimated cost for “Contractual Services” in 2022/23 has increased by 26.3 million Swiss francs, or 14.2 per cent, compared to the 2020/21 Approved Budget. The increase is primarily driven by additional estimated costs for: (i) translation services; (ii) development, deployment and maintenance of WIPO Connect; (iii) UNICC services (PCT, Global Databases, and refresh of infrastructure); (iv) cloud hosting costs; (v) operations support for the WIPO IP Portal and IT applications moved to the cloud; (vi) establishment of solution design delivery services to provide technical support for ABC, WIPO GREEN, WIPO Lex and WIPO Re:Search; (vii) IT projects (strengthening data security and privacy controls and standardization of third party architectures); and (viii) additional resources for WIPO’s response to COVID-19.

22. The estimated “Finance Costs” for 2022/23 have increased by 1.4 million Swiss francs, or 132.6 per cent, compared to the 2020/21 Approved Budget. The increase is primarily driven by the enhanced difficulties of avoiding the payment of negative interest rates on the Organization’s operating cash, resulting in estimated negative interest rate payments of 1.76 million Swiss francs. This is based on a best-case estimation, assuming that the Organization’s mitigation strategies will have their intended impact.

23. “Operating Expenses” for 2022/23 shows an increase of 1.9 million Swiss francs, or 3.7 per cent, compared to the 2020/21 Approved Budget. The increase is primarily driven by software licenses and support and maintenance for remote working capabilities (including Zscaler, Zoom, RSA tokens) partially offset by lower printing costs and postage costs (PCT and Madrid).

24. “Equipment and Supplies” for 2022/23 shows a decrease of 0.2 million Swiss francs, or 5 per cent, compared to the 2020/21 Approved Budget primarily driven by lower budget for IT accessories.

Personnel Costs

Methodology

25. The personnel costs for the biennium 2022/23 amount to 476.5 million Swiss francs and continues to be derived on the basis of actual costs supplemented by planning assumptions as outlined below.

26. 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.

27. The costing methodology applied 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 2022/23¹² takes into account the applicable ICSC scales and within-grade step increments, prorated for 2022/23. For vacant positions, standard costs are calculated based on grade step I and an assumption of a dependent spouse and child;
- The exchange rate and post adjustment multiplier (PAM) are applied as of March 2021;
- The USD/CHF exchange rate is applied at a 1:1 ratio for pensionable remunerations. The applicable ICSC scale for Professional and higher categories is as of February 2021; for the General Service Category the September 2019 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. An average cost has

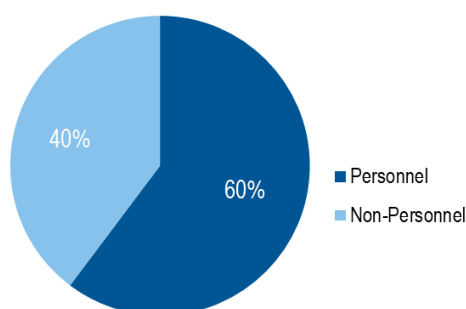
¹² Salary scale applied for Professional and higher categories as of January 1, 2021 and pensionable remuneration scale as of February 1, 2021. Salary scale and pensionable remuneration applied for General Service Category as of September 1, 2019.

been estimated for vacant positions;

- Medical contribution provisions have been increased to take into account a 3.6 per cent increase in the insurance premium;
- Ten new posts have been created for 2022/23 to cater for the Young Experts Program (YEP) initiative, bringing the total number of posts to 1,219;
- An overall vacancy rate assumption of 4 per cent has been applied to the overall costing of posts to take into account recruitment delays;
- An 8 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;
- Other Staff Costs include biennial 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 the results of reclassification committee decisions;
- In view of the experiences gained from teleworking, the provision for overtime costs has been decreased to 2 million Swiss francs, in “Unallocated (Personnel)”. These costs will continue to be closely monitored in coordination with the Human Resources Management Department and concerned work areas.

28. Based on the above planning assumptions, the increase in personnel costs for 2022/23 amounts to 0.6 million Swiss francs, or 0.1 per cent, compared to the 2020/21 Approved Budget. The share of budgeted personnel costs compared to the total budget has decreased from 61.9 per cent in 2020/21 to 60.3 per cent in 2022/23.

Chart 3: 2022/23 Share of Personnel and Non-Personnel Budget



29. Personnel costs for 2022/23 have been maintained as compared to the 2020/21 Approved Budget. The statutory step increases, the addition of ten new posts, the increase in the pensionable remuneration scales, as well as the increase in the insurance premiums have been offset by reductions in other areas, such as the discontinuation and/or reduction in the transition allowances and decreases in the provisions for home leave and overtime.

Development Activities and Development Agenda Resources

30. The Organization will continue in the 2022/23 biennium to further strengthen the implementation of WIPO's development-oriented activities guided by the WIPO DA Recommendations¹³ 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 have been indicated in the narratives.

31. Development expenditure for the 2022/23 biennium is based on the revised definition of development expenditure approved by the Member States at the fifty-fifth session of the WIPO General Assembly¹⁴. Expenditure is qualified as

¹³ <https://www.wipo.int/ip-development/en/agenda/recommendations.html>

¹⁴ The revised definition of development expenditure can be found in document A/55/4.

“development expenditure” when it is used to finance development-oriented activities provided by WIPO to developing countries and LDCs, and the equivalent expenditure is not provided to developed countries. Consistent with past practice, countries with economies in transition are included for the purpose of the Program of Work and Budget.

32. The total development share of the 2022/23 budget for the Organization amounts to 150.3 million Swiss francs or 18.9 per cent. Details of the development expenditure for 2022/23 by Sector and by Expected Result and Sector are presented in Table 7 below. A comparison of development expenditure by Sector 2022/23 versus 2020/21 and a breakdown of development expenditure 2022/23 by Expected Result and Sector are included in Annex XI.

33. A total of 2.4 million Swiss francs has been specifically earmarked within the budget in 2022/23 for the implementation of DA Projects (see Table 8 below).

Table 7: Development Expenditure in 2022/23
(in thousands of Swiss francs)

Sector	2022/23 Proposed Budget		
	Proposed Budget	DA Projects	Total w/DA Projects
Patents and Technology	9,473	-	9,473
Brands and Designs	10,563	355	10,918
Copyright and Creative Industries	19,214	1,195	20,409
Regional and National Development	65,171	365	65,536
Infrastructure and Platforms	14,451	-	14,451
Global Challenges and Partnerships	13,461	-	13,461
IP and Innovation Ecosystems	15,106	489	15,596
Administration, Finance and Management	469	-	469
TOTAL	147,909	2,404	150,312
Development Expenditure as % of total budget			18.9%
Funds-in-Trust ¹	34,847		

¹ Estimated amount available for programming in 2022/23 and 2020/21.

Table 8: Development Agenda Projects in 2022/23
(in thousands of Swiss francs)

Projects	Sector	2022/23 Proposed Budget		
		Personnel	Non-Personnel	Total
IP and Gastronomic Tourism in Peru and Other Developing Countries: Promoting the Development of Gastronomic Tourism through IP	BD	125	230	355
Pilot Project on Copyright and the Distribution of Content in the Digital Environment	CCI	57	110	167
Development of the Music Sector and New Economic Models of Music in Burkina Faso and in Certain Countries of the West African Economic and Monetary Union (WAEMU)	CCI	114	446	560
Promoting the Use of Intellectual Property (IP) in Developing Countries in Creative Industries in the Digital Era ¹	CCI	-	468	468
Registration of the Collective Marks of Local Enterprises as a Cross-Cutting Economic Development Issue	RND	125	180	305
Tools for Successful DA Project Proposals	RND	-	60	60
Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the IP System	IE	-	172	172
Systematization of statistical data and the design and implementation of a methodology for developing impact assessments on the use of the intellectual property system ²	IE	-	317	317
Total		421	1,983	2,404

¹Subject to CDIP approval. Total project budget is 795,000 Swiss francs. Implementation timeframe: 2022-2024.

²Subject to CDIP approval. Total project budget is 499,300 Swiss francs. Implementation timeframe: 2022-2024.

II. FINANCIAL AND RESULTS - BY SECTOR

Patents and Technology



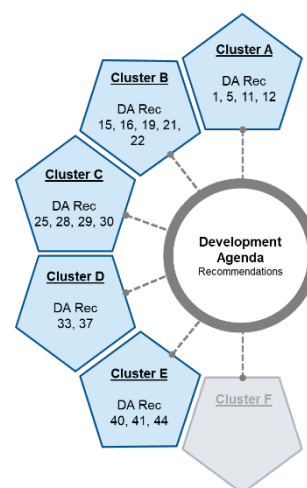
Implementation Strategies

The WIPO Patents and Technology Sector is responsible for several aspects of WIPO's work.

First, a key part of its work is to continue the development of balanced and effective international normative frameworks in the areas of patents and other IPs connected with technology. As such, it facilitates international cooperation under three WIPO treaties – the Patent Cooperation Treaty (PCT), the Patent Law Treaty, and the Budapest Treaty, in addition to the Paris Convention as it relates to patents – and supports the work of a number of WIPO bodies, including the Standing Committee on the Law of Patents (SCP) and the PCT Union Assembly. As part of this work, it also brings stakeholders together to discuss emerging issues and challenges to the global patent system arising from new technological, cultural, social and economic trends.

Second, it is the provider of a critical global service for the international protection of inventions through the PCT.

Third, it also supports the use by Member States of patents and other IP connected to technology by providing legislative and policy advice to WIPO Member States and national IP Offices. It also delivers user outreach and support, as well as training and capacity building for LDCs, developing countries, countries in transition and developed countries.



Patent and Technology Law

Over the course of the 2022/23 biennium, in the area of patent law, the Sector will continue to provide timely and reliable information to the Member State-driven normative process and support an environment conducive to engagement and dialogue among Member States. Discussions among Member States on the identification of new issues that require multilateral attention and action will be further facilitated, with due regard given to changes in the overall technological, economic and social context.

The Sector will strengthen its capacities in supporting development of balanced and effective IP systems in Member States, particularly in view of the evolving global innovation ecosystem. To this end, the ratification and full implementation of the Paris Convention, the Budapest Treaty and the Patent Law Treaty will be further supported by providing targeted legal and practical information to Member States. Furthermore, the Sector will provide legislative and policy advice to beneficiary countries, being mindful of their priorities and special needs, the balanced rights and obligations that are inherent to the IP system, and the differing levels of development among Member States.

The Sector will continue to address patent law in the context of increasingly complex technology and globalized innovation and knowledge-transfer mechanisms. Contribution of other IP rights, such as utility models and the protection of confidential information, to those mechanisms will be further explored. The Sector will continue to deliver accurate evidence-based empirical information assisting stakeholders in making informed decisions and choices relating to patents through reinforced cooperation with other WIPO Sectors.

Patent Cooperation Treaty

In the area of administering the PCT, the Sector will study additional ways of improving the PCT system, while implementing specific measures already approved by Member States. Improvements will be made to existing features of the PCT system aimed at increasing efficiency and ensuring that international phase processing effectively supports national phase processing.

In this regard, the Sector will promote effective cooperation between Offices, International Authorities and the International Bureau with the goal of maximizing the potential benefit of electronic tools, services and data exchange. The Sector will continue to support International Authorities in improving the quality and timeliness of their work products, including through the development of quality metrics and investigation of collaborative search and examination of PCT applications. Filing and exchange of full text or structured data in standardized formats will be promoted, enabling improved automation of validations and processing and delivery of high quality, standardized data to applicants, designated Offices and patent information users. Furthermore, the Sector will support and develop services for processing and data exchange by the International Bureau, receiving Offices and International Searching Authorities to ensure timely, accurate, high quality and consistent results using common or consistent tools.

In-line with its commitment to continuous quality improvement, the Sector will continue to initiate contact with PCT customers and stakeholders through surveys and other outreach, to identify needs, improve PCT effectiveness and improve the PCT customer experience. Training for users and potential users, including through webinars and video content, will also continue to be provided.

The Sector will also seek to enhance technical assistance for national phase examination by developing and delivering tailored training activities for Offices in LDCs, developing countries and countries in transition on the utilization of examination work products from other national phases. It will also develop concepts and tools for competency-based examiner training management and, in cooperation with the Regional and National Development Sector, assist Offices in LDCs, developing countries and countries in transition in implementing these concepts and tools.

The Sector will further continue to align staff skill sets with needs, in order to take into account changing linguistic and geographical demand and as well as technological developments. In order to improve the productivity and service quality of PCT operations, investments in intelligent automation will be undertaken, alongside organizational transformation initiatives, streamlining of processes and strengthening of management skills. In parallel, the Sector will continue to implement cost containment measures for translation, such as proactive procurement approaches, adoption of new technologies and the introduction of innovative workflows, and enhance the resilience and security levels of the ICT infrastructure underlying the PCT business and information systems.

Risks

Risk	Treatment
Regression in quality of international work products.	Continued strengthening of quality control procedures at the International Bureau. If offsite work is necessary, inclusion of specially adapted quality control checks and provision of equivalent IT equipment and support as in office. Encouragement of process and quality assurance improvements at national Offices, particularly those acting as International Authorities.
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.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>		<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>	
2.1 Development of balanced and effective international normative frameworks for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Summary by the Chair of SCP/33 of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCP agenda
<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	Total Membership	153 Contracting States	155 members
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 88% (2018/19 survey) Patent examination-related activities: 91% (2018/19 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 Bureaus Services	87% (2018/19 survey)	≥ 90% satisfied or very satisfied
	Unit Cost	Application: 553 CHF	tbd

Expected Result	Performance Indicators	Baselines	Targets
<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 IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	n/a	4
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	89% based on 7 responses (2020)	≥ 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	93%	≥ 95% satisfied or very satisfied

Patents and Technology: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
2.1 Development of balanced and effective international normative frameworks for IP	2,101
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,487
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,067
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	213,418
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.	3,824
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,824
4.3 Increased IP knowledge and skills in all Member States	2,653
Total	230,374

Resources

Patents and Technology: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	132,859	134,973	133,930	(2,114)	-1.6%
<i>Temporary Staff</i>	1,485	2,204	2,728	(719)	-32.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	134,345	137,178	136,659	(2,833)	-2.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	60	48	(60)	-100.0%
<i>WIPO Fellowships</i>	3,751	2,912	2,278	840	28.8%
Sub-total	3,751	2,972	2,326	780	26.2%
Travel, Training and Grants					
<i>Staff Missions</i>	1,704	1,950	1,457	(246)	-12.6%
<i>Third-party Travel</i>	2,452	3,066	3,078	(614)	-20.0%
<i>Training & Related Travel Grants</i>	425	85	44	340	400.0%
Sub-total	4,581	5,101	4,579	(520)	-10.2%
Contractual Services					
<i>Conferences</i>	966	782	679	184	23.5%
<i>Publishing</i>	37	30	25	7	22.7%
<i>Individual Contractual Services</i>	10,385	11,036	9,777	(651)	-5.9%
<i>Other Contractual Services</i>	73,821	67,260	70,801	6,561	9.8%
Sub-total	85,209	79,108	81,282	6,101	7.7%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	1,520	2,221	1,466	(701)	-31.5%
<i>Communication</i>	258	975	693	(717)	-73.5%
<i>Representation & Other Operating Expenses</i>	7	29	17	(22)	-75.9%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	1,785	3,225	2,176	(1,440)	-44.6%
Equipment and Supplies					
<i>Furniture & Equipment</i>	90	155	85	(65)	-41.9%
<i>Supplies & Materials</i>	613	518	579	95	18.4%
Sub-total	703	673	664	30	4.5%
Total B	96,030	91,078	91,027	4,952	5.4%
TOTAL	230,374	228,255	227,685	2,119	0.9%
POSTS	377	382	377	(5)	

Brands and Designs



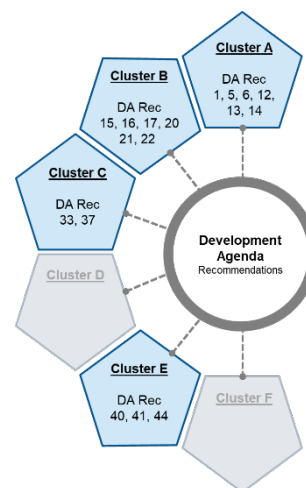
Implementation Strategies

The Brands and Designs Sector is responsible for several aspects of WIPO's work.

First, it facilitates the development of balanced and effective international normative frameworks in the areas of trademarks, industrial designs and geographical indications. It also supports international cooperation under several WIPO treaties – the Paris Convention, the Singapore Treaty on the Law of Trademarks, the Trademark Law Treaty, the Protocol Relating to the Madrid Agreement Concerning the International Registration of Marks, the Hague Agreement Concerning the International Registration of Industrial Designs and the Lisbon Agreement on Appellations of Origin and Geographical Indications. Moreover, the Sector supports the work of the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications and the Madrid, Hague and Lisbon Union Assemblies and the Assembly of the Singapore Treaty.

Second, the Sector is also the provider of critical global IP services for the international protection of trademarks, industrial designs and geographical indications through the Madrid, Hague and Lisbon Systems.

Third, the Sector supports the use by Member States of brands and designs by providing legislative and policy advice to WIPO Member States and national IP Offices. This is complemented by user outreach and support activities, as well as training and capacity building for LDCs, developing countries, countries in transition and developed countries.



Brands and Designs Law

During the 2022/23 biennium, the Brands and Designs Sector will continue to facilitate Member State-driven normative processes for trademark, industrial design and geographical indication law and policy topics aimed at the development of a balanced international legal framework. This will include the exchange of information and experiences in the SCT regarding Office practices, with a view to increasing transparency within the practical functioning of the international IP system for brands and designs and fostering, where possible, enhanced coherence at a practical level. The Sector will focus, in particular, on:

- The possible holding of a Diplomatic Conference for the Adoption of a Design Law Treaty, subject to a decision by the WIPO General Assembly. This treaty would simplify design registration procedures among Member States, thus making it easier and less costly for designers to obtain protection for their creations in multiple jurisdictions. Moreover, the Sector will continue to organize regular sessions of the SCT in an appropriate mode (physical, hybrid or virtual) and develop intra-session work with a view to facilitating an open exchange on salient topics relating to brands and designs law and policy enabling outcomes agreed by Member States;
- Organize in cooperation with an interested Member State one edition of the *WIPO Worldwide Symposium on Geographical Indications* with a new and revised format. Develop and present punctual studies and reports on topical issues in the area of trademarks, industrial designs and geographical indications;
- Continue broadening the geographical coverage of the Singapore Treaty on the Law of Trademarks, to further the simplification of trademark registration procedures worldwide.

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 6ter Paris Convention communication procedures and producing biannual electronic publications of all communicated signs.

The Sector will continue to deal with brands and designs law and policy with reference to the fast-changing technology and business environment for consumer goods and a view to making accessible this form of IP to the broadest possible range of users. It will also continue to focus on balanced approaches in terms of geographical and subject matter considerations, as well as mainstreaming gender equality into all activities. Moreover, the Sector will provide balanced demand-driven country-specific legislative and policy advice through close communication and collaboration with Member States, taking into account the priorities identified within their national IP strategies, and ensuring that such advice remains fully responsive to their needs.

Madrid System

The program of work for the next biennium related to the Madrid System will in particular focus on:

- Promoting membership of the Madrid System and supporting accessions by States having indicated an interest in becoming members of the System;
- Increasing use of the Madrid System throughout the world, in particular among small and medium-sized enterprises (SMEs) and in emerging markets, through the implementation of strategic marketing and promotion, taking due account of different customer profiles based on market research, data analysis and delivery of targeted campaigns and activities, including in digital format;
- Innovating and enhancing Madrid services delivered by the IB to users and Offices, including through the deployment, in a staged manner, of a new Madrid IT Platform;
- Making the Madrid System simpler, more accessible and more coherent in collaboration with member Offices, including through 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.

The Hague System

Focus in the next biennium will be on expanding the Hague System into a truly global system, with particular emphasis on:

- Active promotion of the System to increase geographical coverage and usage through dedicated support to prospective Contracting Parties and their Offices while also bringing it to those to whom it could make a difference, in synergies with other WIPO areas;
- Enhancing 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;
- 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;
- Enhance customer experience through responsive customer support services;
- Provide for a balanced evolution of the legal framework and schedule of fees in parallel with the modernization of the IT environment through annual meetings of the Working Group on the Legal Development of the Hague System.

Lisbon System

Expanding the Lisbon System into a truly global system will require dedicated support to prospective Contracting Parties, their Competent Authorities and potential users of the System, while pointing out the options to provide protection for geographical indications, such as through a *sui generis* system or the trademark system. Initiatives for the next biennium will, in particular, focus on:

- Actively promoting the Lisbon System, including the Geneva Act, to expand its geographical coverage and increase usage, while also bringing it to those to whom it could make a difference, in synergies with other WIPO areas;
- Providing demand-driven legal and technical assistance to WIPO Member States and IGOs, in particular to local producers in developing countries and LDCs, interested in adhering to the Lisbon System;
- Continuing the process of modernizing and simplifying the regulatory framework of the Lisbon System in parallel with the modernization of the IT ecosystem, including through sessions of the Working Group on the Development of the Lisbon System;
- Ensuring an optimal administrative management and state-of-the-art services to users of the Lisbon System.

Risks

Risk	Treatment
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.	Pro-actively pursue any country's interest in accessions, reconfigure promotion and marketing activities, including more partner-based approaches to scale and promote these Systems, increased focus on obtaining customer feedback, and further digitalizing and streamlining IB processes and services.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>			
<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 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	State of SCT work at the end of 2020 as per document SCT/43/11 and other relevant working documents	Implementation of agreed work in accordance with the SCT agenda
<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	Total Membership	Madrid System (Feb 2021): 108 Contracting Parties	Madrid System: 6 additional members (3 per year)
		The Hague System (May 2021): 66 Contracting Parties to the Geneva (1999) Act; 34 Contracting Parties to the Hague (1960) Act	The Hague System: 6 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act
		Lisbon System (May 2021): 8 Contracting Parties to the Geneva (2015) Act; 30 Contracting Parties to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 8 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts
	Filing Rate	Madrid System applications: 63,800	Madrid System applications: 2022: 71,200; 2023: 74,000
		The Hague System applications: 5,792	The Hague System applications: 2022: 7,480; 2023: 7,990
		Lisbon System international applications: 5	Lisbon System international applications: 75 per year (150 applications for 2022/23)
	Renewals	Madrid System: 32,371	2022: 32,400; 2023: 34,000
		The Hague System: 4,759	2022: 4,440; 2023: 4,630
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 Bureaus Services	Madrid System: 79% (2018/19 survey)	≥ 85% satisfied or very satisfied
		The Hague System: n/a	≥ 85% satisfied or very satisfied
	Unit Cost	Madrid System new/renewed registration: 625 CHF	tbd
		The Hague System: new/renewed design: 541 CHF	tbd
<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>			
4.2 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	100% based on 5 responses	≥ 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 trademarks, industrial designs and geographical indications and related matters	100% based on 48 responses in 2020	≥ 90% satisfied or very satisfied

Resources

Brands and Designs: Resources by Cost Category

(in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	57,731	56,447	56,235	1,284	2.3%
<i>Temporary Staff</i>	2,004	2,216	2,545	(212)	-9.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	59,735	58,663	58,779	1,072	1.8%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	143	58	79	85	146.6%
<i>WIPO Fellowships</i>	3,430	3,420	3,352	10	0.3%
Sub-total	3,573	3,478	3,432	95	2.7%
Travel, Training and Grants					
<i>Staff Missions</i>	1,035	1,457	872	(422)	-29.0%
<i>Third-party Travel</i>	1,855	1,915	1,764	(60)	-3.1%
<i>Training & Related Travel Grants</i>	240	290	134	(50)	-17.2%
Sub-total	3,130	3,662	2,770	(532)	-14.5%
Contractual Services					
<i>Conferences</i>	1,065	1,099	1,018	(34)	-3.1%
<i>Publishing</i>	35	20	-	15	75.0%
<i>Individual Contractual Services</i>	1,482	3,346	1,325	(1,864)	-55.7%
<i>Other Contractual Services</i>	10,391	10,350	14,132	41	0.4%
Sub-total	12,973	14,815	16,476	(1,842)	-12.4%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	26	32	(26)	-100.0%
<i>Communication</i>	770	1,730	1,247	(960)	-55.5%
<i>Representation & Other Operating Expenses</i>	210	210	82	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	980	1,966	1,360	(986)	-50.2%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	23	-	n/a
<i>Supplies & Materials</i>	40	20	92	20	100.0%
Sub-total	40	20	115	20	100.0%
Total B	20,695	23,940	24,152	(3,245)	-13.6%
TOTAL	80,430	82,603	82,931	(2,173)	-2.6%
POSTS	156	155	156	1	
of which					
Development Agenda Project	355				

Brands and Designs: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
2.1 Development of balanced and effective international normative frameworks for IP	2,440
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	13,324
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	61,877
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,069
4.3 Increased IP knowledge and skills in all Member States	1,521
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	200
Total	80,430

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
China	483	280	105	658	560	1,218
China (HR)	311	404	358	357	808	1,165
Total	794	684	463	1,015	1,368	2,383

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

Copyright and Creative Industries



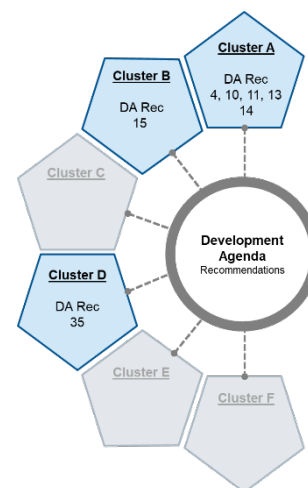
Implementation Strategies

The Copyright and Creative Industries Sector is responsible for several aspects of WIPO's work.

First, it contributes to the development of balanced and effective international normative frameworks for copyright and related rights. It facilitates international cooperation under the WIPO copyright and related rights treaties, in particular the Internet Treaties – The WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT) – the Beijing Treaty, and the Marrakesh Treaty, and supports the work for the Standing Committee on Copyright and Related Rights (SCCR). As part of this work it brings Member States, creators and copyright stakeholders everywhere together to discuss the future of the global copyright ecosystem.

Second, the Sector fosters the development of balanced and effective creative ecosystems in Member States by providing legislative, policy, infrastructure and management advice to WIPO Member States and national copyright authorities. It supports the use of copyright and related rights as a tool for growth and sustainable development, encouraging increased copyright and related rights knowledge and skills in all Member States, with training and capacity building tailored to developing countries and LDCs. It encourages creators, SMEs, cultural heritage and educational and research institutions, and communities to leverage copyright and related rights, including through its support of collective management organizations (CMOs) and persons with print disabilities.

Third, the Sector reaches out worldwide to explain the potential for IP to improve the lives of everyone, everywhere, and will use more effective communication and engagement to raise awareness of and increase knowledge about this potential, including through the WIPO website and WIPO publications. This outreach is also supported by the expanded WIPO Global Awards Program.



Copyright Law

The Copyright Law area leads the Organization's substantive work to shape the global copyright and related rights ecosystem through supporting Member States in joining WIPO copyright and related rights treaties, in updating their copyright laws as well as their legal and policy frameworks to facilitate full participation in the global creative ecosystem, and to engender discussions of all stakeholders in the SCCR. Specific initiatives in the next biennium include:

- Facilitating discussions in the SCCR on substantive agenda items as per the SCCR agenda and on copyright-related emerging issues;
- Providing legislative advice to Member States to update and adopt balanced and effective national laws consistent with WIPO copyright and related rights treaties, and facilitating the work of cultural as well as educational and research institutions;
- Supporting Member States regarding copyright treaties, in particular the Internet Treaties –WCT and the WPPT – the Beijing Treaty, and the Marrakesh Treaty.

Copyright Development

The Copyright Development area of work supports the participation of developing countries and LDCs in the copyright ecosystem to derive greater economic value from their cultural and other creative works and industries. It does this by providing technical, legal and policy related capacity building and skills development, at the national, regional and inter-regional levels, including through projects financed by donors through Funds-in-Trust arrangements. Specific initiatives in the next biennium will include:

- Assisting copyright Offices and other competent public institutions in copyright related strategic planning and policymaking, as well as in their implementation of these strategies and policies, with the aim of supporting Member States make more effective use of the copyright ecosystem to achieve their development goals;

- Going beyond supporting governments to enhance the engagement and support to enterprises, communities and individual creators to use copyright as a tool for growth and development through developing skills and capabilities at the institutional as well as individual levels.
- Designing and delivering tailor-made and country-focused programs, projects and tools to empower creators, cultural institutions and creative enterprises, as well as youth and women, to leverage copyright effectively and successfully.

Copyright Management

The Copyright Management area supports governments, enterprises, communities and individuals to use IP as a tool for growth and sustainable development. This is achieved through facilitating sound copyright management and infrastructure, including for the collective management of copyright and related rights and through the WIPO Connect IT solution for CMOs, as well as in the form of innovative public-private partnerships that are focused on individuals including the Accessible Books Consortium (ABC) and WIPO for Creators. The focus in the next biennium will be to:

- Provide legal and technical advice to Member States and CMOs on laws and regulations on collective management of copyright and related rights, contributing to the development of balanced and effective creative ecosystems in Member States;
- Develop and deploy WIPO Connect, provide tools, information and assistance in support of the development of local markets and access to the global marketplace for creative content, in order for more innovators, creators and SMEs to leverage copyright and related rights successfully and facilitating knowledge transfer;
- Expand the reach of the ABC by establishing a network of free and commercial catalogues, allowing for 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;
- Promote WIPO for Creators to raise awareness and increase knowledge of creators' rights and related management practices, ensuring recognition and fair reward for all creators regardless of their geographical, cultural or economic conditions, thus contributing to more innovators, creators and SMEs leveraging IP successfully.

Information and Digital Outreach

Information and Digital Outreach initiatives aim at supporting the development and digital distribution of inspirational content about the potential for IP to improve the lives of everyone, everywhere. It will do this through effective communication about all aspects of IP and WIPO's work, for all audiences, with a coherent visual identity, through multiple channels including the WIPO website, WIPO publications, the WIPO Magazine, the WIPO Knowledge Center, and World IP Day. Focus in 2022/23 will be to:

- Position WIPO as a thought leader on the subject of IP through our digital outreach activities: delivering inspirational and well-researched content for the website, our published works, virtual exhibitions; and the World IP Day campaign;
- Build skills in Member States in the methodology for gathering and analyzing data on the creative industries. Deliver value to users around the world by presenting these data in relevant reports/publications highlighting economic data about the creative industries;
- Develop knowledge and skills among publishers in developing countries through the Publishers Circle program, which will be achieved through facilitating training and partnerships with publishers from developed countries.

WIPO Global Awards Program

The WIPO Awards Program supports the use of IP as a tool for growth and sustainable development by encouraging and rewarding innovators and creators in selected national IP competitions. The current Program will be expanded to include a Global Awards Program for innovation and creativity that will run an open worldwide contest, with an international jury and sponsors. The Program will also explore rewarding initiatives led by women, youth and SMEs and will promote access to sources of financing, training and mentoring for the selected projects.

Risks

Risk	Treatment
Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives.	Support Member States' efforts to create and continue to evolve their legal and technical ecosystems through legislative advice, institutional and IT copyright infrastructure, as well as awareness raising programs concerning the benefits of copyright for the development of their creative industries.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1</i>			
<i>Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere</i>			
4.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	No. of unique visitors to the WIPO website and the websites of the External Offices	tbd	20% increase
	No. of unique visitors who downloaded WIPO publications	tbd	20% increase
<i>Strategic Pillar 2</i>			
<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 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	Summaries by the SCCR Chair from previous sessions of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCCR agenda
<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 IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	n/a	4
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	100% based on 19 responses	≥ 90% satisfied or very satisfied
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in WIPO training and skills development programs	n/a	≥ 85% satisfied or very satisfied
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of CMOs in developing countries and LDCs using WIPO Connect	15 CMOs for 16 Creation Classes	28 CMOs for 56 Creation Classes
	ABC: No. of accessible titles delivered to persons with print disabilities	440,000	25% increase (biennium)

Resources

Copyright and Creative Industries: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	17,397	18,027	16,446	(631)	-3.5%
<i>Temporary Staff</i>	956	766	1,684	190	24.8%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	18,352	18,793	18,130	(440)	-2.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	285	50	37	235	470.3%
<i>WIPO Fellowships</i>	582	360	288	222	61.7%
Sub-total	867	410	324	457	111.5%
Travel, Training and Grants					
<i>Staff Missions</i>	706	1,054	649	(348)	-33.0%
<i>Third-party Travel</i>	1,300	1,867	1,140	(566)	-30.3%
<i>Training & Related Travel Grants</i>	98	-	-	98	n/a
Sub-total	2,104	2,920	1,790	(816)	-28.0%
Contractual Services					
<i>Conferences</i>	130	313	241	(183)	-58.5%
<i>Publishing</i>	-	155	130	(155)	-100.0%
<i>Individual Contractual Services</i>	3,126	1,748	1,872	1,379	78.9%
<i>Other Contractual Services</i>	6,530	3,348	6,059	3,181	95.0%
Sub-total	9,786	5,564	8,302	4,222	75.9%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	440	-	72	440	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	120	-	2	120	n/a
<i>UN Joint Services</i>	-	84	137	(84)	-100.0%
Sub-total	560	84	210	476	566.7%
Equipment and Supplies					
<i>Furniture & Equipment</i>	6	40	20	(34)	-85.0%
<i>Supplies & Materials</i>	60	16	242	44	275.0%
Sub-total	66	56	262	10	17.9%
Total B	13,383	9,034	10,889	4,349	48.1%
TOTAL	31,735	27,826	29,019	3,909	14.0%
POSTS	41	46	43	(5)	
of which					
Development Agenda Project	1,195				

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

Expected Result	2022/23 Proposed Budget
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	8,269
2.1 Development of balanced and effective international normative frameworks for IP	3,537
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,577
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	285
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	286
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.	1,191
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,754
4.3 Increased IP knowledge and skills in all Member States	1,741
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,095
Total	31,735

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Japan (Copyright)	650	469	448	671	938	1,609
Japan (Junior Professional Officers)	169	-	-	169	-	169
Republic of Korea (Copyright)	1,023	349	131	1,241	698	1,939
Republic of Korea (Copyright/Professional Officers)	446	-	183	263	389	652
Total	2,288	818	762	2,344	2,025	4,369

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

Regional and National Development



Implementation Strategies

The Regional and National Development Sector is responsible for several aspects of WIPO's work.

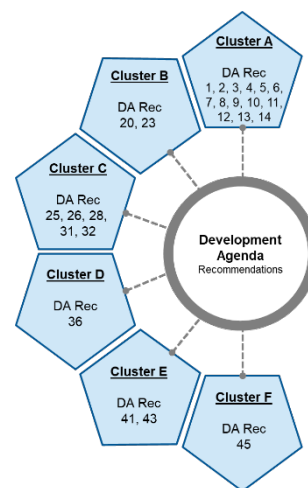
First, it leverages its unique knowledge of and engagement with Member States and regions to reinforce the more effective use of IP for growth and development. It does this by connecting the expertise, services and tools that WIPO offers with the needs and priorities of our Member States and national and regional stakeholders, including through the WIPO Network of External Offices in Algeria, Brazil, China, Japan, Nigeria, the Russian Federation and Singapore.

Second, it serves as the coordinator of the Development Agenda (DA) recommendations across the Organization. As the custodian of the WIPO DA, the Sector fosters its effective implementation throughout WIPO and promotes its importance globally through practical means, placing development at the center of what we do.

Third, it fosters the development of balanced and effective IP, innovation and creative ecosystems in Member States through the provision of related advice and assistance on policy and strategy creation and implementation.

Fourth, it increases the IP knowledge and skills in Member States through cutting-edge programs designed and implemented by the WIPO Academy.

The Regional and National Development strategies are underpinned by enabling methodologies designed to maximize the impact of activities and mandate implementation, including through an increased focus on integrating gender equality perspectives in a meaningful and impactful way. Emphasis on projects implemented over time will increase, as opposed to standalone and one-off activities and monitoring and evaluation of impact will become regular features. To increase WIPO's reach, partnerships with the broader gamut of stakeholders in IP ecosystems will be established.



Gateway for our Member States and Other Stakeholders

The Regional Divisions are the diplomatic, political and operational gateways to our Member States and national and regional stakeholders. They act as focal points for our cooperation in all its aspects. Their thorough understanding of the specificities at the national and regional levels is an enabler and facilitator for the identification and delivery of required and needed technical assistance and skills and knowledge development. In short, their knowledge, contacts and language skills are vital ingredients to everything that WIPO does in its Member States and at regional levels. Their expertise and knowledge will continue to guide the Organization in achieving country and community-based cooperation through the identification of strategic partners, which will allow us to better reach out to business, innovators, creators and communities.

For the first time, Regional and National Development includes cooperation with all of the Organization's 193 Member States with a greatly expanded community of experience. This opens up greater avenues for collaboration and expands the possibilities for synergies among the Member States, including through targeted South-South cooperation initiatives and enhanced North-South cooperation.

The External Offices are the extended arms of the Organization in the field. Based on their detailed understanding of their areas of responsibility, the Offices catalyze what WIPO can offer, collaborating closely with WIPO Headquarters and connecting the Organization's assistance, services and tools with evolving needs and priorities on the ground. Their familiarity with local conditions, culture and languages enables them to quickly develop deep relationships with stakeholders, both public and private. This provides the foundation for partnerships to scale up activities as well as the insight required to quickly respond to evolving changes in the environment and identify opportunities. This value addition will provide a boon for mandate implementation in their areas of responsibility across the range of the Organization's

work. At the same time, internal mechanisms to ensure coherence and full integration of External Offices into the Organization’s work will be strengthened. Emphasis will continue to be on ensuring that the External Office Network operates effectively and efficiently, adds value, contributes to mandate implementation in a complementary way that avoids duplication and is sustainable.

The Regional Divisions and External Offices are also best placed to determine how WIPO’s work connects with the UN family at the country level. They will identify opportunities where WIPO’s work can support the collective achievement of the UN SDGs, including at the country level.

Development Agenda Coordination

The Development Agenda sits at the core of what WIPO does. It establishes an ethos central to ensuring an inclusive IP system that benefits all. The cross-organizational coordination of the DA drives forward the effective implementation and mainstreaming of the DA recommendations in the substantive activities of the Organization based on the work of Member States in the Committee on Development and Intellectual Property (CDIP). An important way this is done is through implementation of DA projects agreed upon by the CDIP with a focus on ensuring concrete outcomes and developmental impact. Renewed emphasis will be on engaging with Member States and other stakeholders, both in Geneva and globally, to reinforce the DA’s importance and identify new areas, partnerships and ways in which it can propel the use of IP for growth and development.

Policy and Strategy Advice and Assistance

The policy context in which IP exists plays an important role in its contributions to innovation and creativity. These contexts differ across Member States and regions. Regional and National Development initiatives will align to these contexts and provide advice and assistance on policy creation that is customized to each Member State and region. A continuing area of work in this regard will be our support for the creation of national IP strategies, and with emphasis placed on ensuring buy-in and support for policy at the highest levels in Member States and regions, as well as on pragmatic and robust implementation leading to impact on the ground.

Skills and Knowledge Building

The new Regional and National Development work program will be at the forefront of the Organization’s transition from classical capacity building to skills and knowledge building. The WIPO Academy, as the global leader in providing IP education and training, will lead these efforts. It will continue to manage and develop skills-based eLearning services through effective partnerships, franchising and with an emphasis placed on certification of skills. It will increase the number of Member States with National IP Training Institutions capable of delivering high quality skill-based IP education and training courses thereby achieving a much needed multiplier effect by reaching a much larger number of beneficiaries. It will deepen its cooperation with universities with the aim of offering quality IP higher education programs, summer schools and related activities to help build the IP knowledge base. It will also seek to place greater emphasis in this work on practical skills-building, with the aim of equipping a broader range of stakeholders and IP users, such as researchers and SMEs, with the skills needed to use the IP system. New models of skills-based professional development training will be introduced. While leading these initiatives, the Academy will also work closely across the Organization in identifying the partnerships and opportunities necessary to expand coverage of skills and knowledge building.

Risks

Risk	Treatment
Restrictions on mobility and travel that affect the delivery of technical assistance programs, the attendance at WIPO events or face-to-face WIPO Academy training courses.	Digital adaptation of technical cooperation and course delivery mechanisms to permit hybrid or fully on-line tools-enhanced events or capacity development programs. Accelerate the use of new technology and communication platforms.
Adjustments in IP policy or priorities at the regional or national level may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Retain flexibility to make adjustments in workplans for regions and countries. Liaise constantly with appropriate regional and national authorities to support implementation of workplans.
The geographical distance of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	Maintain continuous and structured engagement to ensure that the work of the External Offices is fully integrated into the work of the Organization, in a coherent and coordinated manner and in line with the Results Framework, workplans and day-to-day functioning of the Organization.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets	
<i>Strategic Pillar 1</i>				
<i>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	No. of unique visitors to the WIPO website and the websites of the External Offices	tbd	20% increase	
<i>Strategic Pillar 2</i>				
<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>				
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	n/a	Progress on all WIPO deliverables	
<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	Total Membership	PCT System: 153 Contracting States Madrid System (Feb 2021): 108 Contracting Parties The Hague System (May 2021): 66 Contracting Parties to the Geneva (1999) Act; 34 Contracting Parties to the Hague (1960) Act Lisbon System (May 2021): 8 Contracting Parties to the Geneva (2015) Act; 30 Contracting Parties to the Lisbon Agreement (1958 & 1967) Acts	PCT System: 155 members Madrid System: 6 additional members (3 per year) The Hague System: 6 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act Lisbon System: 8 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts	
	Filing Rate	Madrid System applications: 63,800 The Hague System applications: 5,792 Lisbon System international applications: 5	Madrid System applications: 2022: 71,200; 2023: 74,000 The Hague System applications: 2022: 7,480; 2023: 7,990 Lisbon System international applications: 75 per year (150 applications for 2022/23)	
	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	tbd	20% increase	
	3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of WIPO Re:Search R&D collaborations advancing through clinical R+D phases	11	15 (cumulative)
		No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	0	4
<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 IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	Implementation of topics on IP and Development discussed in the CDIP	n/a	Implementation of agreed work in accordance with the CDIP agenda	
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	n/a	16	

Expected Result	Performance Indicators	Baselines	Targets
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. and % of Member States satisfied with the legislative and policy advice provided	Patents and Technology Law: 89% based on 7 responses Trademarks, Industrial Designs and Geographical Indications: 100% based on 5 responses Copyright: 100 % based on 19 responses	≥ 90% satisfied or very satisfied
	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	n/a	40
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in WIPO training and skills development programs	Africa: 85% Arab region: 81% Asia and the Pacific: 89% (2019) Latin America and the Caribbean: 89% LDCs: 90% TDCs: n/a EOs (all): n/a	≥ 85% satisfied or very satisfied
	% of participants who have successfully completed skills-based training programs	tbd	≥ 80%
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	tbd	≥ 70%
	No. of sustainable IP training institutions (IPTIs)	7	12 (cumulative)
	No. of people trained by the IPTIs	tbd	5% annual increase
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	No. of sustainable national TISC networks	40 sustainable national networks (cumulative end 2020) Maturity Level 1: 5 Total Maturity Level 2: 26 Total Maturity Level 3, including the provision of value-added services: 9 Total	49 sustainable national networks (cumulative end 2023) Maturity Level 1: 5 Total Maturity Level 2: 32 Total Maturity Level 3, including the provision of value-added services: 12 Total
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	n/a	≥ 90% satisfied or very satisfied
	LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development needs	0 (2020)	4 ATs identified (of which 1 deployed)
4.5 Enhanced IP infrastructure for IP Offices	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.4	3.5

Resources

Regional and National Development: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	41,967	42,862	42,459	(895)	-2.1%
<i>Temporary Staff</i>	2,247	1,709	2,422	538	31.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	44,214	44,571	44,881	(357)	-0.8%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	514	148	281	366	247.6%
<i>WIPO Fellowships</i>	634	50	164	584	1168.0%
Sub-total	1,148	198	445	950	480.0%
Travel, Training and Grants					
<i>Staff Missions</i>	3,172	4,586	2,756	(1,413)	-30.8%
<i>Third-party Travel</i>	4,013	4,589	3,404	(575)	-12.5%
<i>Training & Related Travel Grants</i>	1,860	2,271	1,300	(411)	-18.1%
Sub-total	9,046	11,445	7,460	(2,400)	-21.0%
Contractual Services					
<i>Conferences</i>	3,209	2,368	2,268	841	35.5%
<i>Publishing</i>	245	124	159	121	97.3%
<i>Individual Contractual Services</i>	7,593	5,205	6,732	2,388	45.9%
<i>Other Contractual Services</i>	2,261	783	3,291	1,479	189.0%
Sub-total	13,308	8,479	12,449	4,829	56.9%
Finance Costs					
	-	-	1	-	n/a
Sub-total	-	-	1	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	418	440	531	(22)	-5.0%
<i>Communication</i>	157	56	165	101	179.6%
<i>Representation & Other Operating Expenses</i>	131	496	172	(365)	-73.5%
<i>UN Joint Services</i>	467	-	4	467	n/a
Sub-total	1,173	992	871	181	18.3%
Equipment and Supplies					
<i>Furniture & Equipment</i>	53	59	127	(6)	-10.8%
<i>Supplies & Materials</i>	204	105	134	99	94.0%
Sub-total	257	164	261	92	56.1%
Total B	24,932	21,279	21,487	3,653	17.2%
TOTAL	69,145	65,850	66,368	3,296	5.0%
POSTS	107	106	108	1	
of which					
Development Agenda Project	365				

Regional and National Development: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	3,149
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	918
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	7,880
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,095
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.	11,744
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	11,288
4.3 Increased IP knowledge and skills in all Member States	25,297
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	7,396
4.5 Enhanced IP infrastructure for IP Offices	379
Total	69,145

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Australia ⁴	436	-	153	283	-	-
France (Industrial Property)	421	300	66	655	600	1,255
Mexico	136	-	3	133	-	133
Republic of Korea (Industrial Property)	702	215	320	597	430	1,027
Republic of Korea (IP Education)	714	460	327	847	920	1,767
Spain	201	177	15	363	354	717
Uruguay	97	-	-	97	-	97
The United Arab Emirates	46	-	46	-	-	-
Total	2,753	1,152	930	2,975	2,304	4,996

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

⁴ This FIT includes activities carried out under several other areas.

Infrastructure and Platforms



Implementation Strategies

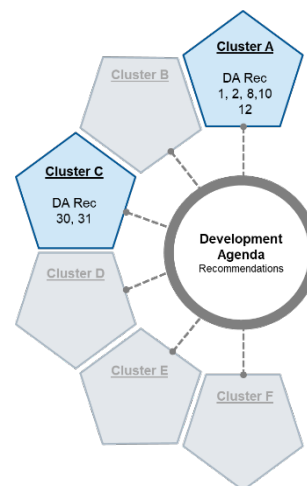
The Infrastructure and Platforms Sector is responsible for several aspects of WIPO's work.

First, it contributes to the development of balanced and effective international frameworks for IP through International Classifications and WIPO Standards.

Second, it provides high quality IP services, knowledge and data that deliver value to users around the world such as IP Offices, IP professionals, researchers, and other specialized users in national, regional and global IP and innovation ecosystems. This is implemented through the work relating to global databases, as well as by providing tools that utilize advanced technologies, including Artificial Intelligence (AI). In addition, marketing and customer service activities will be enhanced from a customer experience frame with a view to coordinating the strategy, planning and execution of the Organization's overall customer experience goals.

Third, it brings the international community together to proactively address emerging issues and policy challenges posed to the global IP ecosystem by frontier technologies including AI, big data, blockchain and genetic engineering.

Fourth, the Sector also supports the important work of enhancing IP infrastructure for IP Offices through providing tools and business systems that allow them to digitally transform.



International Classifications and Standards

By enabling data to flow on a common platform and databases, International Classifications and Standards provide crucial tools and instruments to bridge the gaps between various IP Offices working in different systems and languages. In order to ensure that WIPO continues to lead across the establishment, maintenance, and dynamic updating of international classifications and standards, initiatives in the next biennium will focus on:

IPC (International Patent Classification)

- Enhancing the IPC within the framework of the IPC Revision Roadmap adopted by the IPC Committee of Experts to respond to technological developments (including both new emerging technologies and complex technologies), and to ensure maximum international coherence of patent classification through, *inter alia*: enhancing the integration of IPCRMS (IPC Revision Management Solution) and e-forum to facilitate revision procedures;
- Promoting and facilitating wider use of the IPC system by providing assistance, including for the maintenance and publication of national translations of the IPC and possible use of AI for IPC reclassification to reduce the backlog, and by providing on-demand training (mainly through webinars and video conferences); and
- Enhancing 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)

- Continuing to enhance the Nice Classification under the auspices of 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 (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;
- Streamlining the revision procedures, in particular through the enhanced use of electronic means for discussion and decision making, facilitated through the introduction of e-voting through the NCLRMS (Nice Classification Revision Management Solution);

- Enhancing the Locarno Classification under the auspices of the Locarno Union Committee of Experts to allow for more efficient searching in design databases, notably by developing the Revision Management IT Solution;
- Enhancing the Vienna Classification under the auspices of the Vienna Union Committee of Experts by developing the Publication platform and the Revision Management IT Solution in order to streamline the IT support for international classifications;
- Promoting and facilitating a wider use of the international classifications in the field of marks and designs by providing demand-driven training (mainly through webinars and video conferences).

WIPO Standards

- Providing recommendations for the processing, transmission, exchange, dissemination, management and sharing of IP data, information and documentation through the development and revision of WIPO Standards under the auspices of the Committee on WIPO Standards (CWS). The work program will focus on standardization for digital transformation, in particular the format, structure and transaction of digital data such as Standards on XML, JSON, blockchain, 3D digital objects, API web services and further streamlining of Standard development and publication processes via a full digital workflow;
- Supporting the wider and more effective use of Standards by Offices and other stakeholders in IP ecosystems through the digital tools and platforms such as WIPO Sequence suite software, patent authority file portal, unified API catalogue and XML4IP (ST.96) centralized repository;
- Coordinating with IP Offices to gather and publish information on their practices related to WIPO Standards through surveys in the WIPO Handbook; and
- Extending collaboration and partnerships with stakeholders and users beyond Offices, including IP information user groups and IP system developers.

Global Databases

The work related to Global Databases includes the management, implementation and operation of WIPO's public global databases, namely PATENTSCOPE, the Global Brand Database (GBD) and the Global Design Database (GDD). In addition, responsibilities also include the development of Machine Learning tools to enhance processing and worldwide access to IP data. The program of work for the next biennium will encompass:

- Continuing to expand the geographical coverage of the WIPO Global Databases by increasing the national and regional data collections, adding new sources of open access non-patent literature, as well as improving the quality of data and timeliness of updating;
- Developing and further refining the WIPO Global Database search tools, including multi-lingual search systems, image similarity search and retrieval systems for trademarks and industrial designs, as well as for complex work units in patent texts using chemical compounds and Markush structures search. New search functions will also be studied, namely gene and sequences search, or citation search functions;
- Continuing to explore an enhanced and cost-efficient architecture and model for geolocations of data servers for faster access to Global Databases;
- Stewarding the digital transformation of the Organization's work and delivery of services, including through the consolidation of the Organization's expertise on advanced technologies, such as AI, in the Advanced Technologies Applications Center (ATAC);
- Proactively building 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 (TMs) and Industrial Designs (IDs), and WIPO categorizer.

IP Offices Business Solutions

WIPO's program of assistance to IP Offices, called the IP Offices Business Solutions, provides business systems for national and regional institutions in developing countries and LDCs, enabling them to participate effectively in the global IP system. The program of work in the next biennium will, in particular, focus on:

- Promoting the digital transformation of IP Offices and supporting their ability to provide their services online by using the WIPO IP Office Suite of applications (WIPO Industrial Property Administration System (IPAS), WIPO File, WIPO Publish);
- Meeting the needs of IP Offices at different levels of maturity in developing, transition and least developed countries, to enable fully digital registries, improved data quality, fully online services, and linkages between national IP systems and the global and regional IP Systems (PCT, Madrid and the Hague as well as ARIPO, EPO, EUIPO, OAPI respectively);
- Revising the training and support strategy to take advantage of the post-pandemic environment where online and virtual delivery methods can be effectively deployed to reach a wider audience on a more frequent basis;
- Optimizing the process of deploying and supporting projects in IP Offices, using a combination of WIPO staff, external contractors and local experts;
- Promoting the effective use of the WIPO DAS system for the exchange of digitally certified priority documents for patents, industrial design and trademark applications via (i) enhancing support to users and participating IP Offices and (ii) modernizing the underlying technology platform to further improve the security and reliability of the system; and
- Promoting and enhancing WIPO CASE based on feedback from users, and ensuring effective utilization of the system by encouraging more Offices to join as well as providing training and documentation.

IP and Frontier Technologies

The work program related to IP and Frontier Technologies focuses on the impact on global and local IP ecosystems of such technologies, including AI, big data, blockchain, gene engineering, etc. Efforts in the next biennium will include initiatives aimed at:

- Engaging with and facilitating discussion and knowledge building among Member States and other stakeholders on the impact on IP of frontier technologies, including AI, to support well informed policy choices.
- Assisting in the knowledge transfer and technology adaptation of platforms and tools for IP administration that are utilizing frontier technologies;
- Providing a forum to proactively address IP issues related to digitalization and frontier technologies, engaging a wide set of stakeholders by focusing on both practical tools and conceptual discussions;
- Developing relevant practical resources including programs, guidance, tools and other means to assist a wide range of stakeholders harness the opportunities of frontier technologies; and
- Building awareness, understanding of and engagement with frontier technologies and their IP impact to support policymakers and showcase WIPO's expertise to assist stakeholders.

Customer Experience

With a view to coordinating the strategy, planning and execution of the Organization's overall customer experience goals in close collaboration with all areas of the Organization, the work program for Customer Experience will focus on:

- The development of an Organization-wide customer experience strategy and a road map for its implementation;
- Improving the brand experience of WIPO stakeholders and customers by, *inter alia*: leveraging new technologies and automation to improve customer experience, gathering the 'voice of the customer' through multiple channels and creating actionable insights for improving customer experience and loyalty to WIPO, and optimizing WIPO's marketing outreach through analytics and improved targeting.

Risks

Risk	Treatment
Being an early adopter of frontier technologies carries inherent opportunities and risks in terms of identifying the most valuable use cases, integrating with existing governance mechanisms as well as accurately capturing the human readiness to adopt the technological change.	WIPO conducts feasibility studies to analyze the most cost-effective approach to enhance functions and processes for the Organization, including its Member States. In 2022/23, a particular focus on the development of the machine translation systems and image similarity search systems is planned, while continuing to seek further innovative solutions.
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.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>		<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>	
2.1 Development of balanced and effective international normative frameworks for IP	No. of new/revised WIPO Standards	4 new Standards adopted and 3 Standards revised (2020)	3 revised or new Standards (per year)
	No. of revisions/modifications to the International Classifications	Nice Classification: 172 modifications (2020) IPC amendments: 3,678 in the 2021.01 version (2020)	Maintain baseline level Maintain baseline level
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	Engagement in the WIPO Conversations on IP and Frontier Technology	n/a	Engagement from government representatives, enterprises, IP professionals and other stakeholders from at least 50 Member States
<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	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	tbd	20% increase
	Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 86% GBD: 84% GDD: 72%	≥ 85% satisfied or very satisfied
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	Customer Satisfaction Index (CSI)	85%	≥ 85% satisfied or very satisfied
<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>	
4.5 Enhanced IP infrastructure for IP Offices	No. of documents exchanged through WIPO CASE and DAS	400,000	450,000
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.4	3.5

Resources

Infrastructure and Platforms: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	24,899	26,109	25,643	(1,210)	-4.6%
<i>Temporary Staff</i>	1,597	1,779	1,797	(183)	-10.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	26,496	27,888	27,439	(1,392)	-5.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	14	-	-	14	n/a
<i>WIPO Fellowships</i>	448	180	669	268	148.9%
Sub-total	462	180	669	282	156.7%
Travel, Training and Grants					
<i>Staff Missions</i>	411	1,122	326	(711)	-63.4%
<i>Third-party Travel</i>	96	336	31	(240)	-71.4%
<i>Training & Related Travel Grants</i>	70	-	-	70	n/a
Sub-total	577	1,458	356	(881)	-60.4%
Contractual Services					
<i>Conferences</i>	470	290	262	180	62.1%
<i>Publishing</i>	-	40	20	(40)	-100.0%
<i>Individual Contractual Services</i>	437	1,002	314	(565)	-56.4%
<i>Other Contractual Services</i>	9,104	8,372	8,407	732	8.7%
Sub-total	10,011	9,705	9,003	307	3.2%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	250	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	13	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	264	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	115	250	135	(135)	-54.0%
<i>Supplies & Materials</i>	21	20	75	1	5.0%
Sub-total	136	270	210	(134)	-49.6%
Total B	11,186	11,613	10,502	(427)	-3.7%
TOTAL	37,682	39,501	37,941	(1,819)	-4.6%
POSTS	60	64	65	(4)	

Infrastructure and Platforms: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
2.1 Development of balanced and effective international normative frameworks for IP	7,411
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,467
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,148
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,089
4.5 Enhanced IP infrastructure for IP Offices	12,568
Total	37,682

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Japan (Industrial Property) Global ⁴	6,881	5,780	5,262	7,399	11,560	18,959
Total	6,881	5,780	5,262	7,399	11,560	18,959

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

⁴ This FIT includes activities carried out under several other areas.

Global Challenges and Partnerships



Implementation Strategies

The Global Challenges and Partnerships Sector is responsible for several aspects of WIPO's work.

First, it continues to advance work on the possible development of a balanced and effective international normative framework in the area of genetic resources (GRs), traditional knowledge (TK), and traditional cultural expressions (TCEs).

Secondly, it brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation, and creativity. It does so by leading international cooperation and dialogue on building respect for IP and coordinating activities in relation to the implementation of the Sustainable Development Goals (SDGs), IP and Competition Policy, and the Future of IP. It is also responsible for leading WIPO's effective interaction and partnership with the UN, IGOs, business associations and civil society.

Thirdly, it facilitates knowledge transfer and technology adaptation by managing the WIPO Re:Search and WIPO GREEN multi-stakeholder platforms to address global challenges relating to health and climate change.

Fourth, it will lead WIPO's engagement with new stakeholders, especially youth, who are our future innovators and creators, and a key stakeholder in our collective future.

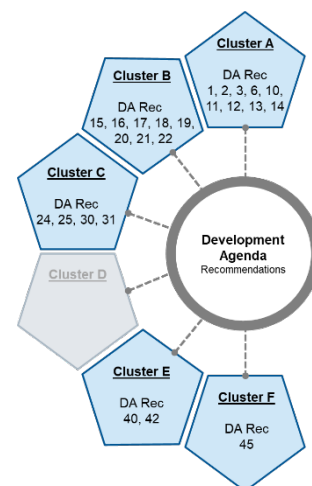
The implementation of post-pandemic recovery strategies across the world in order to rebound from the adverse economic and social impacts of the global health pandemic provides a major external context to the work of the Sector as the "point person" in establishing partnerships and building relationships with the UN, IGOs, NGOs and other stakeholders.

In relation to other global challenges to which the IP system can contribute meaningful solutions, focus will be on bringing people together and partnering with external stakeholders in order to positively shape the future of the global IP ecosystem, and to further promote the role of innovation and technology in realizing the ambitions and goals of the 2030 Agenda for Sustainable Development and the Paris Agreement.

Traditional Knowledge

WIPO's work on the intersection of IP and GRs, TK and TCEs in the next biennium will, in particular, focus on:

- Continuing to facilitate the international normative activities relating to GRs, TK and TCEs as will be defined by the 2021 General Assembly;
- Providing policy, legislative and technical assistance and advice in relation to strategies, policies and legal frameworks that Member States and regional organizations may establish on IP and, TK, TCEs, as well as GRs and data;
- Providing legal-technical advice and assistance related to inventories, registers, portals, platforms and databases that could support implementation of national, regional and international legal and policy frameworks related to IP and TK, TCEs, as well as GRs and data, that Member States may establish;
- Facilitating the effective participation of representatives of indigenous peoples and local communities (IPLCs) in WIPO's normative work relating to GRs, TK and TCEs as appropriate, and creating spaces for and facilitating dialogue, relationship-building and partnerships between IPLCs, Member States, industry and other actors in the global IP ecosystem; and



- Coordinating and cooperating with governments, organizations and partners as appropriate to continue to provide IP-related training, mentoring, match-making and practical services and tools in support of (i) IPLC entrepreneurship and IP rights management involving tradition-based goods and services and cultural documentation, with an emphasis on women and youth, (ii) effective IP rights management in GRs and data in the life sciences, and (iii) reaching out worldwide with up-to-date, practical and empirical stories, guides, analyses, databases and repositories of experiences and information on IP and GRs, TK and TCEs.

Global Challenges

Global Challenges addresses innovation and IP at the nexus of interconnected global issues, in particular global health, climate change and food security. By engaging across a wide range of IP-related global policy discussions and with a broad cross-section of stakeholders, it identifies opportunities to apply and scale up innovation-driven solutions that address global challenges and improve peoples' lives. Efforts in the next biennium will include initiatives aimed at:

- Further building and leveraging partnerships with strategic stakeholders by: (i) expanding and strengthening the WIPO GREEN network with the aim of promoting innovation and deployment of environmentally friendly "green" technologies to address climate change and food security issues, (ii) bringing to life WIPO Re:Search's 2022-2026 strategy, which will be based on stakeholder and member-company input and (iii) further strengthening of the Trilateral Cooperation among WHO, WIPO and WTO to help to address vanguard issues at the intersection of IP, trade and public health, including COVID-19,
- Developing and implementing WIPO's plans for youth engagement, including specific activities;
- Expanding the capacity of the WIPO GREEN online platform to increase its ability to support matchmaking and partner-based initiatives;
- Continuing the close collaboration across WIPO, as well as with external partners, to demonstrate and communicate the positive impact of IP in helping to address major global challenges;
- Strengthening its role as advocate to external partners for innovation and technology-based solutions to meet pressing global challenges.

Building Respect for IP

To contribute to a sustainable environment of respect for IP, WIPO's work in the area of building respect for IP follows a balanced approach to both preventing IP infringements and enforcing IP rights, in the interests of social and economic development and consumer protection. Activities for the next biennium will encompass:

- Organizing sessions and facilitating the work of the Advisory Committee on Enforcement (ACE), fostering informed and empirically well-founded policy discussions and the sharing of national experiences;
- Working closely with IGOs, civil society and Member States to strengthen international efforts to build respect for IP through structured coordination and high-impact cooperation activities;
- Undertaking and publishing research on topical and relevant questions in the area of building respect for IP;
- Developing the scope and functionalities of WIPO ALERT as an effective international tool for cooperation between Member States and relevant stakeholders to combat online IP infringements;
- Providing, upon request, legislative advice to Member States relating to IP enforcement in line with Part III of the TRIPS Agreement;
- Supporting and assisting Member States with a view to enhancing the capacities of law enforcement officials, prosecutors and judges for the enforcement of IP rights with a focus on building institutional training capacities in beneficiary countries as well as making available useful and accessible tools and materials on IP enforcement;
- Assisting Member States in building respect for IP as part of their national IP policy frameworks, as well as in developing demand driven awareness-raising strategies, products and activities;
- Continuing to be guided by Development Agenda Recommendation 45 in all its activities.

IP and Competition Policy

IP and Competition Policy is responsible for analyzing global trends concerning the interface among IP, antitrust and unfair competition, for participating in international competition networks and committees, as well as liaising with other international organizations on IP-related competition matters. The work program for IP and Competition Policy in 2022/23 will aim at developing WIPO's competency to become the reference organization on the IP & Competition Policy intersection through, *inter alia*: (i) the organization of events with IP and Competition Agencies, also in cooperation with other IGOs, (ii) active presence in the main international fora on competition policy, and (iii) by conducting analysis and research on some of the current policy areas concerning the IP/Competition interface.

Future of IP

The Future of IP addresses cutting-edge issues around the future development of IP, and will aim at three things. First, the development of a Global IP Perception Survey to assess global attitudes towards IP and the changes in such attitudes longitudinally; second, to raise awareness of the growth of intangible assets amongst external partners and to find areas of work with these partners on the systemic challenges and issues arising from the rise of this asset class globally; and third, to support IP Offices as they evolve their roles in a world where national economies are increasingly driven by innovation and creativity.

Sustainable Development Goals (SDGs)

A coherent and integrated contribution of WIPO to the implementation of the 2030 Agenda for Sustainable Development will continue to be a priority in the next biennium. Work in this area will take into account the broad nature of the SDGs and their cross-cutting impact on the Organization through: (i) preparing reports and facilitating the discussions on the SDGs as they relate to WIPO's mandate and work; (ii) engaging with other IGOs and UN agencies on the issue of SDGs; and (iii) reaching out to Member States, partners and other stakeholders with relevant information on the potential of IP for achieving the SDGs and on WIPO's work programs and activities that contribute to that objective.

External Relations

The work in connection with External Relations for the next biennium will be to:

- Actively engage with UN Organizations, IGOs, NGOs and Industry on the role of IP, innovation and technology in improving peoples' lives; and in so doing reinforce WIPO's position as the primary international body on IP;
- Strengthen WIPO's representation in international meetings and processes in which IP, innovation and technology play a prominent role, for example with platforms and forums such as the Trilateral (WHO-WIPO-WTO) Cooperation, the United Nations Framework Convention on Climate Change (UNFCCC), the World Summit on the Information Society (WSIS), and the Internet Governance Forum (IGF), etc.;
- Enhance liaison among all relevant areas of WIPO to facilitate timely provision of technical contributions to multilateral processes and initiatives, and engage with external stakeholders to foster greater awareness of WIPO's program of work and services amongst existing and potential partners;
- Augment outreach to communities underserved by the IP ecosystem by partnering with NGOs and industry groups to support or create relevant initiatives that allow such communities to use IP for growth and development.

WIPO Office in New York

As WIPO's representation and liaison to the UN, UN system entities and the related diplomatic community in New York, the WIPO Office in New York will, over the course of the next biennium, continue to:

- Represent WIPO and participate in relevant meetings of the main UN organs in New York, particularly the UN General Assembly, the Economic and Social Council, and the Secretariat;
- Engage in UN inter-agency processes and mechanisms relevant to the Organization's mandate and strengthen partnerships with UN System representations in New York and other IGOs and partners in the United States of America in order to, *inter alia*, promote WIPO initiatives that are supportive of the attainment of the 2030 Agenda for Sustainable Development;

- Coordinate and provide contributions to relevant UNHQ-led reports/processes to ensure that these benefit from WIPO's knowledge and program of work, as needed;
- Support the Organization's engagement and contribution to the UN Chief Executives Board (CEB) to facilitate and enhance system wide coordination and policy coherence.

Risks

Risk	Treatment
Decreased engagement of external partners, including private sector and civil society, results in reduced relevance, credibility and resilience of the Sector's platforms and initiatives.	Active outreach, engagement, and communications so as to ensure Sector platforms and initiatives align with external partner needs and priorities, proactive reaching out to emerging groups of stakeholders such as youth.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>			
<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>			
2.1 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 Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	Summary by the Chair of IGC/40 of substantive agenda items to be taken up by the Committee n/a	Implementation of agreed work in accordance with the IGC agenda ≥ 85% satisfied or very satisfied
2.3 International dialogue and cooperation on Building Respect for IP	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Implementation of the ACE work program agreed upon in the thirteenth ACE session	Implementation of agreed work in accordance with the ACE agenda
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	No. of WIPO initiatives in partnership with the UN and other IGOs No. of permanent observer NGOs engaging in WIPO's work and vice versa	10 initiatives Representatives of 319 permanently accredited NGOs attended 12 WIPO committee meetings (2019)	12 initiatives that have regional or global impact Representatives of 319 permanently accredited NGOs attended 20 WIPO events (end 2023)
<i>Strategic Pillar 3</i>			
<i>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</i>			
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of WIPO Re:Search R&D collaborations advancing through clinical R+D phases No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	11 0	15 (cumulative) 4
<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>			
4.2 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	Traditional Knowledge: n/a Building Respect for IP: n/a	≥ 90% satisfied or very satisfied ≥ 90% satisfied or very satisfied
4.3 Increased IP knowledge and skills in all Member States	Level of satisfaction of participants in WIPO training and skills development programs	95%	≥ 85% satisfied or very satisfied
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	90% (2019)	≥ 85% satisfied or very satisfied

Resources

Global Challenges and Partnerships: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	17,360	15,550	15,738	1,810	11.6%
<i>Temporary Staff</i>	1,061	1,044	1,053	17	1.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	18,421	16,594	16,791	1,827	11.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	308	205	95	103	50.2%
<i>WIPO Fellowships</i>	164	167	159	(3)	-1.8%
Sub-total	471	372	254	100	26.9%
Travel, Training and Grants					
<i>Staff Missions</i>	1,089	1,074	638	15	1.4%
<i>Third-party Travel</i>	1,450	1,785	1,389	(336)	-18.8%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	2,539	2,859	2,027	(320)	-11.2%
Contractual Services					
<i>Conferences</i>	1,053	1,066	973	(13)	-1.3%
<i>Publishing</i>	-	8	27	(8)	-100.0%
<i>Individual Contractual Services</i>	1,168	627	898	541	86.3%
<i>Other Contractual Services</i>	1,161	178	795	983	552.3%
Sub-total	3,382	1,879	2,692	1,503	80.0%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	593	510	554	83	16.3%
<i>Communication</i>	10	-	45	10	n/a
<i>Representation & Other Operating Expenses</i>	9	33	39	(23)	-71.3%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	613	543	638	70	12.9%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	12	14	(12)	-100.0%
<i>Supplies & Materials</i>	54	23	27	31	136.3%
Sub-total	54	35	40	19	55.0%
Total B	7,060	5,688	5,652	1,372	24.1%
TOTAL	25,480	22,281	22,443	3,199	14.4%
POSTS	43	37	37	6	

Global Challenges and Partnerships: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
2.1 Development of balanced and effective international normative frameworks for IP	3,644
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,714
2.3 International dialogue and cooperation on Building Respect for IP	3,805
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	6,505
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	3,562
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	644
4.3 Increased IP knowledge and skills in all Member States	1,039
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,567
Total	25,480

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Accredited indigenous and local communities	37	51	2	86	102	188
Italy	44	-	44	-	-	-
Republic of Korea (Building Respect for Copyright and Related Rights)	622	280	141	761	560	1,321
Republic of Korea (Ministry of Justice - HR)	101	234	209	126	468	594
Total	803	565	396	973	1,130	2,103

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 are indicative, based on past expenditure.

IP and Innovation Ecosystems



Implementation Strategies

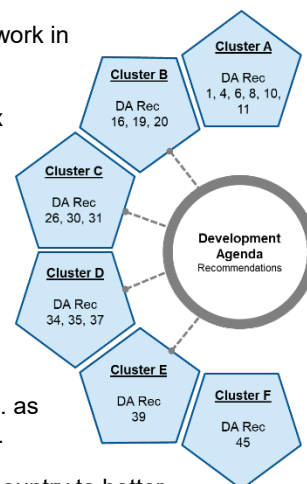
The IP and Innovation Ecosystems Sector is a newly created Sector and supports WIPO's work in several aspects.

First, it will provide high quality IP knowledge and data, such as the Global Innovation Index (GII), to help policy-makers better understand the connection between IP, innovation and creativity, and to make informed decisions on these important issues.

Second, it will assist individuals, enterprises, institutions and communities to use IP as a tool for economic growth and sustainable development, going beyond the regulatory and registration aspects of IP to focus on IP management and commercialization. This area of work will focus on supporting start-ups, entrepreneurs and SMEs to leverage IP effectively for business growth, which in turn will support the use of IP as a catalyst for job creation, investments, enterprise growth and economic development. It will also embark on work connected to the rise of IP and other forms of intangible assets such as data, know-how etc. as an asset class, by looking into issues relating to IP valuation, collateralization and financing.

Third, it will support researchers, innovators, universities and research institutions within a country to better access IP and innovation data and information, and to build skills and create platforms that use IP to translate research into market outcomes. This will also support the country's ability to build its capabilities and expertise in technology transfer, including to address global crises like the COVID-19 pandemic.

Fourth, it will help Members look at IP and innovation strategy from a holistic and ecosystem perspective through the further development of in-house expertise on national IP strategies, as well as through bringing the capabilities and expertise of the WIPO Judicial Institute and WIPO Arbitration and Mediation Center together.



Economics and Data Analytics

The work related to economics and data analytics has two main pillars. The first pillar seeks to provide accurate, comprehensive and timely data on the performance of the IP system and promote their wider and more effective use that deliver value to users around the world. Work in the next biennium will, in particular, focus on:

- Maintaining geographical coverage of IP statistics collected through WIPO's various annual statistics surveys to ensure accurate and comprehensive statistical reporting that bring value to decision makers everywhere;
- Reporting IP statistics through statistical publications and web tools, seeking to satisfy the needs of different user communities, including policymakers, IP Offices, users of WIPO's filing systems, researchers, and the general public.

The second pillar seeks to provide high-quality empirical analysis on economies' innovation performance and the evolving nature of the creative economy to support the development of balanced and effective IP, innovation and creative ecosystems in Member States. Work in the next biennium will, in particular, focus on:

- Continuing to benchmark innovation performance by publishing the GII and assisting Member States in making effective use of it in policy design;
- Providing in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports;
- Engaging in economic study work in developing economies, including new study work requested by the CDIP;
- Mobilizing original data relating to the creative economy and conducting studies enabling data-driven insights into the relevant drivers of the creative economy, so as to assist policy-makers and other stakeholders;
- Maximizing institutional synergies and promoting research quality by continuing to coordinate the global network of IP Office economists.

IP for Business

IP for Business initiatives aim at supporting entrepreneurs, SMEs and enterprises to access and use the IP system in taking their products to market and leveraging their competitiveness. The program of work will encompass:

- Creating business friendly tools and services that facilitate the awareness, understanding and use of the IP system by entrepreneurs and enterprises, so that IP becomes a core part of a business strategy;
- Assisting national IP Offices and SME intermediaries in integrating IP related support to their existing menu of services for businesses, and through this, to allow SMEs all over the world to use IP effectively;
- Implementing technical assistance and capacity building activities on IP management, patent claim drafting, IP valuation, IP commercialization and other such areas in which businesses grow through the use of the IP system. To the extent possible, a project-based and gender-balanced delivery approach will be pursued;
- Assisting governments in integrating IP considerations into their strategic economic development policies.

IP for Innovators

The work relating to IP for Innovators supports researchers, innovators, universities and research institutions to use IP as a tool for growth and sustainable development. This will involve building high quality IP services to deliver value to users around the world, notably in the areas of IP information, IP rights management, and technology transfer. These services will be reinforced through the building of individual and institutional capabilities, as well as the forging of networks between research institutions at the national, regional and international levels.

The implementation strategy will comprise activities for:

- Building vibrant innovation ecosystems, underpinned by effective legislative frameworks and institutional IP policies to accelerate the translation of research into innovative products and services for the benefit of society;
- Developing Technology and Innovation Support Centers (TISCs) and other technology transfer structures (TTOs, technoparks, incubators, IP hubs, etc.) as gateways to high quality IP services, including access to and advice in using technology databases, patent search and analytics services, and IP rights management services;
- Enabling the provision of high quality IP services through new and upgraded information and knowledge platforms, tools, and resources, including the University IP Policies database, WIPO INSPIRE, the WIPO Patent Register Portal, Successful Technology Licensing (STL) materials, a technology transfer literature compilation, and eTISC (including the Technology Transfer Web Forum), all integrated into a harmonized system to provide a fluid user experience;
- Assuring long-term sustainability of TISC networks and technology transfer structures by encouraging knowledge-sharing through effectively coordinated national, regional, and global networks and the online eTISC community;
- Supporting evidence-based decision-making in areas of technology of significant public interest by establishing patent landscape reports and the WIPO Technology Trends (WITT) report;
- Developing innovative approaches and methodologies and identifying and disseminating good practices in the areas of patent analytics, business intelligence, and technology transfer by establishing expert communities of practice in partnership with respective IP professionals;
- Multiplying the impact of activities and services to support innovators in using IP as a tool for growth and sustainable development by increasing awareness and appreciation of these activities and services and their benefits within the framework of a focused communications strategy.

WIPO Judicial Institute

The WIPO Judicial Institute, in collaboration with other relevant WIPO areas of work, works to empower judiciaries to fulfill their vital role in ensuring that IP, innovation and creative ecosystems in Member States are balanced and effective. It complements the work of the WIPO Arbitration and Mediation Center, as together these encompass the full range of options for the resolution of IP disputes. It also contributes to wider and more effective use of WIPO's services, knowledge and data through the WIPO Lex database.

The Institute's work in the next biennium will focus on:

- Fostering increased transnational dialogue for the judicial community through the annual WIPO IP Judges Forum and other judicial colloquia, to exchange expertise on the most pressing IP challenges, to observe judicial approaches of other countries and to gain insight to strengthen courts' own analyses;
- Undertaking targeted studies to promote in-depth understanding of topics of relevance to the global IP judiciary, and to support policy choices in the judicial administration of IP, which may encompass legislative, court administration and procedural reform;
- Contributing to increased IP knowledge and skills in all Member States by working with national and regional judicial authorities to provide a holistic suite of tailored capacity building support and resources for judiciaries, premised on national ownership and sustainability and aligned with the legal traditions, and economic and social circumstances of Member States;
- Through refined data collections and an improved user interface, facilitating use of the rich offerings of WIPO Lex as the global knowledge base for IP-related treaties, national and regional laws, and judicial decisions and judicial systems information, for a wider, general audience.

WIPO Arbitration and Mediation Center

WIPO [mediation](#) and [arbitration](#) enable private parties to efficiently settle their domestic or cross-border IP and technology disputes out of court, complementing the work of the WIPO Judicial Institute, and collectively providing WIPO's support for the full range of options relating to IP dispute resolution. The WIPO Center is also the global leader in the provision of [services](#) for businesses under the WIPO-designed Uniform Domain Name Dispute Resolution Policy (UDRP).

Leveraging WIPO's global role and expertise and including WIPO-internal as well as external public and private partnering, the work of the WIPO Center in the next biennium will focus on:

- Optimizing case administration services for IP and domain name disputes, notably by enhancing the application of ICT to case management and client delivery;
- Expanding the WIPO Center's program for digital outreach to potential users, in particular through the production of webinars and use of social media targeting specific market segments in terms of IP interest and location; increased IP dispute-based data analysis in support of outreach;
- Exploring further use of Alternative Dispute Resolution (ADR) in emerging areas of innovation and creation, including life sciences, IOT, smart contracts, and (building on 2021 WIPO-MCST Survey) digital copyright;
- Building out the WIPO Center's program of collaboration with Member State IP authorities and courts to promote and adopt tailored ADR options, with a particular focus on the needs and potential of specific regions;
- Engaging with further country code Top-Level Domain registries to help adopt ADR mechanisms enabling IP right holders to efficiently resolve domain name disputes;
- Active policy advocacy with ICANN, Internet and trademark stakeholders in the next phase of ICANN's review of rights protection mechanisms in the Domain Name System; engagement with ICANN on systemic options to facilitate right holder requests for WHOIS database access.

Risks

Risk	Treatment
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.
User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, results in diminished market position, organizational reputation, or policy impact.	Leverage WIPO's position as global, neutral and credible IP specialist, increase application of IT tools for improving user experience, and enhance digital tools and outreach.
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.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<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	No. of unique visitors to the IP Statistics Data Center	tbd	20% increase
	No. of unique visitors to WIPO Lex	tbd	20% increase
	Level of use of WIPO IP ADR and domain name dispute resolution services	734 disputes and 656 bons offices 44,552 gTLD cases 5,989 ccTLD-only cases (cumulative end 2020)	250 additional disputes and bons offices 5,000 additional gTLD cases 575 additional ccTLD-only cases (end 2023)
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	tbd	20% increase
<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>	
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	No. of unique visitors to the Global Innovation Index websites	tbd	20% increase
	No. of countries using the GII for the development of their innovation strategies and ecosystem	tbd	20% increase
	Level of sustained engagement by Member State judiciaries	86 countries and 3 regional jurisdictions represented in the 2020 Judges Forum (virtual)	70 countries and 4 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO	78 IP ADR schemes adopted 38 IP ADR schemes supported 4 gTLD policies adopted and supported 78 ccTLD policies adopted 47 ccTLD policies supported (cumulative end 2020)	6 additional IP ADR schemes adopted 8 additional IP ADR schemes supported 2 additional gTLD policies supported 2 additional ccTLD policies adopted 6 additional ccTLD policies supported (end 2023)
	No. of sustainable national TISC networks	40 sustainable national networks (cumulative end 2020) Maturity Level 1: 5 Total Maturity Level 2: 26 Total Maturity Level 3, including the provision of value-added services: 9 Total	49 sustainable national networks (cumulative end 2023) Maturity Level 1: 5 Total Maturity Level 2: 32 Total Maturity Level 3, including the provision of value-added services: 12 Total
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	n/a	≥ 90% satisfied or very satisfied
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	tbd	20% increase
	No. of SME support institutions who are using WIPO materials and tools	n/a	10
	No. of SMEs assisted by support institutions that use WIPO materials or tools	n/a	2,000 SMEs

Resources

IP and Innovation Ecosystems: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	30,345	23,376	23,749	6,970	29.8%
<i>Temporary Staff</i>	2,087	1,243	1,823	844	67.9%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	32,432	24,619	25,572	7,813	31.7%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	52	114	48	(62)	-54.4%
<i>WIPO Fellowships</i>	4,301	2,794	3,276	1,507	53.9%
Sub-total	4,353	2,908	3,324	1,445	49.7%
Travel, Training and Grants					
<i>Staff Missions</i>	875	1,300	824	(425)	-32.7%
<i>Third-party Travel</i>	1,066	937	488	129	13.7%
<i>Training & Related Travel Grants</i>	-	-	5	-	n/a
Sub-total	1,941	2,237	1,317	(296)	-13.2%
Contractual Services					
<i>Conferences</i>	239	393	274	(154)	-39.2%
<i>Publishing</i>	145	67	40	78	115.8%
<i>Individual Contractual Services</i>	2,846	1,705	1,709	1,141	67.0%
<i>Other Contractual Services</i>	1,887	385	1,126	1,502	390.2%
Sub-total	5,117	2,550	3,149	2,567	100.7%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	10	10	11	-	0.0%
<i>Communication</i>	11	11	10	-	0.0%
<i>Representation & Other Operating Expenses</i>	55	19	17	36	191.1%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	76	40	39	36	90.8%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	2	-	n/a
<i>Supplies & Materials</i>	55	20	16	35	175.0%
Sub-total	55	20	18	35	175.0%
Total B	11,542	7,755	7,847	3,788	48.8%
TOTAL	43,975	32,374	33,420	11,601	35.8%
POSTS	78	57	57	21	
of which					
Development Agenda Project	489				

IP and Innovation Ecosystems: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	17,305
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	191
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	2,444
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.	1,767
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	10,630
4.3 Increased IP knowledge and skills in all Member States	723
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	10,914
Total	43,975

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Republic of Korea (Promotion of ADR Services)	366	186	157	395	372	767
Total	366	186	157	395	372	767

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

Administration, Finance and Management

Implementation Strategies

The Administration, Finance and Management (AFM) Sector is responsible for WIPO's operating platform, providing the foundation for the delivery of results across the Organization, and driving overall performance in a sustainable and secure manner. More broadly, given its critical role in building the Foundation of the Organization, the Sector also plays an important role in providing WIPO Staff with the right resources to work effectively, collaboratively and innovatively.

There are several key elements to the work of the Sector. Firstly, ensuring that resources are allocated across WIPO in line with the Program of Work and Budget and Capital Master Plan agreed by Member States, and are managed effectively through appropriate governance and enterprise performance management (EPM) systems. Secondly, ensuring that WIPO's information and communication technology architecture and solutions are optimized, driving further digitization across the Organization and better use of data, whilst maintaining high levels of information security. Thirdly, delivering reliable and fit-for-purpose services to internal and external clients, including legal, languages and through a secure and sustainable WIPO Campus. Finally, overseeing WIPO's organizational resilience framework, ensuring that the Organization builds on the lessons from COVID-19 and is prepared for a range of future threats.

Sound and Prudent Financial and Performance Management, including Procurement

Results-based management and risk management will continue to be matured. The risk culture will be strengthened further, accepting and managing risks within clear "guard-rails". A new fraud risk assessment will be undertaken to stay abreast of new and emerging risks and to validate the adequacy of existing internal controls. Efforts will be made to enhance the use of data analytics to inform decisions and to effect improvements to the regulatory framework and internal controls.

Enhancing services to the global base of fee-paying customers will be a key focus. This will include staying tuned to customer needs and planning and aligning WIPO's services to address new and emerging needs, in particular in respect of payment services and interactions with national IP Offices. Opportunities for further streamlining and automating financial transactions and processes will be identified, including through robotic process automations (RPAs), with the aim of increasing further productivity and accuracy.

A strategic and proactive approach will be pursued for WIPO's sourcing activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors as well as travel and meeting-associated requirements using enhanced IT tools and functionalities, as appropriate. To reduce the time to procure and maximize savings through economies of scale and negotiations, the monitoring of the use of Long Term Agreements (LTAs) will be consolidated, and the maturity of vendor performance management will be enhanced. Outreach to potential individual contractors worldwide will be scaled up, through the extended use of social networks. Optimizing travel and meeting-related expenditure in a post-COVID context will be a primary objective, through the integration of IT tools, compliance monitoring and negotiation of airline fares.

Digital Transformation

ICT objectives for the biennium will focus on digital transformation and further technical and functional convergence, leveraging the cloud first policy, the second phase of the IP Portal Program, the solid response to the COVID-19 pandemic and the importance of streamlining operations and support. Transition of completed ICT projects to operations will result in new enabling capabilities, including data analytics, DevOps, enhanced customer experience, strengthened cloud management, Enterprise Content Management (ECM), 'new normal' driven digitalization and a centralized competence for better software design and delivery. Activities will continue towards establishing capabilities in cloud management operations and compliance and data governance. Furthermore, an overhaul of the ICT governance and stakeholder engagement framework will be conducted and a new ICT strategy based on business value will be put in place.

Ensuring that a robust and secure ecosystem of enterprise applications are underpinning WIPO's operations is key for smooth operations and delivery of services across the Organization. To this end, the capability to respond to business needs in an agile manner will be established through improvements to the delivery framework and the technologies used. Priority will be given to projects and initiatives that will improve user services and experience. Efforts will focus on the cloud transformation of the core ERP system in accordance with the next generation ERP strategy.

Knowledge and records management will be strengthened to enable staff across all business units to access, share and use information more effectively. Key strategies will include rolling out the necessary policies, tools and procedures to enable the shift to digital management of WIPO's records; leveraging the capabilities of the ECM platform to facilitate cross-sector access to information; and promoting cultural change to encourage the sharing of knowledge.

Phased implementation of WIPO's next generation Information Security Strategy will proactively address cybersecurity risks, allowing for the early detection and response to cyber incidents, to better prepare the Organization to recover from crises quickly, reducing the impact to business operations. In addition, promoting a culture of security will support the secure digital transformation of WIPO by streamlining and mainstreaming further information risk management services into business and IT processes.

Internal and External Services, including Legal, Language and Infrastructure Related

Prompt, reliable and fit-for-purpose legal advice and services are paramount for ensuring the effective administration and performance of the Organization and its overall body of laws, including the smooth functioning of the meetings of its constituent organs. Services will consist of providing effective support and advice to the Secretariat and Member States on a wide range of constitutional, contract, treaty, and administrative law matters, consistent with statutory requirements and applicable law, while remaining agile and fully embracing horizontal working methods.

WIPO's language services will continue to underpin its commitment to supporting its multilingual and diverse Member States and staff. This will be underpinned by the use of modern translation technologies for the delivery of language services and further promotion of multilingualism. WIPO will also continue with its strategy of quality at source to ensure linguistic quality. This will be complemented by the development of new skills. The management of interpretation services will be digitized to make it more efficient, agile and nimble in response to the increased complexity of managing interpretation services on virtual conferencing platforms.

To ensure that the WIPO Campus remains fit-for-purpose in support of WIPO activities and Member States meetings, premises infrastructure services will continue to focus on managing and maintaining as well as upgrading or renovating, premises and related installations. The biennium will see further improvements to physical accessibility for persons with disabilities. Efforts will also continue to reduce WIPO's environmental footprint generated by premises in line with the Host Country regulatory framework and the wider UN context towards the long-term goal of zero emissions by 2050.

The accelerated, COVID-driven shift to electronic communications by the global IP services has led to a corresponding decrease in demand for high-volume printing and mailing of paper in 2020/21. The new business model will require the transition to a more flexible resourcing strategy to respond to variable levels of demand while maintaining service continuity. The primary focus of the Printshop will be on smaller scale but higher value print production in support of WIPO's flagship products and events.

WIPO will continue to maintain a fit-for-purpose global operating environment through the effective and timely delivery of professional safety and security risk management services, focusing on prevention, preparedness and resilience. Building on lessons learned during the COVID-19 pandemic, interdisciplinary cooperation in crisis response preparedness will be strengthened and reflected in WIPO's organizational resilience framework, including in the internal business continuity and crisis management plans. In addition, a strong relationship will be maintained with relevant UN bodies, such as the UN Organizational Resilience Management System (ORMS) Working Group and the United Nations Operations and Crisis Centre (UNOCC).

Risks

Risk	Treatment
The value of investments made under the Member State-approved strategies for core and strategic cash pools could decrease, which would result in a reduction of net assets (reserves). Protracted negative interest rate conditions for Swiss francs may also result in increased costs from operating cash.	Operating, core and strategic cash investments will continue to be diversified in accordance with the policy on investments. Performance will be closely monitored by the ACI and their investment advisors, with allocation adjustments made as necessary.
Access to, or occupation of, WIPO premises is not viable for more than seven days, owing to physical inaccessibility, health and safety concerns, building infrastructure damage or other cause.	Further development of virtual office, hybrid meeting and other business continuity procedures and capabilities in line with WIPO's goal of strengthening its organizational resilience. Continuous improvement of integrated procedures for reducing the likelihood of building infrastructure and related safety failures.
A serious security incident, resulting from terrorism, civil unrest, natural disaster or other cause, which presents a risk to WIPO personnel and assets at WIPO HQ or globally, through its network of External Offices and its international travel and outreach to Member States and other stakeholders.	In coordination with security partners, WIPO implements strategies to continually assess, monitor, and manage security and resiliency risks through effective preventative, detective and response mechanisms to potential security threats.
Failure of key suppliers to deliver services triggers a disruption to services provided to our external customers.	WIPO performs due diligence checks throughout the lifecycle of each contract including a review of the financial and reputational stability, and other aspects of key suppliers.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 2</i>	<i>Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem</i>		
2.1 Development of balanced and effective international normative frameworks for IP	% of treaty notifications that are promptly processed by OLC	95% of treaty notifications processed within 3 days	95% of such notifications processed within 3 days
<i>Foundation</i>	<i>Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>		
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	Satisfaction rate on language services at meetings in 2020: 92.6%	Maintain satisfaction level
	Cost of per-word/page of translation % of spend through UN cooperation ¹⁵	0.53 CHF 17.95%	5% reduction > 18% per year
5.2 Digitally enabled, secure and sustainable operating environment and service	Expansion of the Fee Transfer Service	96.5% of search fees volume settled through the Fee Transfer Service from participating Receiving Offices (ROs) 94.5% of transactions related to the Fee Transfer Service are settled in accordance with the calendar in 2020	> 97.5% of global PCT search fee volume to be settled through the Service > 97.0% of settlements to be received in accordance with the Service calendar
	WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core and non-core activities	Maximum of 1 working day per year with a breakdown of a technical installation affecting WIPO core activities
	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
	Availability of digital services both internally and externally facing (uptime)	Corporate IT Infrastructure: 100.0% Corporate IT Services: 99.96%	≥ 99.8%
	Improved service delivery to external stakeholders	Apdex score > 0.6 for 78% of applications moved to the cloud (end 2020)	Apdex score ≥ 0.6 for 80% of applications moved to the cloud
	5.3 Sound and prudent financial management and effective corporate governance and oversight	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	An unqualified audit opinion
Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice		RBM: Maturity level 4.2 (end 2019) RM: Dimensions 1-4 'advanced', dimensions 5 and 6 'established'	RBM: Maturity level 4.5 (end 2023) RM: Dimensions 1-6 'advanced'
		% of incidents addressed within the time limits in SLAs: 91%	% of incidents addressed within the time limits in SLAs: 95%
		% of resources spent on KTLO vs value-add work: 70%	% of resources spent on KTLO vs value-add work: 50%
	Cost savings for goods and services procured by WIPO	4,852,576 CHF (2020)	6,000,000 CHF (biennium)
Average air ticket fare	1,187 CHF (2019)	3% biennial decrease	

¹⁵ Includes UNICC-related expenditure as from 2020

Office of the Director General

Implementation Strategies

The Office of the Director General will focus on overall strategic coordination of the work of the Organization, establishing a dynamic corporate culture that empowers WIPO Staff to work effectively, collaboratively and innovatively, guiding the implementation of the HR strategy and ensuring strategic engagement and outreach to external stakeholders including Member States and media.

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. Particular priorities will include:

- Reinforcing WIPO as an employer of choice through competitive conditions of employment, a harmonious and dynamic workplace, opportunities for professional growth, promotion of staff well-being and work-life balance;
- Measuring employee engagement as a key metric for improving Organizational culture;
- Fostering commitment and accountability towards effective people management, including through a review of the performance management system;
- Engendering a growth mindset and continuous learning through a training and development framework that also links more clearly to career development and road mapping;
- Maintaining a sound, modern and up-to-date regulatory framework for HR management that encourages empowerment of Staff and supports operational efficiency;
- Continuing work towards more equitable geographical representation and gender balance through broader and enhanced recruitment outreach programs and activities in partnership with Member States, including new initiatives like the Young Experts Program;
- Enhancing HR customer service on HR matters; and
- Further digitalization of HR.

News and Media

News and media strategies in the next biennium will seek to:

- Maintain communication channels to technical and professional audiences through channels dedicated to such content e.g. LinkedIn;
- Extend reach to new target audiences such as laypersons, SMEs, youth and others, around the world through an integrated press and content creation approach, distributed via earned media and our own top-line corporate channels, as well as through the further optimization of corporate social-media channels;
- Broaden content-creation efforts beyond technical content to narratives that illustrates the relevance of IP and its positive impact on individuals, enterprises and communities around the world;
- Expand press outreach to include efforts to inform the public of trends of local and regional interest as well as thematic developments in IP and the global economy;
- Position WIPO colleagues as thought leaders and expert commentators on their areas of expertise;
- Create and expand dedicated social media presences that allow colleagues in substantive areas to reach their targeted audiences for marketing, user and other communication purposes; and
- Ensure coherence in messaging across the Organization's public communications 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 as a key stakeholder, the Organization 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 provision of the highest quality of services for meetings and events by providing the most up to date and user friendly working methods. An ongoing review of current practices will also be ensured while anticipating customers' evolving needs through continuous cooperation and benchmarking with other international organizations and private sector leaders in event and meeting management.

Internal Justice, Governance and Oversight

The further development of WIPO's comprehensive ethics and integrity system will include the further development of standards and principles that meet best practices in the UN System, building on WIPO's ethics and integrity principles as laid down in its Code of Ethics. Awareness raising and sensitization activities will be undertaken to further enhance the Organization's ethical culture and strengthen ethical conduct by all staff at all levels of the Organization and advisory services provided to WIPO managers.

The prevention and handling of grievances and conflicts will be further improved with a view to fostering a harmonious and effective work environment.

The Ombudsperson will conduct targeted outreach to staff, including through bilateral talks, staff meetings, training courses and round table discussions through a peer-support group at the ground level (known as the 'Relays' network), to build awareness and encourage recourse to conflict resolution mechanisms, notably mediation, when appropriate.

Internal oversight initiatives will continue to support the Organization in achieving its objectives by strengthening accountability, compliance, value for money, stewardship, internal control and corporate governance as follows:

- Provide independent risk-based and objective assurance and advice through assessing the adequacy and effectiveness of internal controls, risk management and governance processes;
- Provide professional support and advice through continuous auditing, consulting and advisory services, and fostering institutional learning and accountability through transparent and participatory oversight processes, to address risks ex-post facto or ex-ante as required;
- Support management in effectively and efficiently managing the Integrity Framework within which duties, roles, responsibilities and rights of all WIPO staff are clearly defined, and administering the "hot line" for reporting wrongdoing and possible misconduct in WIPO;
- Contribute to effective oversight coverage in close cooperation with organizational entities, which have a role as a second line of defense function, and by identifying and implementing innovative technologies and practices to ensure effective delivery;
- Pursue and further develop cross-sectional engagements, including integrity reviews to examine those systems and processes within the Organization carrying high-risk exposures to fraud, abuse or misconducts.

Risks

Risk	Treatment
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.
Corporate governance and oversight systems prove ineffective, or perceived to be not wholly objective and independent impacting the impartiality and credibility of the work with outcomes and trust diminished.	Strong tone at the top for high ethical standards and a strengthening of the ethics function. Adherence to relevant standards and codes as well as the Internal Oversight Charter. Work closely with the IAOC, the External Auditor and the JIU and respond to recommendations for improvements in a timely manner. Establishment and effective operation of streamlined internal bodies ensuring compliance with regulatory framework, risk-based decision making and internal governance.

Risk	Treatment
Organizational change programs are inherently risky and a more open and dynamic organizational culture may take longer to institutionalize than foreseen.	Strong commitment, example and communication from the top and a transformation strategy to deliver real change towards a trust-based environment that empowers individuals. Articulate the new culture in terms of behaviors and outcomes to accelerate the change and reinforce decisive behaviors. Align the culture and the strategy so that the new culture becomes key to improving the performance of the organization.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<i>Strategic Pillar 1</i>			
<i>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	Media mentions of WIPO	49,335 (2020)	20% biennial increase
	Reach of WIPO's main social media presences	Twitter: 101,131 LinkedIn: 104,640 Facebook: 76,287 (May 2021)	≥ 500,000 followers across all social media presences at the end of the biennium
	Level of satisfaction of Member States and other stakeholders with the organization of events	100%	≥ 85% satisfied or very satisfied
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages	75% (6 out of 8)	100%
	% of WIPO global publications on substantive IP topics published in 2022/2023 and translated into all official UN languages	80% (4 out of 5)	100%
Implementation of pilots within the framework of the Revised Language Policy roadmap, Phase 1	n/a	2	
<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	Level of satisfaction of delegates attending the GAs and other Meetings	94% overall satisfaction	≥ 85% satisfied or very satisfied
<i>Foundation</i>			
<i>Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</i>			
5.1 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	Employee Engagement	tbd	Improvement over previous survey
	Gender : % of women at P4 to D2 level	P4 – 50.3% P5 – 31.4% D1 – 37.5% D2 – 8.3%	P4 – 50% P5 – 35% D1 – 41% D2 – 33%
	Geographical Diversity: % by region as per agreements	Africa: 10.4% Asia and the Pacific: 19.5% Eastern and Central Europe & Central Asia: 9.1% Latin America and the Caribbean: 7.3% Middle East: 2% North America: 10.8% Western Europe: 40.9%	Agreement among Member States on WIPO's policy on geographical distribution
5.3 Sound and prudent financial management and effective corporate governance and oversight	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/31/4	No interference
	No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted

Resources

Administration, Finance and Management and the Office of the Director General: Resources by Cost Category (in thousands of Swiss francs)

	2022/23 Proposed Budget	2020/21 Program & Budget	2020/21 Budget after Transfers	2022/23 vs. 2020/21 P&B	
				Amount	%
A. Personnel Resources					
Posts	128,531	130,993	130,976	(2,462)	-1.9%
Temporary Staff	3,461	5,362	7,418	(1,901)	-35.5%
Other Staff Costs	3,152	3,152	3,152	-	-
Total A	135,144	139,507	141,546	(4,363)	-3.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
Internships	226	132	778	94	71.4%
WIPO Fellowships	154	24	12	130	541.7%
Sub-total	380	156	790	224	143.7%
Travel, Training and Grants					
Staff Missions	1,625	2,031	1,089	(406)	-20.0%
Third-party Travel	498	1,122	846	(624)	-55.6%
Training & Related Travel Grants	214	283	135	(69)	-24.4%
Sub-total	2,337	3,435	2,069	(1,099)	-32.0%
Contractual Services					
Conferences	1,249	787	1,324	462	58.7%
Publishing	-	29	12	(29)	-100.0%
Individual Contractual Services	11,204	11,342	11,349	(139)	-1.2%
Other Contractual Services	60,125	51,779	52,370	8,347	16.1%
Sub-total	72,578	63,937	65,054	8,641	13.5%
Finance Costs	2,480	1,066	757	1,414	132.6%
Sub-total	2,480	1,066	757	1,414	132.6%
Operating Expenses					
Premises & Maintenance	42,690	37,967	37,698	4,722	12.4%
Communication	1,797	2,656	2,656	(859)	-32.3%
Representation & Other Operating Expenses	1,147	1,531	1,583	(384)	-25.1%
UN Joint Services	1,222	1,184	976	38	3.2%
Sub-total	46,856	43,338	42,913	3,518	8.1%
Equipment and Supplies					
Furniture & Equipment	872	938	3,366	(67)	-7.1%
Supplies & Materials	2,377	2,624	4,024	(247)	-9.4%
Sub-total	3,249	3,563	7,390	(314)	-8.8%
Total B	127,879	115,495	118,973	12,384	10.7%
TOTAL	263,023	255,002	260,519	8,021	3.1%
POSTS	351	355	363	(4)	

Administration, Finance and Management and the Office of the Director General: Resources by Result
(in thousands of Swiss francs)

Expected Result	2022/23 Proposed Budget
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	5,549
2.1 Development of balanced and effective international normative frameworks for IP	1,315
2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	7,580
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	160
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	53,528
5.2 Digitally enabled, secure and sustainable operating environment and services	149,571
5.3 Sound and prudent financial management and effective corporate governance and oversight	45,320
Total	263,023

Funds in Trust Resources Potentially Available for Programming¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
Republic of Korea (Professional Officers) ⁴	676	207	326	557	713	1,270
Total	676	207	326	557	713	1,270

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 is indicative, based on past expenditure.

⁴ Includes Professional Officers in the PCT and Regional and National Development, managed by HRMD.

III. ANNEXES

ANNEX I 2020/21 Budget after Transfers

(in thousands of Swiss francs)

Sector	2020/21 P&B	Transfers ¹			2020/21 Budget after Transfers ²	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Program	Total P&B
Patents and Technology	228,255	724	(1,295)	(570)	227,685	-0.2%	-0.1%
Brands and Designs	82,603	845	(517)	328	82,931	0.4%	0.0%
Copyright and Creative Industries	27,826	3,109	(1,917)	1,193	29,019	4.3%	0.2%
Regional and National Development	65,850	1,328	(810)	518	66,368	0.8%	0.1%
Infrastructure and Platforms	39,501	1,708	(3,268)	(1,560)	37,941	-3.9%	-0.2%
Global Challenges and Partnerships	22,281	288	(127)	162	22,443	0.7%	0.0%
IP and Innovation Ecosystems	32,374	1,583	(537)	1,046	33,420	3.2%	0.1%
Administration, Finance and Management	255,002	6,580	(1,063)	5,517	260,519	2.2%	0.7%
Unallocated	14,707	2,048	(8,681)	(6,634)	8,074	n/a	n/a
TOTAL	768,401	18,215	(18,215)	-	768,401	-	-

Note: 2020/21 P&B and 2020/21 Budget after Transfers have been aligned to the new structure in the P&B 2022/23.

¹ WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 5.5: "The Director General may make transfers from one program of the program and budget to another for any given financial period, up to the limit of five per cent of the amount corresponding to the biennial appropriation of the receiving program, or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the services."

² As at 31 Dec 2020.

ANNEX II 2022/23 Proposed Resources by Sector*(in thousands of Swiss francs)*

Sector	2022/23 Proposed Budget			2020/21 Program & Budget			2020/21 Budget after Transfers ¹			2022/23 vs. 2020/21 P&B	
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Amount	%
Patents and Technology	134,345	96,030	230,374	137,178	91,078	228,255	136,659	91,027	227,685	2,119	0.9%
Brands and Designs	59,735	20,695	80,430	58,663	23,940	82,603	58,779	24,152	82,931	(2,173)	-2.6%
Copyright and Creative Industries	18,352	13,383	31,735	18,793	9,034	27,826	18,130	10,889	29,019	3,909	14.0%
Regional and National Development	44,214	24,932	69,145	44,571	21,279	65,850	44,881	21,487	66,368	3,296	5.0%
Infrastructure and Platforms	26,496	11,186	37,682	27,888	11,613	39,501	27,439	10,502	37,941	(1,819)	-4.6%
Global Challenges and Partnerships	18,421	7,060	25,480	16,594	5,688	22,281	16,791	5,652	22,443	3,199	14.4%
IP and Innovation Ecosystems	32,432	11,542	43,975	24,619	7,755	32,374	25,572	7,847	33,420	11,601	35.8%
Administration, Finance and Management	135,144	127,879	263,023	139,507	115,495	255,002	141,546	118,973	260,519	8,021	3.1%
Unallocated	7,346	4,600	11,946	8,107	6,600	14,707	3,830	4,244	8,074	(2,761)	-18.8%
TOTAL	476,484	317,307	793,792	475,919	292,482	768,401	473,627	294,774	768,401	25,391	3.3%

Note: 2020/21 P&B and 2020/21 Budget after Transfers have been aligned to the new structure in the P&B 2022/23.

¹ As at 31 Dec 2020.

ANNEX III Posts by Sector

Sector	2022/23 Proposed Budget					2020/21 Program & Budget					2020/21 Budget after Transfers ¹					2022/23 vs. 2020/21 P&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	166	201	377	1	9	164	208	382	1	9	166	201	377	-	-	2	(7)	(5)
Brands and Designs	1	9	71	75	156	1	10	64	80	155	1	9	71	75	156	-	(1)	7	(5)	1
Copyright and Creative Industries	1	5	24	11	41	1	4	26	15	46	1	4	27	11	43	-	1	(2)	(4)	(5)
Regional and National Development	1	16	63	27	107	1	18	59	28	106	1	17	62	28	108	-	(2)	4	(1)	1
Infrastructure and Platforms	1	5	41	13	60	1	3	47	13	64	1	4	45	15	65	-	2	(6)	-	(4)
Global Challenges and Partnerships	1	7	23	12	43	1	5	20	11	37	1	5	20	11	37	-	2	3	1	6
IP and Innovation Ecosystems	1	8	54	15	78	-	6	37	14	57	-	7	38	12	57	1	2	17	1	21
Administration, Finance and Management	2	20	168	161	351	3	23	162	167	355	3	26	167	167	363	(1)	(3)	6	(6)	(4)
Unallocated	-	-	6	-	6	-	-	3	4	7	-	-	-	3	3	-	-	3	(4)	(1)
TOTAL	9	79	616	515	1,219	9	78	582	540	1,209	9	81	596	523	1,209	-	1	34	(25)	10

Note: 2020/21 P&B and 2020/21 Budget after Transfers have been aligned to the new structure in the P&B 2022/23.

¹ As at 31 Dec 2020.

ANNEX IV 2022/23 Allocation of Income and Expenditure by Union

Introduction

1. In accordance with WIPO's Financial Regulations and Rules (Regulation 2.3), this Annex presents the Organization's Program and Budget 2022/23 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 2022/23 has remained unchanged from the methodology used for the Program and Budget 2020/21. As regards the allocation of direct and indirect Union expenses, as per past practice, the calculations have been refined to better reflect the evolution of the work of the Organization enabled by the ERP/EPM systems. The tables in this Annex provide an overview of the 2022/23 Allocation of Income and Expenditure by Union, the 2022/23 Income Estimates by Union and the 2022/23 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 and Madrid Unions on the basis of the estimated publications revenue for each of the Unions;
- Income from the Arbitration and Mediation Center is allocated to the Unions based on estimations;
- Miscellaneous income is allocated equally across all Unions; and
- IPSAS adjustments to income on a budgetary basis are 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 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 Regional and National Development 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 indirect activities. 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.

Allocation of 2022/23 Expenditure by Allocation Category

6. The table below summarizes the allocation of the 2022/23 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 (10% - estimate) Promotion of Paris Convention, PLT & Budapest Treaty (10% - estimate) Confidential information (10% - estimate)	SCP (90% - estimate) Promotion of Paris Convention, PLT & Budapest Treaty (90% - estimate) Confidential information (90% - estimate) PCT Union Assembly, PCT Working Group, PCT legal and promotion activities PCT processing, translation and information system services			
BD	SCT (20% - estimate) Promotion of Singapore Treaty (20% - estimate) Article 6ter (20% - estimate) TM, ID, GI capacity building (20% - estimate)		SCT (65% - estimate) Promotion of Singapore Treaty (65% - estimate) Article 6ter (65% - estimate) TM, ID, GI capacity building (65% - estimate) Madrid Union Assembly, Madrid Working Group, Madrid legal and promotion activities Madrid System processing, translation and information system services ¹⁶	SCT (15% - estimate) Promotion of Singapore Treaty (15% - estimate) Article 6ter (15% - estimate) TM, ID, GI capacity building (15% - estimate) The Hague Union Assembly, the Hague Working Group, the Hague legal and promotion activities The Hague system processing and information system services	The Lisbon Union Assembly, Lisbon System, Lisbon Working Group, promotion Lisbon System processing and IT development
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 WIPO Connect development, deployment and maintenance				

¹⁶ The share of resources in Madrid supporting the operations of the Hague system 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
RND		Promotion of the PCT Global Databases (61.4% - estimate)	Promotion of Madrid Global Databases (29.8% - estimate)	Promotion of the Hague Global Databases (8.7% - estimate)	Promotion of Lisbon
	Alternative Dispute Resolution (ADR) services (18% - estimate)	Alternative Dispute Resolution (ADR) services (17% - estimate)	Alternative Dispute Resolution (ADR) services (46% - estimate)	Alternative Dispute Resolution (ADR) services (19% - estimate)	
IP	Int. Classifications & WIPO Standards (9% - estimate)	Int. Classifications & WIPO Standards (70% - estimate)	Int. Classifications & WIPO Standards (20% - estimate)	Int. Classifications & WIPO Standards (1% - estimate)	
		Global Databases (61.4% - estimate)	Global Databases (29.8% - estimate)	Global Databases (8.7% - estimate)	
GCP	IGC TK, TCEs & GRs capacity building				
IE	Alternative Dispute Resolution (ADR) services (18% - estimate)	Alternative Dispute Resolution (ADR) services (17% - estimate)	Alternative Dispute Resolution (ADR) services (46% - estimate)	Alternative Dispute Resolution (ADR) services (19% - estimate)	

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.

Overall Scenario by Union (in thousands of Swiss francs)

	CF Unions	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
2022/23 Income	36,233	738,987	162,270	13,497	775	951,762
2022/23 Expenditure						
Direct Union	30,111	245,078	75,900	21,381	1,708	374,178
Direct Admin	13,061	117,657	53,623	12,648	825	197,814
Sub-total, Direct	43,172	362,735	129,523	34,029	2,533	571,992
Indirect Union	-	136,268	11,860	-	-	148,129
Indirect Admin	-	67,772	5,899	-	-	73,671
Sub-total, Indirect	-	204,041	17,759	-	-	221,799
Total, 2022/23 Expenditure	43,172	566,776	147,281	34,029	2,533	793,792
Estimated IPSAS adjustment to budget	3,170	41,623	10,816	2,499	186	58,294
Total Expenditure after IPSAS adjustments	46,342	608,399	158,097	36,528	2,719	852,086
Operating Result	(10,109)	130,588	4,172	(23,030)	(1,945)	99,676
RWCF Target*	21,586 50.0%	141,694 25.0%	36,820 25.0%	5,104 15.0%	- n/a	205,205 25.9%

*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	%
Income on accrual basis												
Fees	-	-	736,925	99.7%	159,961	98.6%	12,227	90.6%	150	19.4%	909,262	95.5%
Income on a cash basis												
Contributions (unitary)	34,996	96.6%	-	-	-	-	-	-	-	-	34,996	3.7%
Arbitration	612	1.7%	578	0.1%	1,564	1.0%	646	4.8%	-	-	3,400	0.4%
Publications	-	-	860	0.1%	120	0.1%	-	-	-	-	980	0.1%
Miscellaneous Income	601	1.7%	601	0.1%	601	0.4%	601	4.5%	601	77.6%	3,005	0.3%
<i>Sub-total</i>	36,209	99.9%	2,039	0.3%	2,285	1.4%	1,247	9.2%	601	77.6%	42,381	4.5%
IPSAS adj. to Income on a cash basis	24	0.1%	24	0.0%	24	0.0%	24	0.2%	24	3.1%	119	0.0%
TOTAL	36,233	100%	738,987	100%	162,270	100%	13,497	100%	775	100%	951,762	100%

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

	CF Unions	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
Patents and Technology	382	229,846	146	-	-	230,374
Brands and Designs	1,086	-	62,021	15,741	1,582	80,430
Copyright and Creative Industries	19,070	11,651	1,014	-	-	31,735
Regional and National Development	291	59,035	7,696	1,997	126	69,145
Infrastructure and Platforms	667	29,540	6,401	1,074	-	37,682
Global Challenges and Partnerships	6,181	17,754	1,545	-	-	25,480
IP and Innovation Ecosystems	2,434	30,314	8,658	2,569	-	43,975
Administration, Finance and Management	12,465	180,423	57,254	12,094	788	263,023
Unallocated	596	8,212	2,546	554	38	11,946
TOTAL	43,172	566,776	147,281	34,029	2,533	793,792

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: performance of the economy globally, and in countries of the highest and fastest growing demand; research and development (R&D) investment levels; technological confidence levels; and exchange rate fluctuations. Internal factors include: the level of PCT fees and the attractiveness and value of PCT services as compared to other filing routes; the overall credibility of performance of the patent system; and individual corporate patent strategies.

2. Applicants' behavior influences PCT income as follows:

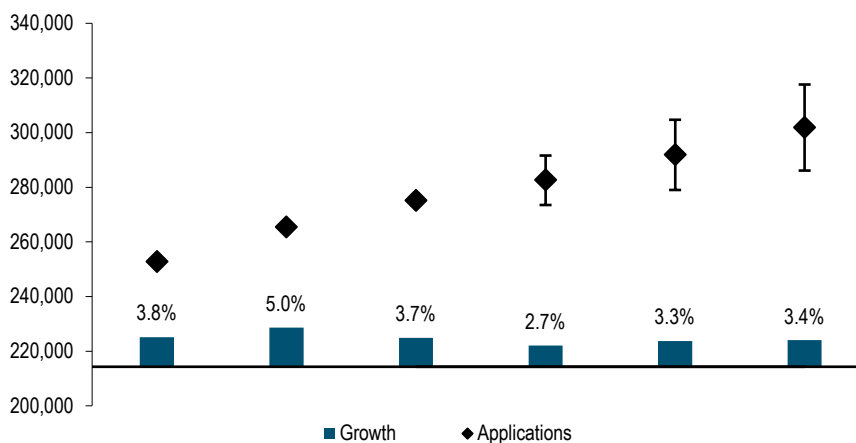
- (i) **Page Fee:** The International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.
- (ii) **International Preliminary Examination:** Applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling fee").
- (iii) **Electronic Filing:** When applicants use electronic (instead of paper) filing they benefit from discounts.
- (iv) **International Bureau (IB) 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 as regards 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.¹⁷

PCT Filing Forecast (Demand)

4. PCT filings grew strongly in recent years. Chart 1 shows the forecasted number of PCT applications for the years 2021 to 2023 (based on data at the end of March 2021).

Chart 1. PCT Applications 2018 to 2023



¹⁷ All statistics are based on the date of filing of PCT applications or Chapter II demands.

	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Applications	252,779	265,382	275,100	282,600	291,900	301,900
Growth	3.8%	5.0%	3.7%	2.7%	3.3%	3.4%
Low bound				-9,100	-12,900	-15,800
High bound				+9,000	+12,800	+15,700

Note: 2020 reflects preliminary figures.

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

PCT Filings for Selected Countries 2018 to 2023

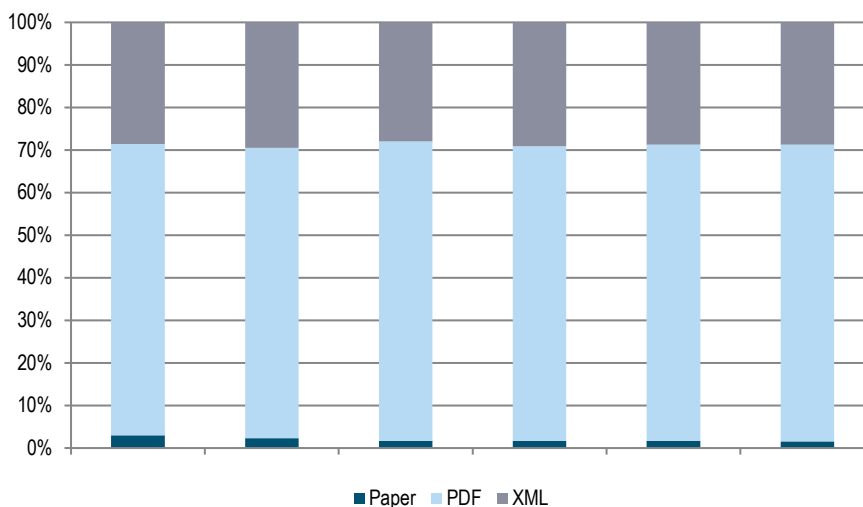
	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
AT	1,484	1,432	1,518	1,548	1,566	1,600
AU	1,827	1,765	1,718	1,698	1,695	1,683
BE	1,301	1,356	1,328	1,342	1,335	1,356
BR	615	643	697	684	716	734
CA	2,416	2,732	2,620	2,551	2,486	2,462
CH	4,595	4,625	4,880	5,059	5,100	5,206
CN	53,444	59,170	68,708	71,232	76,427	81,723
DE	19,757	19,355	18,544	18,401	18,735	18,825
DK	1,445	1,440	1,551	1,618	1,628	1,669
ES	1,399	1,495	1,456	1,455	1,418	1,393
FI	1,833	1,654	1,668	1,727	1,630	1,600
FR	7,922	7,912	7,766	8,000	8,013	8,054
G1	4,299	4,512	4,686	4,923	5,017	5,229
G2	3,766	3,457	3,812	4,015	4,155	4,336
GB	5,636	5,778	5,904	5,914	6,085	6,198
IL	1,896	2,002	1,944	1,967	2,000	2,042
IN	2,009	2,046	1,910	2,005	2,055	2,133
IT	3,328	3,384	3,401	3,428	3,522	3,590
JP	49,703	52,700	50,525	53,748	55,272	57,121
KR	16,919	19,074	20,059	19,976	21,331	22,315
NL	4,132	4,050	4,014	4,146	4,186	4,225
NO	767	785	699	771	758	768
RU	1,032	1,185	1,103	1,094	1,123	1,147
SE	4,175	4,202	4,352	4,388	4,370	4,440
SG	901	1,146	1,291	1,308	1,327	1,384
US	56,178	57,482	58,931	59,620	59,576	60,302

Note: 2020 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 filings continued to increase steadily reaching 98.2 per cent of total filings in 2020.

Chart 2. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2018 to 2023

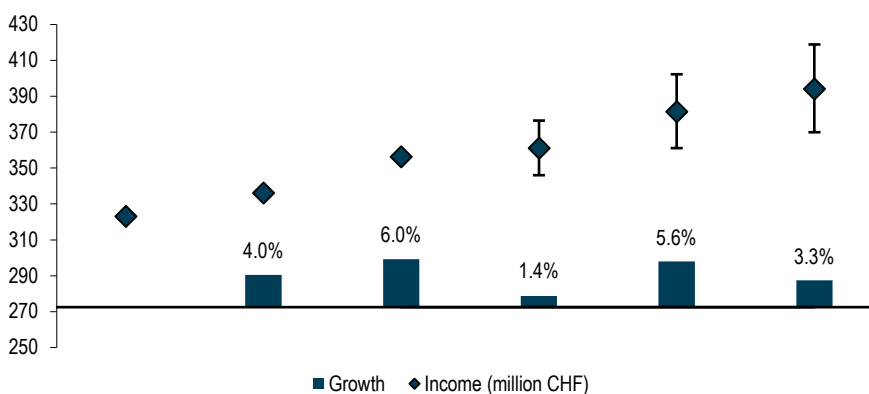


	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Paper	3.0%	2.3%	1.7%	1.7%	1.7%	1.6%
PDF	68.4%	68.2%	70.3%	69.1%	69.6%	69.8%
XML	28.6%	29.5%	27.9%	29.1%	28.7%	28.7%

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 of the PCT System on the publication dates of PCT applications according to the IPSAS standards. The IPSAS-adjusted PCT income forecasts until 2023 is presented below in Chart 3.

Chart 3. IPSAS-adjusted PCT Income Forecast until 2023



	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Income (million CHF)	323.2	336.2	356.2	361.1	381.5	394.2
Growth	-	4.0%	6.0%	1.4%	5.6%	3.3%
Low bound	-	-	-	-15.1	-20.4	-24.2
High bound	-	-	-	+15.4	+20.8	+24.7

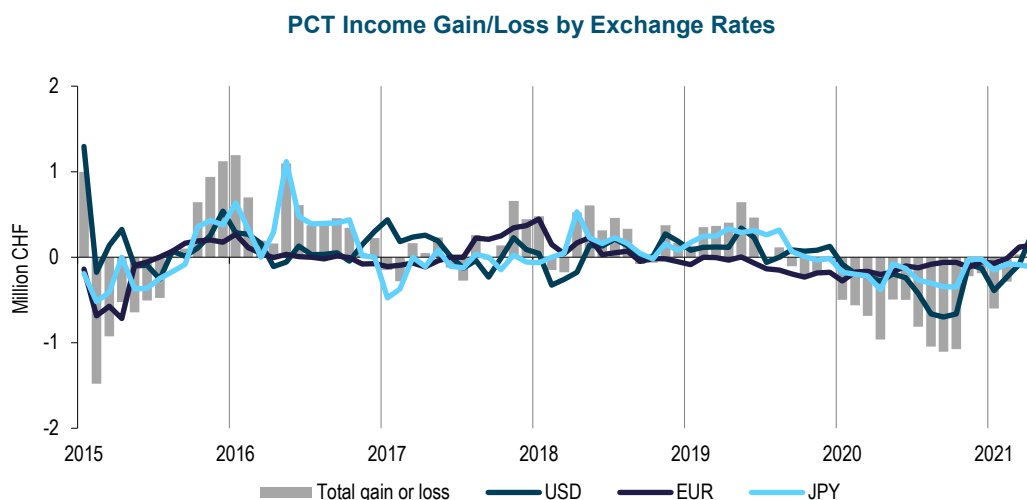
Note: 2020 reflects preliminary figures.

Adjustment by Currency Exchange Rates

8. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals to 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)

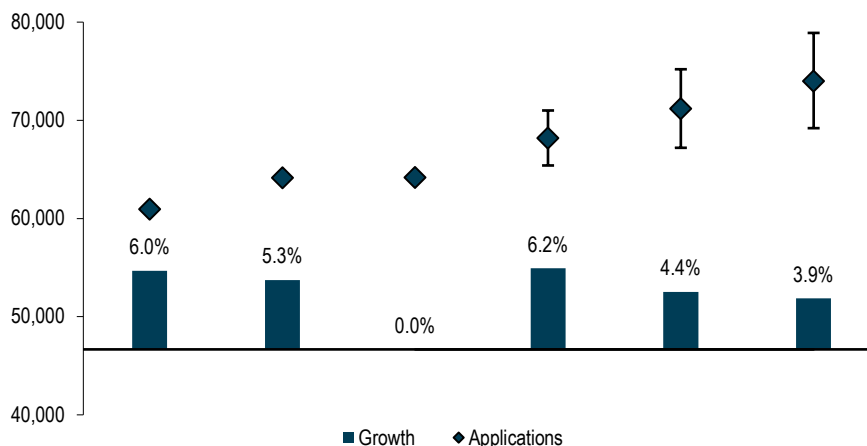
Basic fee	1,330
Fee for pages over 30	15
E-filing fee reductions	-100 (Easy), -200 (PDF), -300 (XML)
RO/IB transmittal fee	100
Handling fee	200

Madrid

Madrid - Forecast of Demand for International Registrations

12. Chart 4 shows Madrid applications forecast for the years 2021 to 2023 (based on data at the end of March 2021). 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 2018 to 2023



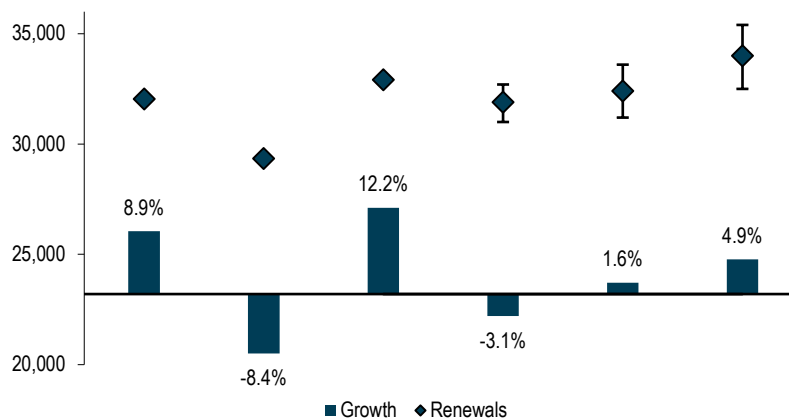
	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Applications	60,959	64,171	64,200	68,200	71,200	74,000
Growth	6.0%	5.3%	0.0%	6.2%	4.4%	3.9%
Low bound				-2,800	-4,000	-4,800
High bound				+2,800	+4,000	+4,900

Note: 2020 reflects preliminary figures.

Madrid - Forecast of Demand for Renewals

13. Chart 5 shows Madrid renewals forecast for the years 2021 to 2023. Renewals are similarly forecasted based on regression models and the transfer model. Results from different models are then combined.

Chart 5. Madrid Renewals 2018 to 2023



	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Renewals	32,037	29,348	32,915	31,900	32,400	34,000
Growth	8.9%	-8.4%	12.2%	-3.1%	1.6%	4.9%
Low bound				-900	-1,200	-1,500
High bound				+800	+1,200	+1,400

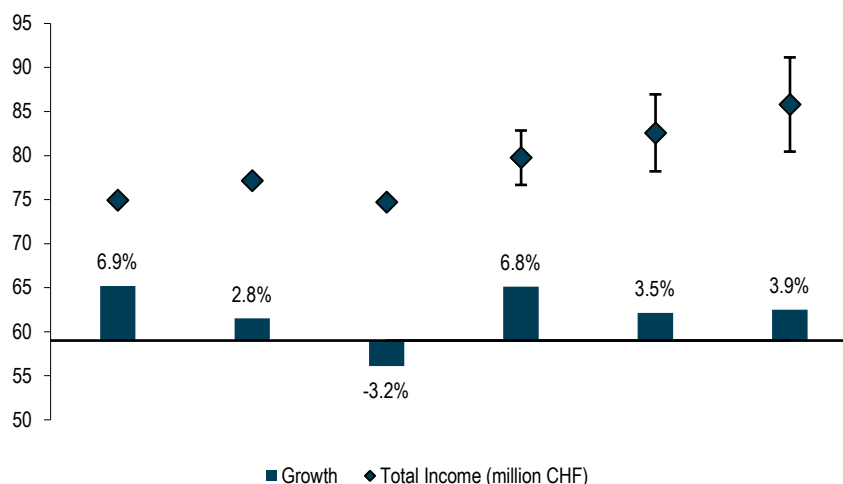
Note: 2020 reflects preliminary figures.

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 2021 to 2023 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 2023



	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Basic fee	45.1	48.2	44.3	49.5	51.6	53.6
Renewal fee	20.9	19.2	21.5	20.8	21.2	22.2
Subsequent designation fee	5.8	6.4	5.9	6.0	6.2	6.3
Others	3.2	3.4	3.1	3.5	3.6	3.8
Total Income (million CHF)	74.9	77.2	74.7	79.8	82.6	85.8
Growth	6.9%	2.8%	-3.2%	6.8%	3.5%	3.9%
Low bound				-3.1	-4.4	-5.4
High bound				+3.1	+4.4	+5.4

Note: 2020 reflects preliminary figures.

16. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2018 to 2023 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

	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Madrid registrations	60,071	64,118	62,062	65,300	68,000	70,700
Madrid renewals	32,037	29,348	32,915	31,900	32,400	34,000
Registrations + renewals	92,108	93,466	94,977	97,200	100,400	104,700
Madrid income (million CHF)	74.9	77.2	74.7	79.8	82.6	85.8
Average fee (CHF)	814	826	787	821	823	819

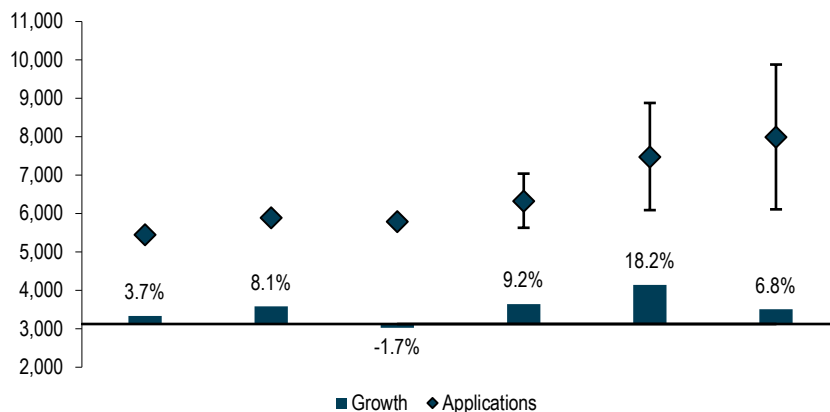
Note: 2020 reflects preliminary figures.

The Hague

The Hague - Forecast of Demand for International Registrations

17. Chart 7 shows the Hague applications forecast for the years 2021 to 2023 (based on data at the end of March 2021). 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 2018 to 2023



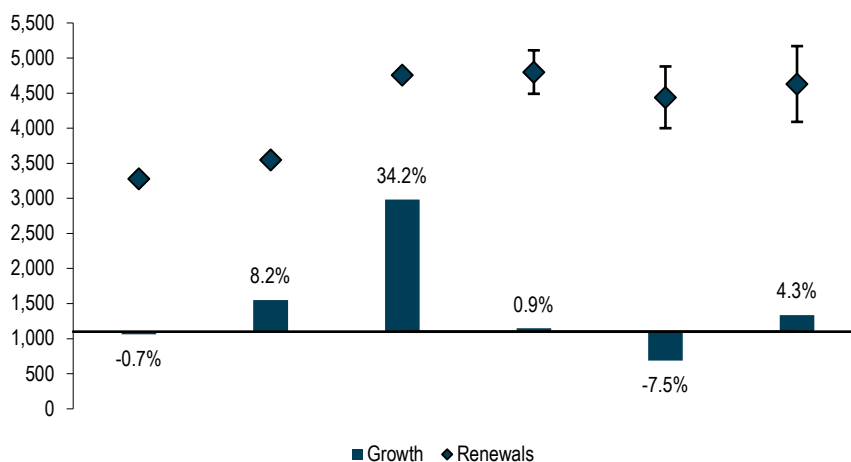
	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Applications	5,451	5,894	5,796	6,330	7,480	7,990
Growth	3.7%	8.1%	-1.7%	9.2%	18.2%	6.8%
Low bound				-700	-1,390	-1,880
High bound				+710	+1,400	+1,890

Note: 2020 reflects preliminary figures.

The Hague - Forecast of Demand for Renewals

18. Chart 8 shows the Hague renewals forecast for the years 2021 to 2023 (based on data at the end of March 2021). Different regression models are employed to forecast registration renewals. In addition to autoregressive models, use is made of the relationship between renewals and registrations with five year lags as well as past renewals with five year lags, since the registrations and renewals five years ago should contribute to the total renewals in the current year.

Chart 8. Hague Renewals 2018 to 2023



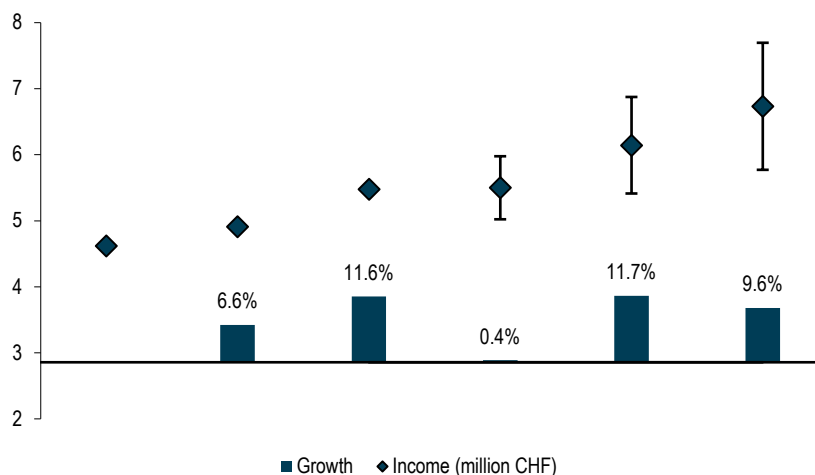
	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Renewals	3,278	3,547	4,759	4,800	4,440	4,630
Growth	-0.7%	8.2%	34.2%	0.9%	-7.5%	4.3%
Low bound				-310	-440	-540
High bound				+310	+440	+540

Note: 2020 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 2021 to 2023.

Chart 9. IPSAS-Adjusted Hague Income Forecast until 2023



	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Income (million CHF)	4.6	4.9	5.5	5.5	6.1	6.7
Growth		6.6%	11.6%	0.4%	11.7%	9.6%
Low bound				-0.5	-0.7	-1.0
High bound				+0.5	+0.7	+1.0

Note: 2020 reflects preliminary figures.

20. Income estimates for 2021 to 2023 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

	2018	2019	2020	2021 Estimates	2022 Estimates	2023 Estimates
Hague registrations	4,767	5,042	6,795	6,007	7,000	7,620
Hague renewals	3,278	3,547	4,759	4,800	4,440	4,630
Registrations + renewals	8,045	8,589	11,554	10,807	11,440	12,250
Hague income (million CHF)	4.6	4.9	5.5	5.5	6.1	6.7
Average fee (CHF)	574	572	474	509	537	550

Note: 2020 reflects preliminary figures.

ANNEX VI Indicators for the Global IP Systems

Indicators of the PCT System

General

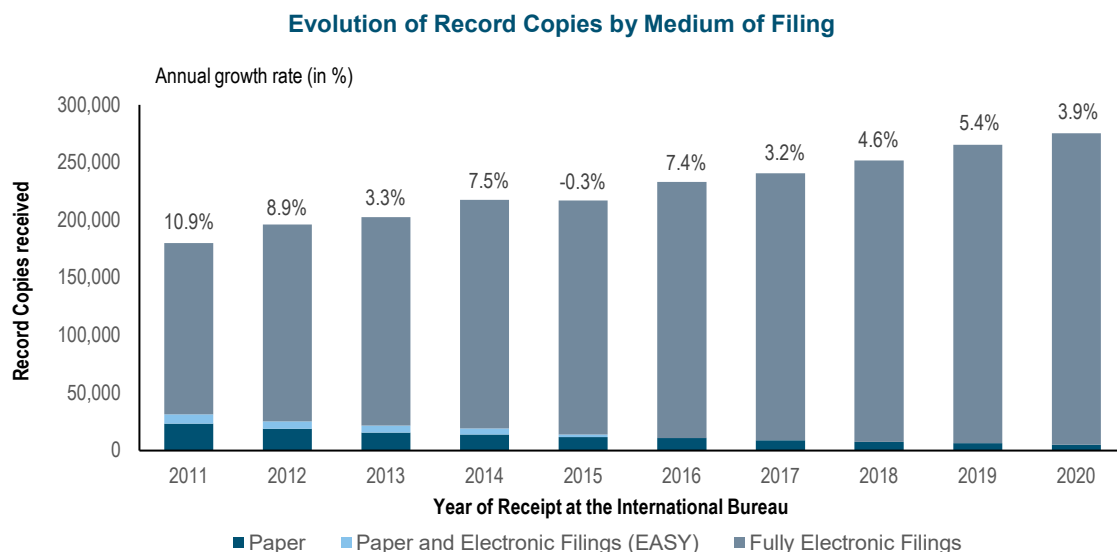
This annex provides an overview of the following indicators for PCT Operations:

- The PCT workloads;
- The language distribution of those workloads;
- Unit cost;
- Productivity of formalities examination;
- Quality of formalities examination;
- Quality of translation;
- Quality of software development;
- RO/IB

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

Workloads

The workloads are tracked on the basis of the yearly number of record copies received by the International Bureau (IB).¹⁸



Note: 2020 data may be incomplete.

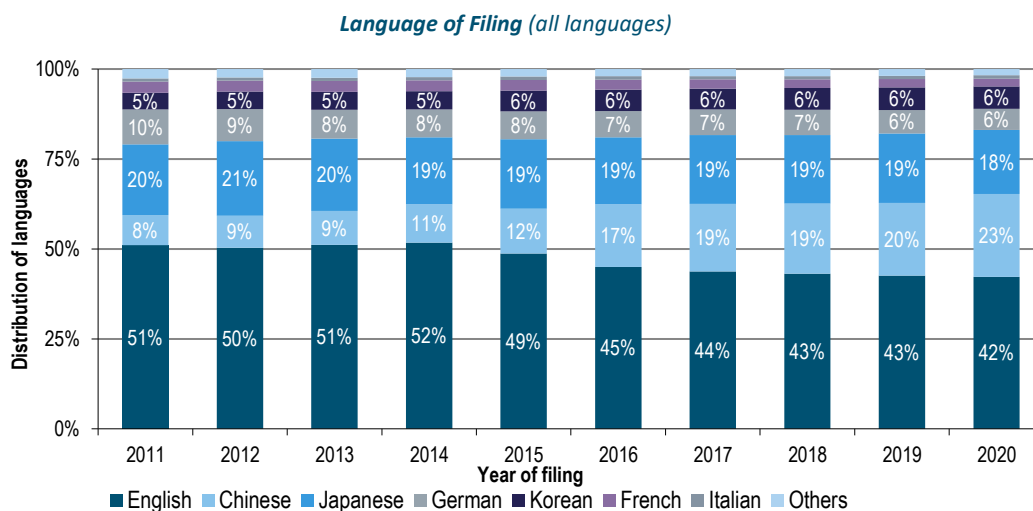
Source: WIPO Statistics Database, February 2021

- The IB received 275,450 record copies in 2020, representing an increase of 3.9 per cent compared to the previous year.
- In 2020, the share of electronic filing methods continued to increase and represented 98.2 per cent of total filings.

¹⁸ A record copy is a PCT application transmitted to the International Bureau (IB) by a receiving Office after its filing at, and its processing by, that Office. Because record copies are only received at the IB after processing at a receiving Office, the figures are strongly influenced by processing times at these Offices. For this reason, trends in the receipt of record copies, while valid indicators of IB workloads, do not exactly match trends in the filing of PCT applications.

Language Distribution

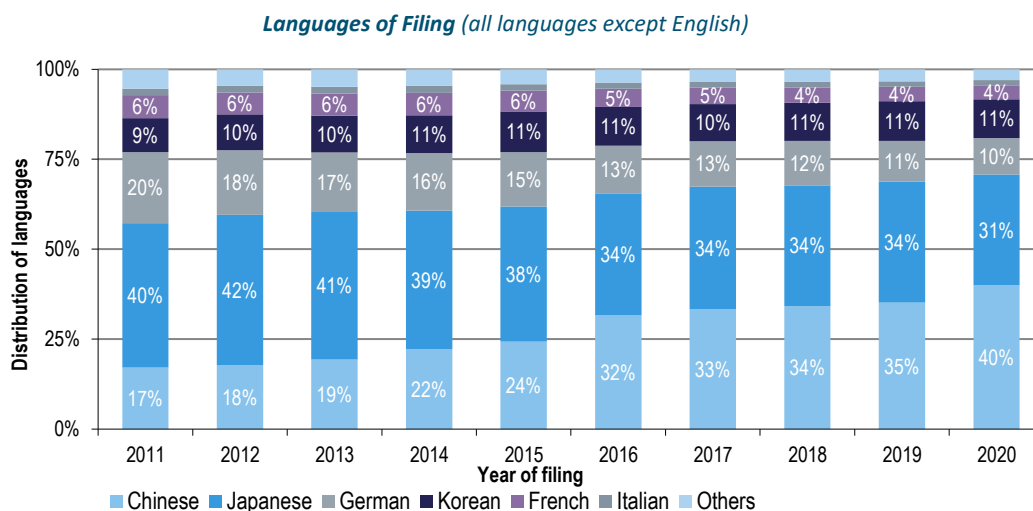
One fundamental development-driving change in the IB is the increasing language diversity of filings, resulting, in particular, from continued increased usage of the PCT System in East Asian countries.



Note: 2020 data may be incomplete

Source: WIPO Statistics Database, February 2021

English and Chinese account for nearly the two-thirds of filings in 2020, with 42.2 per cent and 23.1 per cent of the total, respectively. The share of Asian languages has increased sharply over the past decade. The combined share of the PCT applications filed in Japanese, Chinese and Korean increased from 32.6 per cent in 2011 to 47.2 per cent in 2020. Zooming-in on languages other than English provides the following picture:



Note: 2020 data may be incomplete

Source: WIPO Statistics Database, February 2021

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

Unit Cost of Processing an Application

The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average cost of producing one unit of output. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure of activities supporting the System.

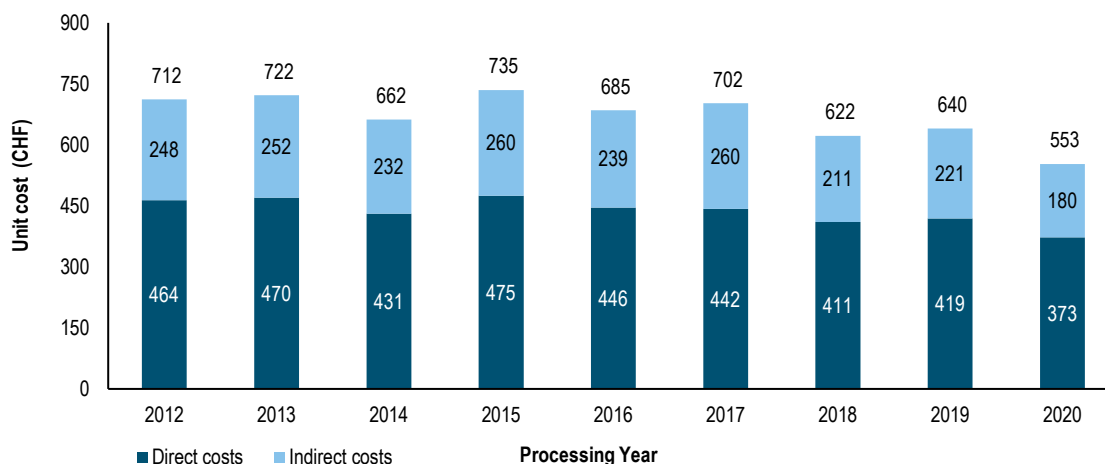
Expenditure of activities supporting the PCT System comprises the expenditure of the following services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small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

Formally, 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)



Note: The average cost of processing a published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised.

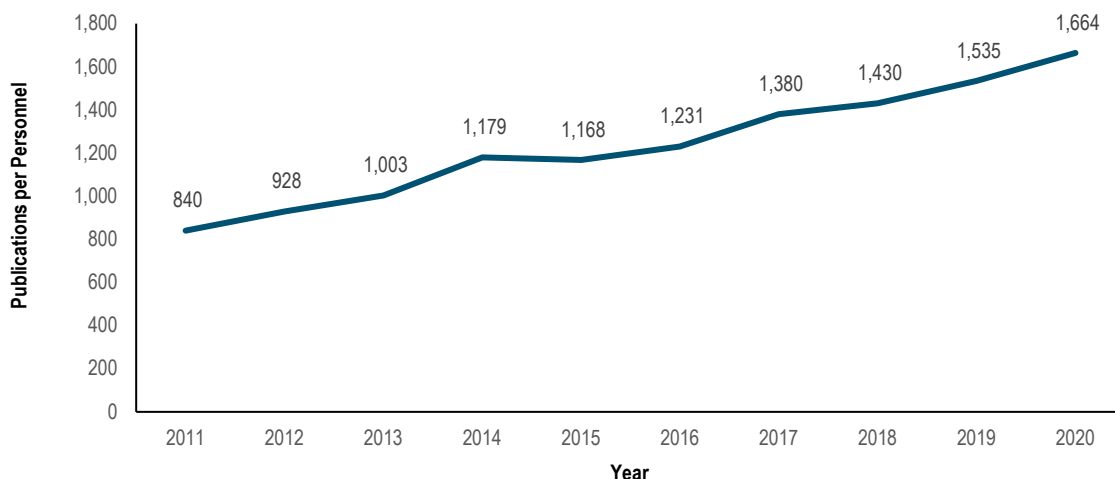
Source: WIPO Statistics Database, February 2021

The average cost of processing a published PCT application was 553 Swiss francs in 2020, representing a decrease of 13.5 per cent compared to 2019. The unit cost in 2020 decreased as a result of a 7.3 per cent increase in the number of published PCT applications combined with a 7.2 per cent decrease in total costs as compared to 2019.

Productivity of Formalities Examination

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

Productivity of Formalities Examination



Note: Personnel is counted in full time equivalent from December lists of staff.

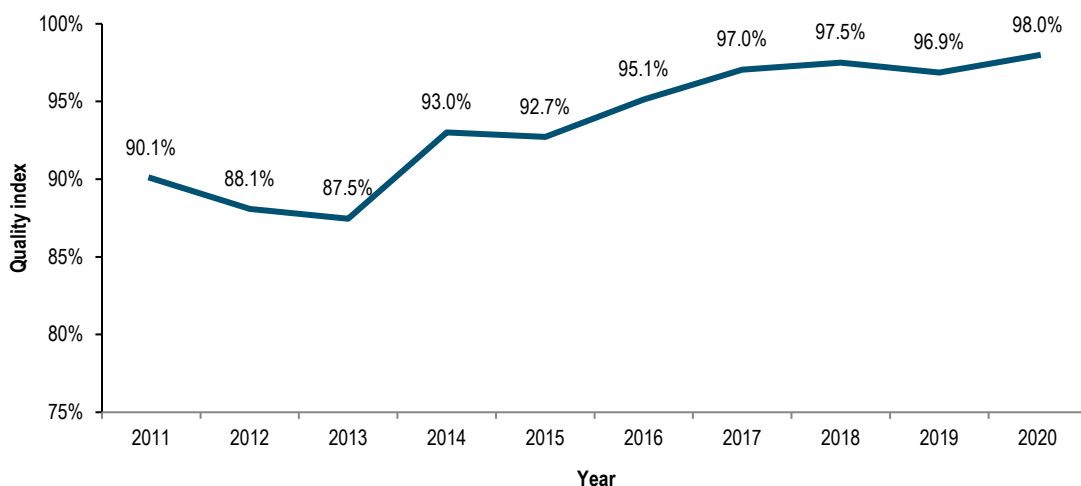
Source: PCT Services Department and WIPO Statistics Database, February 2021

- Productivity of formalities examination increases over time, mainly due to automation, which permits the processing of much larger workloads with less or equal staff.
- In 2020, the productivity of formalities examination increased by 8.4 per cent compared to 2019.

Aggregate Quality of Formalities Examination

In order 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, February 2021

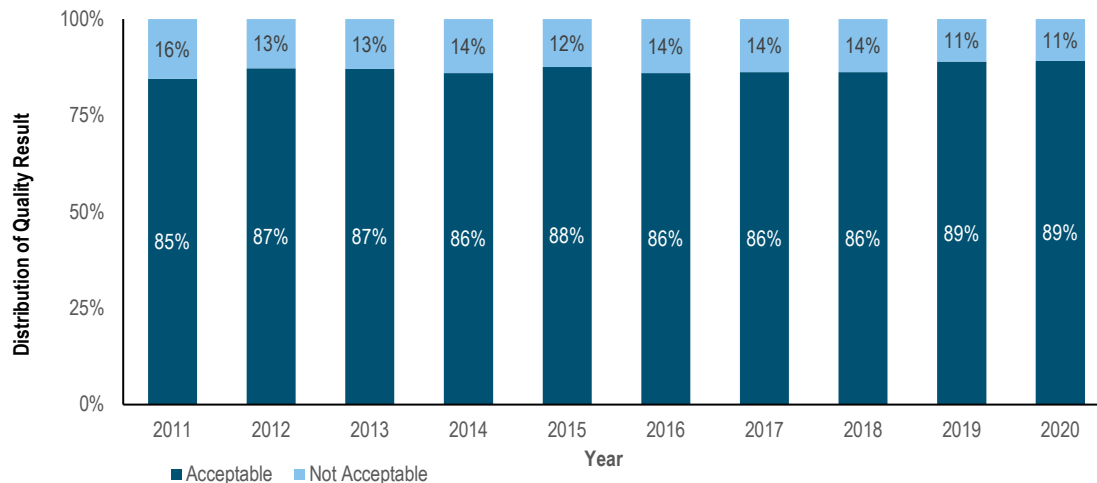
- The overall quality, as measured by the aggregate index, improved markedly from an average of 90.1 per cent in 2011 to 98 per cent in 2020.

Quality of Translation

Statistically calculated numbers of 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 any agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued. In 2020, 89 per cent of translations had an acceptable quality.

Quality of Translation



Source: PCT Services Department, February 2021

Quality of Software Development

The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment.

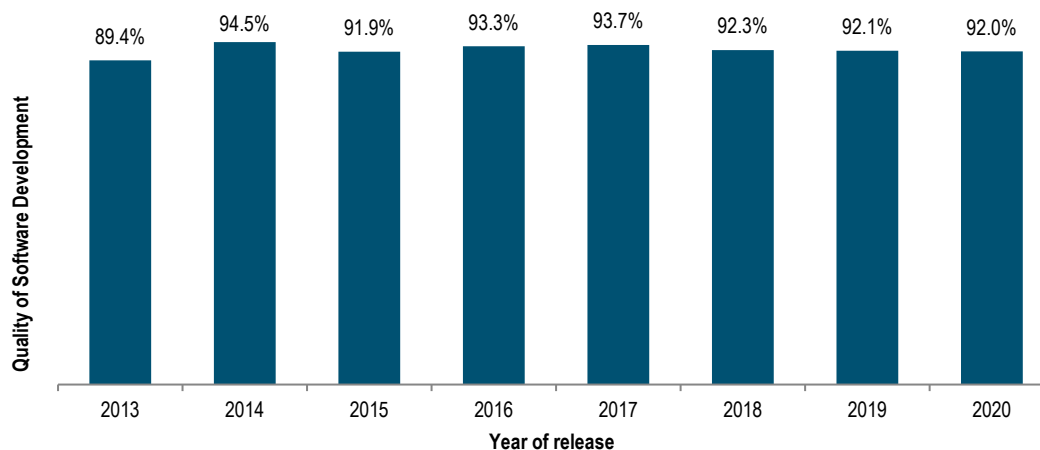
Under this approach, development outputs that contain low levels of rework are deemed high quality as it reflects the extent of value added to the product through the delivery of new features.

The QSD is defined as:

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

In 2019, the quality of major releases, as defined by the QSD, was 92.1 per cent. In 2020, there was a slight decrease to 92 per cent, while the indicator remained within the accepted range of 94% (+/- 2%).

Quality of Software Development



Source: PCT Services Department, February 2021

Receiving Office at the International Bureau (RO/IB)

Filings

This table presents PCT filings by the top 10 receiving Offices over the past five years to 2020. In principle, a PCT application is filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT contracting States. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving Offices, as well as its market share are shown in this table.

PCT applications received by the top 10 receiving Offices

Receiving Offices	International Filing Year						2020 Share (%)	Changed compared to 2019 (%)
	2015	2016	2017	2018	2019	2020		
China	31,045	44,462	50,655	55,204	60,997	72,349	26.2	18.6
United States of America	57,589	56,680	56,310	55,343	56,232	56,114	20.3	-0.2
Japan	43,097	44,495	47,425	48,630	51,652	49,537	18.0	-4.1
European Patent Office	34,158	35,286	36,619	37,937	37,998	39,052	14.2	2.8
Republic of Korea	14,592	15,595	15,790	16,990	18,885	19,766	7.2	4.7
International Bureau	10,329	10,021	10,204	12,239	12,898	13,508	4.9	4.7
United Kingdom	4,100	4,008	3,933	3,885	3,827	3,460	1.3	-9.6
France	3,515	3,606	3,804	3,539	3,206	2,582	0.9	-19.5
Canada	1,988	1,859	1,876	1,913	2,067	1,936	0.7	-6.3
Turkey	700	805	894	1,088	1,374	1,666	0.6	21.3
Others	16,117	16,088	16,022	16,011	16,245	15,930	5.8	-1.9
Total	217,230	232,905	243,532	252,779	265,381	275,900	100.0	4.0

Note: Data for 2020 are WIPO estimates

Source: WIPO Statistics Database, February 2021

Indicators of Madrid Operations

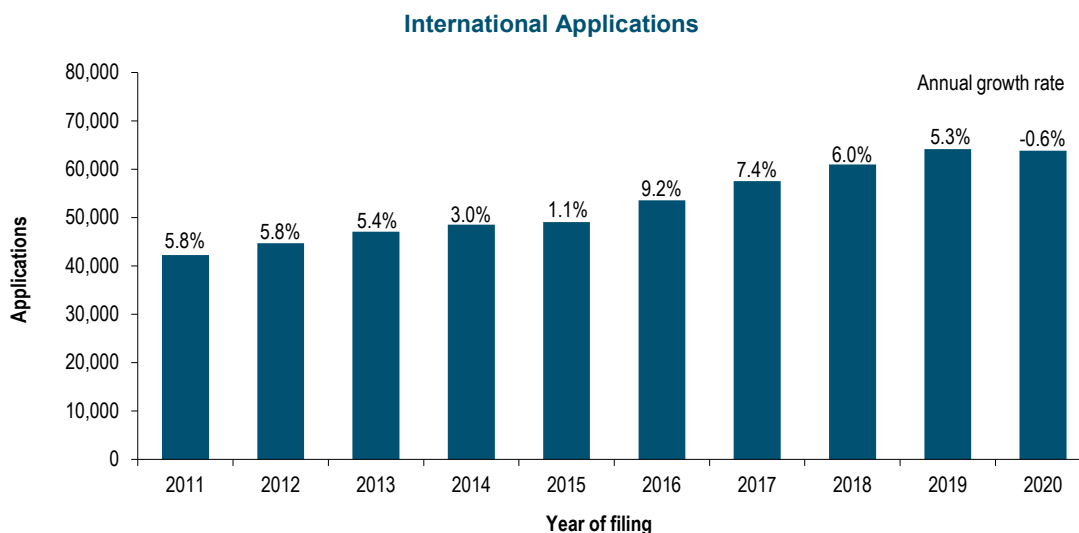
General

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

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

Incoming Documents

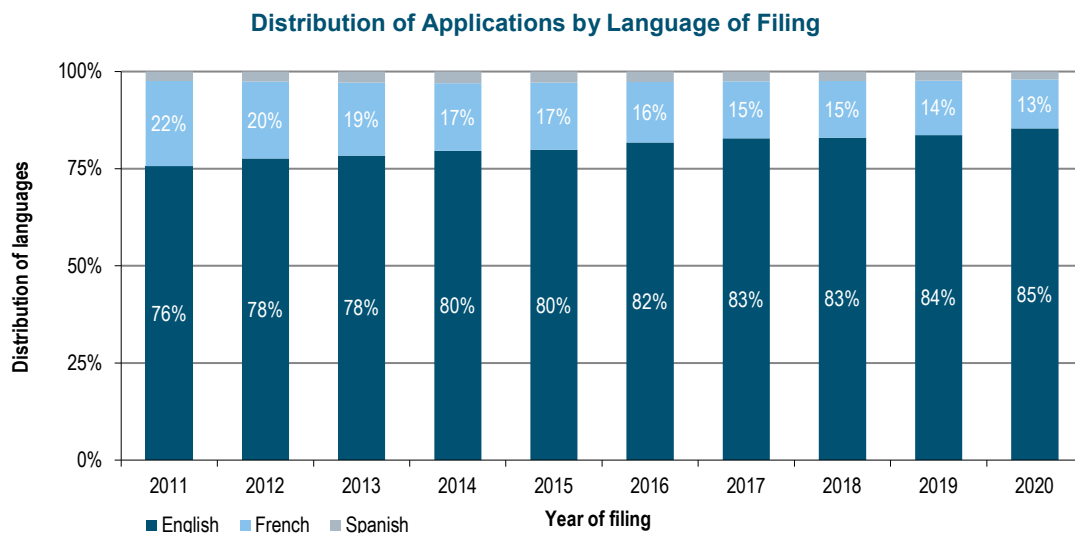
The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for international applications and renewals received by the IB is presented below. Information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



Note: Data are provided based on the date of filing at the Office of origin.

Source: WIPO IP Statistics Database, March 2021.

- In 2020, an estimated 63,800 applications were filed, representing a slight drop of 0.6 per cent compared to 2019.
- The drop is due to the pandemic and is significantly smaller than initially anticipated.



Source: WIPO IP Statistics Database, March 2021.

- In 2020, 85 per cent of all applications were filed in English. This share has slightly increased compared to 2019.



Source: WIPO IP Statistics Database, March 2021.

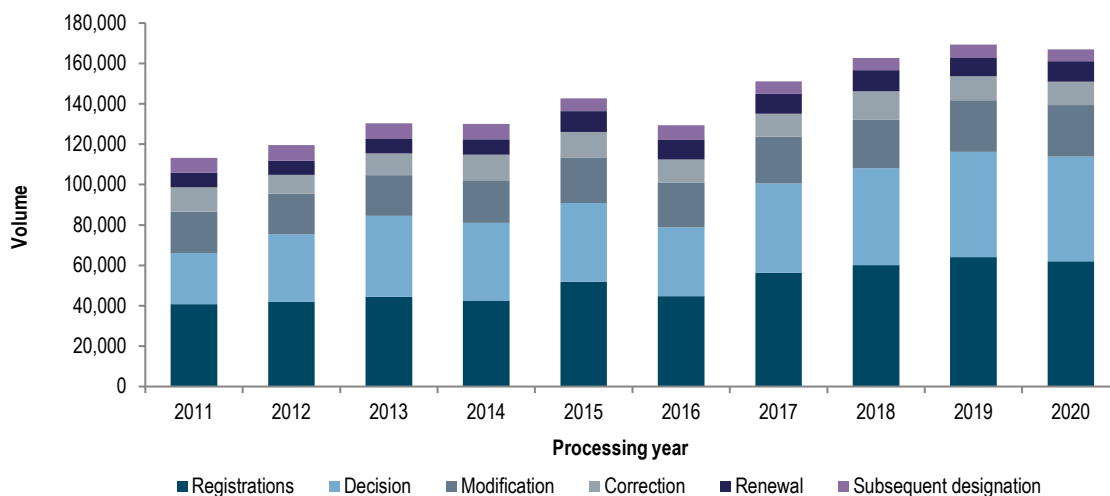
- In 2020, the IB received 32,731 renewals, up 12.3 per cent from 2019. The decrease observed in 2019 was a consequence of the decline in applications in 2009, due to the financial crisis.

Total Processed Workload

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

As the processing of each type of document does not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, for documents processed automatically, one IT system support FTE is required to process 17 documents.

Total Processed Workload



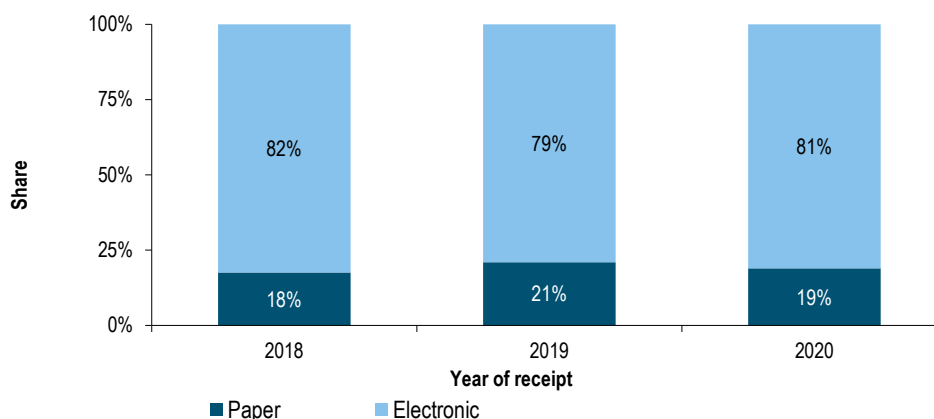
Source: Madrid Registry and WIPO IP Statistics Database, March 2021.

- In 2020, the total processed workload decreased by 1.4 per cent compared to 2019.

Medium of Transmission of Incoming Documents

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

Distribution of incoming documents by medium of transmission



Source: Madrid Registry, March 2021.

- In 2020, 81 per cent of all incoming documents were transmitted electronically to the IB.

Unit Cost of Processing

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

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

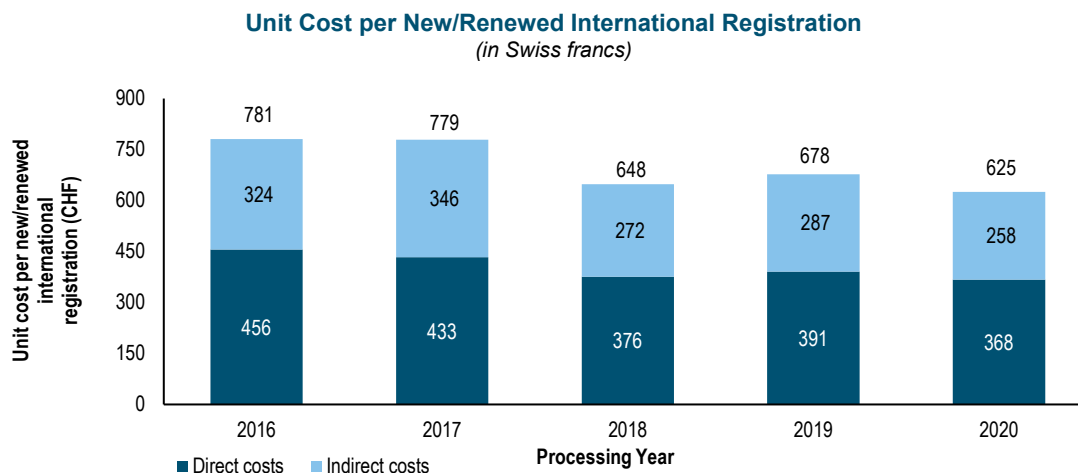
The methodology for calculating direct and indirect Madrid costs are aligned with the methodologies for calculating PCT and the Hague unit costs. The weighted system, described in Section II, is used to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.¹⁹

¹⁹ See "Total processed workload" above.

The headcount count calculation used to estimate the indirect costs include personnel working as fixed term staff, temporary staff, fellows and agency workers supporting operations.

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.

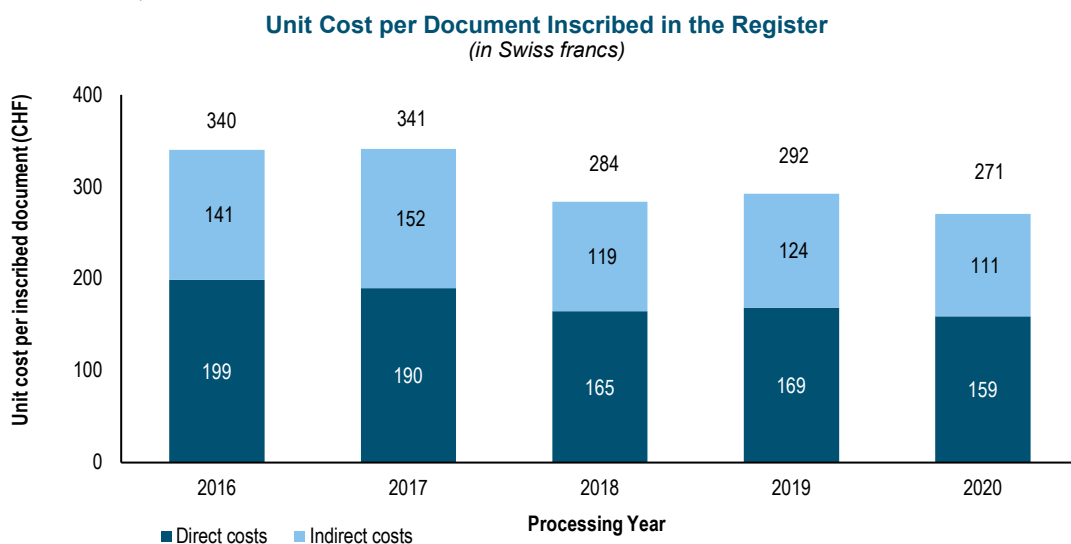


Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- The average cost of processing a new/renewed international registration dropped to 625 Swiss francs in 2020 as a result of a decrease of the total cost of production.

Unit Cost per Document Inscribed in the Register

- The documents inscribed in the register correspond to the total volume of workload (see “Total volume of workload” above).

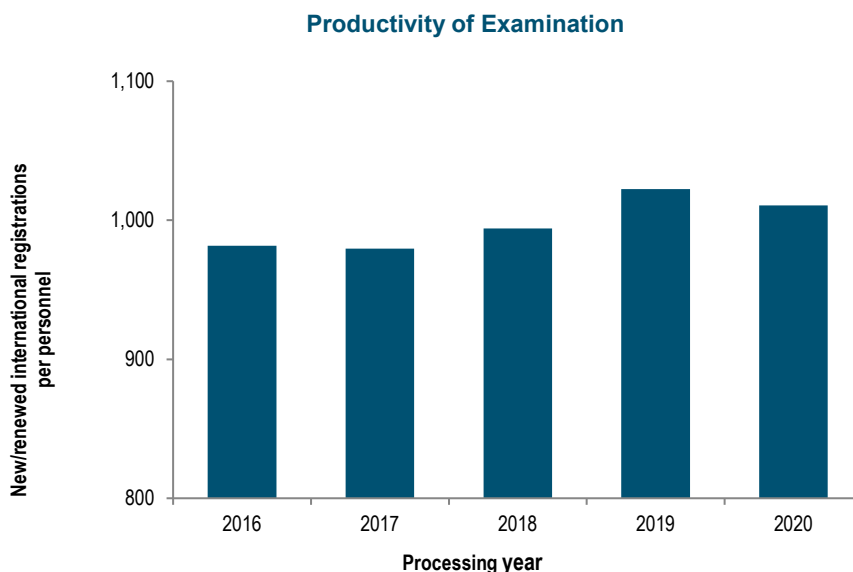


Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- The average cost of inscribing a document was dropped to 271 Swiss francs in 2020 as a result of a decrease of the total cost of production.

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.

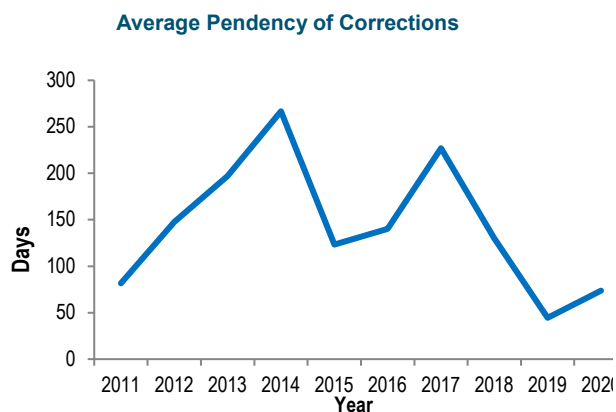
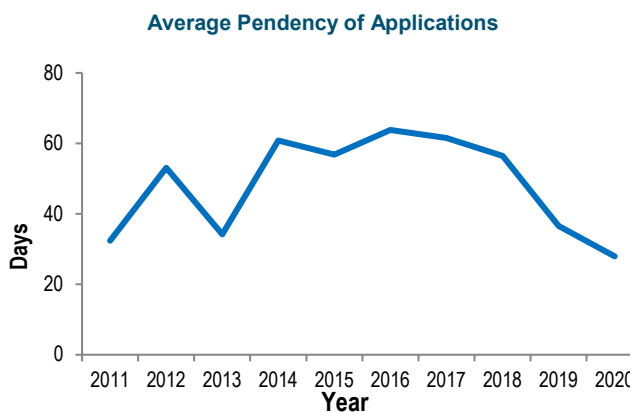


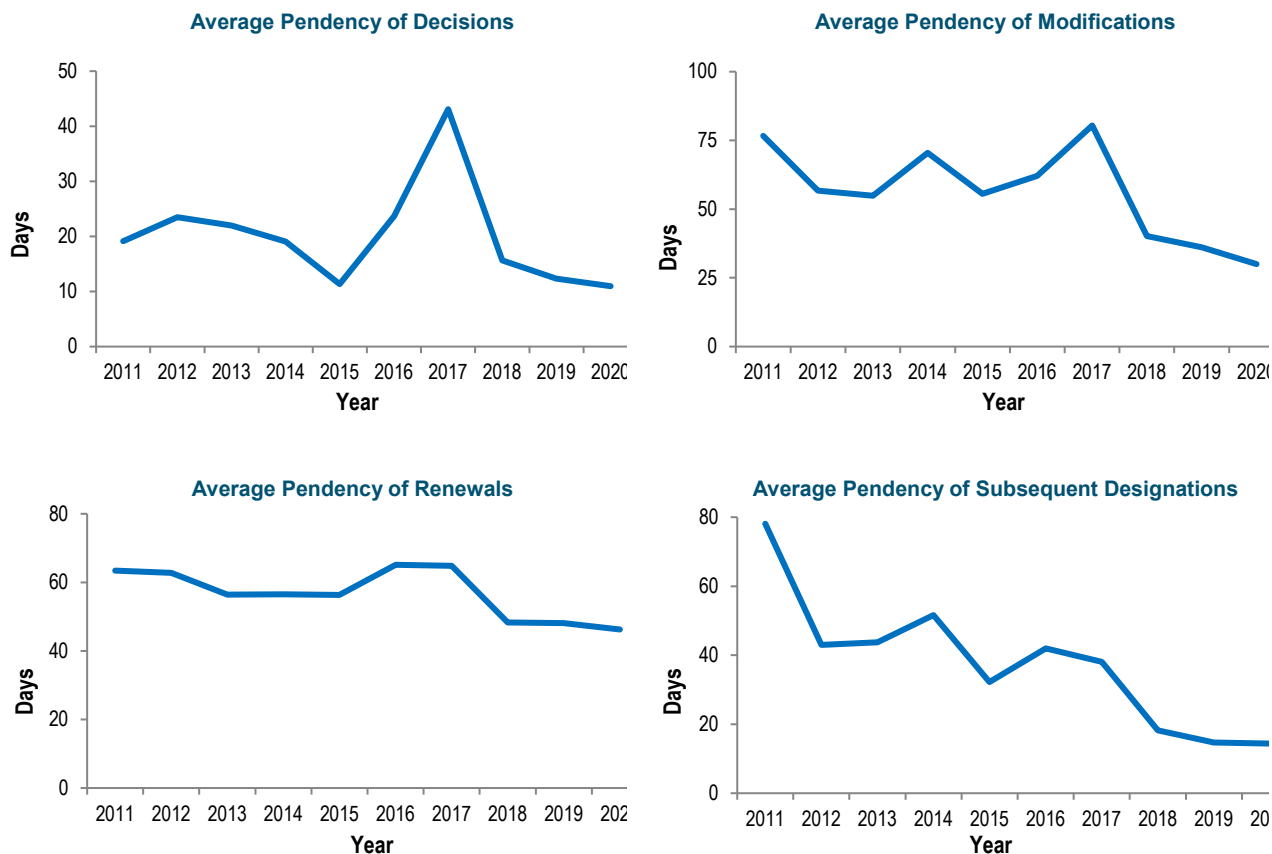
Source: Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- In 2020, the productivity of examination remained stable compared to 2019.

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 2021.

- Compared to 2019, the average pendency in 2020 decreased for all transactions, except for corrections.

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 guidance²⁰. Two sources of information on the quality of the examination work produced by the IB are presented:

- The results of the internal review of Nice classification work; and
- Classification errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Quality control of Nice classifications was carried out based on a sample of 1,536 applications. The qualitative performance results, therefore, do not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms).

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

²⁰ The Madrid Registry QMF is available on request at madrid.qp@wipo.int

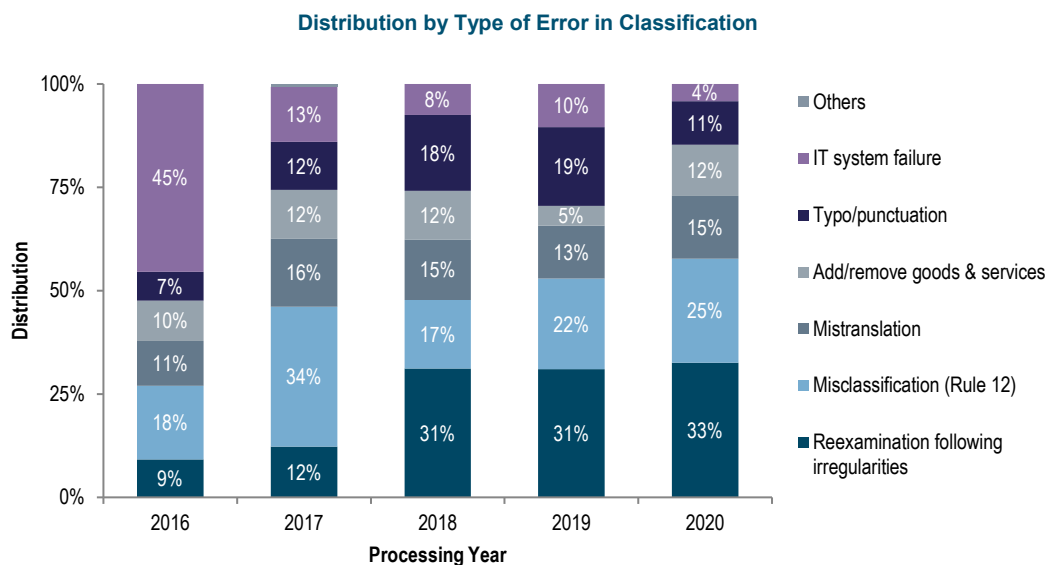


Source: Madrid Registry, March 2021.

- The overall qualitative performance in 2020 for Nice classification was one percentage point below the acceptable quality level.

Errors Made by the IB

The distribution of errors presented in the charts below is based on a sample of 427 classifications.²¹ The samples include transactions that were processed both manually and in an automated way.



Source: Madrid Registry, March 2021.

- Reexamination following irregularities and misclassification accounted for the majority of total errors in 2020, with 33 per cent and 25 per cent of errors, respectively.

²¹ 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.

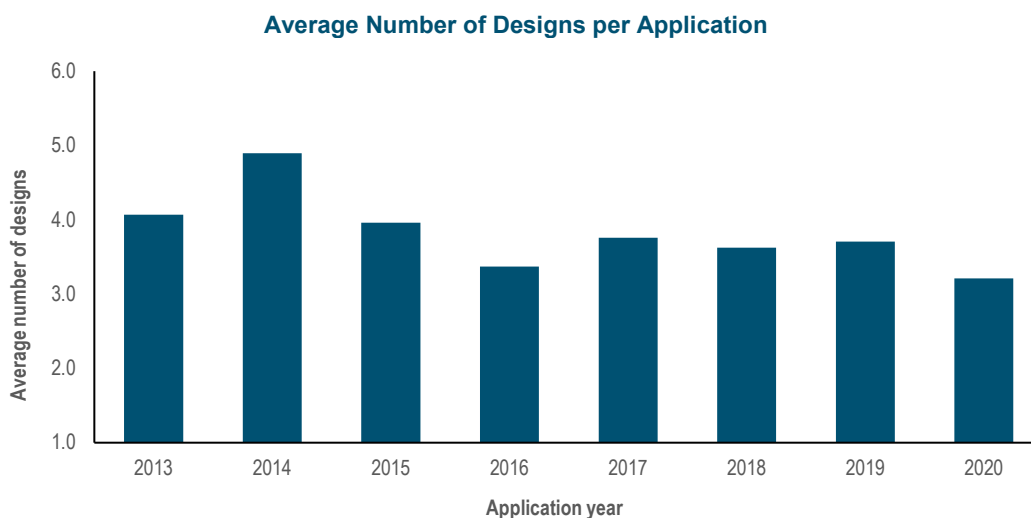
Incoming Documents

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend 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, February 2021.

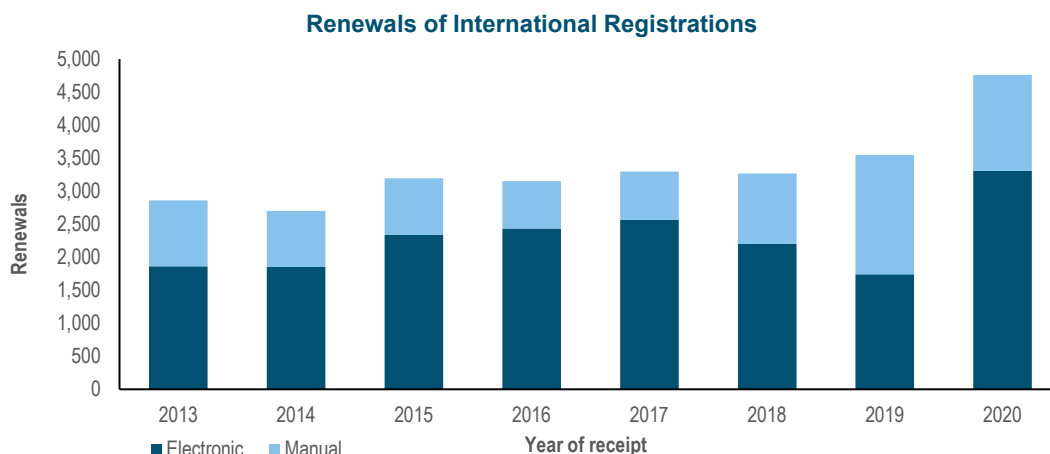
- In 2020, applicants filed 5,792 international applications, down 1.7 per cent from 2019.
- In 2020, 99.4 per cent of applications were filed electronically, directly with the IB or indirectly with certain national Offices, an almost 11 percentage points increase over 2013.



Source: WIPO IP Statistics Database, February 2021.

- An application filed in 2020 contained, on average, 3.2 designs, down 0.5 designs from 2019.

Renewals



Source: Hague Registry, February 2021.

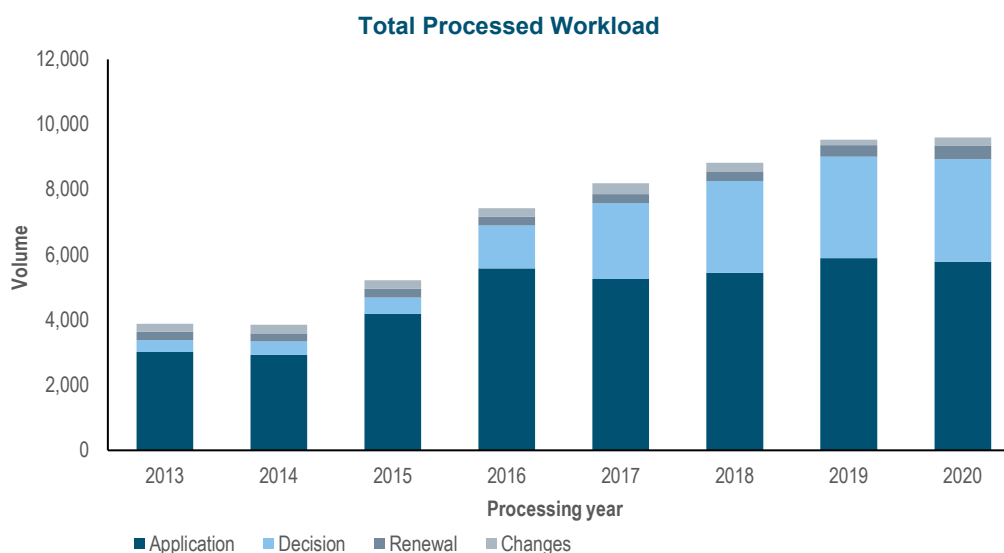
- In 2020, the number of renewals recorded increased by 34.2 per cent compared to 2019, to a total of 4,759 renewals. This increase is tied to a significant increase in filings in 2015.
- Since 2013, the majority of renewals have been processed electronically, except for 2019, where the transition to the new IT system resulted in a temporary decrease in automated processing, as only 49.1 per cent of the renewals were recorded automatically that year as compared to 69.5 per cent in 2020.

Workload

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

As the processing of these types of documents does not require the equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, the IB can process 8 renewals, 4 changes or 4 decisions (a 1:8:4:4 workload ratio).

The figures from 2016 onwards, as compared to figures reported in the WIPO Performance Report in previous years, have been adjusted to reflect decisions relating to the second part of the designation fee.



Source: Hague Registry and WIPO IP Statistics Database February 2021.

- In 2020, the IB conducted a dedicated application backlog reduction effort to reduce the pendency of international applications. This effort led to the recording of 6,795 international registrations, 34.8 per cent more than the previous year.
- In 2020, the total processed workload increased by 0.7 per cent compared to 2019.
- The increase in workload in 2019 was mainly due to the increase in the number of renewals and changes received.

Unit Cost

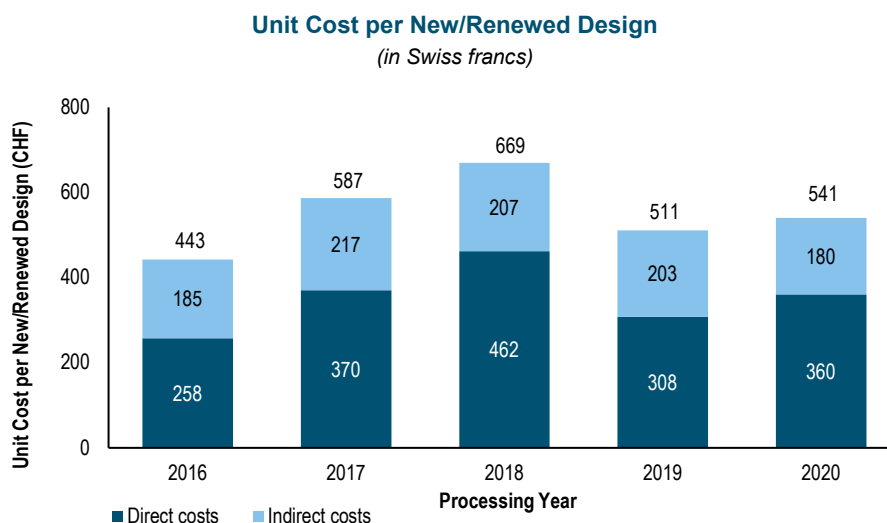
The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

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

Unit Cost per New/Renewed Design

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

As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently.²² The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

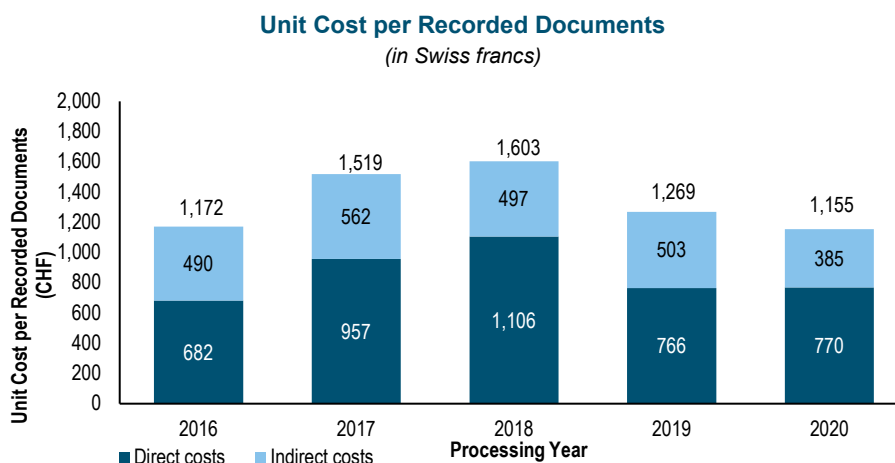


Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- The average cost of processing a new/renewed design is estimated at 541 Swiss francs in 2020, representing an increase of 5.8 per cent compared to 2019. This increase is due to the sharp decrease of 15 per cent of designs in applications filed in 2020.

Unit Cost per Document Recorded in the Register

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



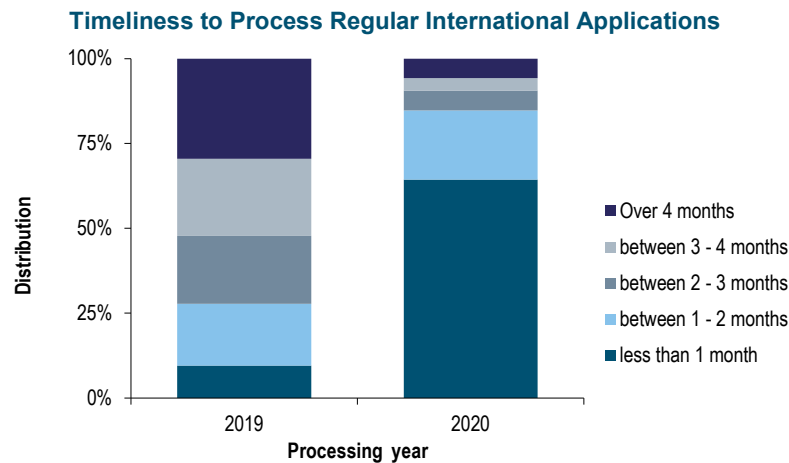
Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

²² See the ratios for applications and renewals in "Total Processed Workload", above.

- The average cost of recording a document in the Register is estimated at 1,155 Swiss francs in 2020, representing a decrease of 9 per cent compared to 2019, due to a slight increase of 0.7 per cent of total recorded documents combined with a decrease of 8.3 per cent of total processing costs.

Pendency

This indicator reflects the time required by the IB to process regular applications since the new IT System became operational, at the end of 2018. The timeliness is calculated between the time elapsed between the date of receipt of an application and the date it was registered.



Note: Data for 2019 were revised.

Source: Hague Registry, February 2021.

- In 2020, 47.2 applications were regular.
- In 2020, the share of regular applications processed within one month was 64.4 per cent and the share processed within two months was 84.8 per cent.
- The share of regular applications processed within one month has increased from 9.6 per cent of the total in 2019 to 64.4 per cent in 2020.

ANNEX VII Funds in Trust Resources Potentially Available for Programming¹

(in thousands of Swiss francs)

Sector	Fund-in-Trust (FIT)	Balance as of December 31, 2020	Estimated contributions 2021 ²	Estimated expenditure end 2021 ³	Expected balance end 2021	Estimated contributions 2022/23 ²	Estimated amount available for programming in 2022/23
BD	China	483	280	105	658	560	1,218
	China (HR)	311	404	358	357	808	1,165
	Sub Total	794	684	463	1,015	1,368	2,383
CCI	Japan (Copyright)	650	469	448	671	938	1,609
	Japan (Junior Professional Officers)	169	-	-	169	-	169
	Republic of Korea (Copyright)	1,023	349	131	1,241	698	1,939
	Republic of Korea (Copyright/Professional Officers)	446	-	183	263	389	652
	Sub Total	2,288	818	762	2,344	2,025	4,369
RND	Australia ⁴	436	-	153	283	-	-
	France (Industrial Property)	421	300	66	655	600	1,255
	Mexico	136	-	3	133	-	133
	Republic of Korea (Industrial Property)	702	215	320	597	430	1,027
	Republic of Korea (IP Education)	714	460	327	847	920	1,767
	Spain	201	177	15	363	354	717
	Uruguay	97	-	-	97	-	97
	The United Arab Emirates	46	-	46	-	-	-
	Sub Total	2,753	1,152	930	2,975	2,304	4,996
IP	Japan (Industrial Property) Global ⁴	6,881	5,780	5,262	7,399	11,560	18,959
	Sub Total	6,881	5,780	5,262	7,399	11,560	18,959
GCP	Accredited indigenous and local communities	37	51	2	86	102	188
	Italy	44	-	44	-	-	-
	Republic of Korea (Building Respect for Copyright and Related Rights)	622	280	141	761	560	1,321
	Republic of Korea (Ministry of Justice - HR)	101	234	209	126	468	594
	Sub Total	803	565	396	973	1,130	2,103
IE	Republic of Korea (Promotion of ADR Services)	366	186	157	395	372	767
	Sub Total	366	186	157	395	372	767
AFM	Republic of Korea (Professional Officers) ⁵	676	207	326	557	713	1,270
	Sub Total	676	207	326	557	713	1,270
TOTAL		14,562	9,392	8,296	15,658	19,472	34,847

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² The estimated contributions in 2021 and 2022/23 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.

³ Estimated expenditure in 2021 are indicative, based on past expenditure.

⁴ This FIT includes activities carried out under several other areas.

⁵ Includes Professional Officers in the PCT and Regional and National Development, managed by HRMD.

ANNEX VIII Annual Budget Tables for IPSAS Reporting

Annual Income 2022-2023 (in millions of Swiss francs)

Income Sources	2022 Estimated	2023 Estimated
Income on accrual basis		
Fees		
PCT	362.4	374.5
Madrid	78.5	81.5
Hague	5.8	6.4
Lisbon*	0.1	0.1
<i>Sub-total, Fees</i>	446.8	462.5
Income on a cash basis		
Contributions (unitary)	17.5	17.5
Arbitration	1.6	1.8
Publications	0.5	0.5
Miscellaneous Income	1.5	1.5
<i>Sub-total</i>	21.1	21.3
IPSAS adj. to Income on a cash basis	0.1	0.1
TOTAL	467.9	483.8

*Details of Lisbon fee income (in thousands of Swiss francs) 75.0 75.0

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

Annual Budget 2022-2023 (in millions of Swiss francs)

Cost Categories	2022 Budget	2023 Budget
Personnel Resources		
Posts	224.4	226.7
Temporary Staff	7.4	7.5
Other Staff Costs	1.6	1.6
Sub-total	233.3	235.8
Unallocated (Personnel)	3.7	3.7
Total, Personnel	237.0	239.5
Non-personnel Resources		
Internships and WIPO Fellowships	7.5	7.5
Travel, Training and Grants	13.1	13.1
Contractual Services	106.2	106.2
Finance Costs	1.2	1.2
Operating Expenses	26.0	26.0
Equipment and Supplies	2.3	2.3
Sub-total	156.4	156.4
Unallocated (Non-personnel)	2.3	2.3
Total, Non-Personnel	158.7	158.7
TOTAL	395.7	398.1

ANNEX IX WIPO's Contribution to the Sustainable Development Goals

105

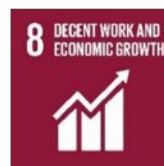
CROSS-CUTTING:



INNOVATION DIRECTLY CONTRIBUTES TO:



INNOVATION AS A POLICY SETTING ASSISTS:



ANNEX X Breakdown of 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"	2022/23 Proposed Budget
Patents and Technology	3,067
Brands and Designs	
Madrid	10,161
Hague	2,438
Lisbon	724
Regional and National Development	
PCT	2,020
Madrid	1,975
Hague	1,676
Lisbon	126
TOTAL	22,188

ANNEX XI 2022/23 Development Expenditure**Development Expenditure by Expected Result by Sector 2022/23***(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	-	-	-	2,510	-	-	-	-	2,510
2.1 Development of balanced and effective international normative frameworks for IP	854	513	2,078	-	409	759	-	-	4,613
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	1,496	-	1,220	-	-	2,866	-	469	6,050
2.3 International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	2,139	-	-	2,139
2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	918	-	185	-	-	1,103
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data	-	3,651	285	6,431	2,675	-	1,047	-	14,090
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	-	3,963	286	-	-	-	-	-	4,249
3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	1,095	-	3,263	1,865	-	6,223
4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	3,558	-	1,191	11,744	-	-	1,147	-	17,641
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,824	1,069	3,847	10,507	-	644	621	-	18,512
4.3 Increased IP knowledge and skills in all Member States	1,742	1,521	1,407	25,297	-	1,039	-	-	31,006
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	200	10,095	6,656	-	2,567	10,914	-	30,433
4.5 Enhanced IP infrastructure for IP Offices	-	-	-	379	11,367	-	-	-	11,746
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	-	-	-	-	-	-	-	-	-
5.2 Digitally enabled, secure and sustainable operating environment and services	-	-	-	-	-	-	-	-	-
5.3 Sound and prudent financial management and effective corporate governance and oversight	-	-	-	-	-	-	-	-	-
TOTAL	9,473	10,918	20,409	65,536	14,451	13,461	15,596	469	150,312

Comparison of Development Expenditure by Sector 2022/23 vs 2020/21
(in thousands of Swiss francs)

Sector	2022/23 Proposed Budget			2020/21 Program & Budget			2022/23 vs 2020/21 P&B		
	Proposed Budget	DA Projects	Total w/DA Projects	Approved Budget	DA Projects	Total w/DA Projects	Budget	DA Projects	Total w/DA Projects
Patents and Technology	9,473	-	9,473	10,531	-	10,531	(1,058)	-	(1,058)
Brands and Designs	10,563	355	10,918	10,361	355	10,716	202	-	202
Copyright and Creative Industries	19,214	1,195	20,409	14,453	359	14,812	4,761	836	5,597
Regional and National Development	65,171	365	65,536	60,593	261	60,854	4,579	104	4,683
Infrastructure and Platforms	14,451	-	14,451	16,982	-	16,982	(2,531)	-	(2,531)
Global Challenges and Partnerships	13,461	-	13,461	11,853	-	11,853	1,609	-	1,609
IP and Innovation Ecosystems	15,106	489	15,596	12,712	205	12,917	2,394	284	2,678
Administration, Finance and Management	469	-	469	1,348	-	1,348	(879)	-	(879)
TOTAL	147,909	2,404	150,312	138,832	1,180	140,012	9,076	1,224	10,300
Development Expenditure as % of total budget			18.9%			18.2%			0.7%

IV. APPENDICES

APPENDIX A Member States' Contributions

(in Swiss francs)

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units	Contribution ¹	Contribution ¹	Contributions
		2022/23	2022	2023	2022/23
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	Sbis	0.0625	2,849	2,849	5,698
Antigua and Barbuda	Sbis	0.0625	2,849	2,849	5,698
Argentina	Vlbis	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	Ster	0.03125	1,424	1,424	2,848
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	Ster	0.03125	1,424	1,424	2,848
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	Vlbis	2	91,158	91,158	182,316
Brunei Darussalam	S	0.125	5,697	5,697	11,394
Bulgaria	Vlbis	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	Sbis	0.0625	2,849	2,849	5,698
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	Contribution ¹	Contribution ¹	Contributions
		2022/23	2022	2023	2022/23
Democratic People's Republic of Korea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Democratic Republic of the Congo	<i>Ster</i>	0.03125	1,424	1,424	2,848
Denmark	IV	10	455,790	455,790	911,580
Djibouti	<i>Ster</i>	0.03125	1,424	1,424	2,848
Dominica	<i>Sbis</i>	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	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Equatorial Guinea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Eritrea ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Estonia	IX	0.25	11,395	11,395	22,790
Eswatini	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Ethiopia ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Fiji	<i>Sbis</i>	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	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Gambia	<i>Ster</i>	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	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Greece	VI	3	136,737	136,737	273,474
Grenada	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Guatemala	S	0.125	5,697	5,697	11,394
Guinea	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guinea-Bissau	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guyana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Haiti	<i>Ster</i>	0.03125	1,424	1,424	2,848
Holy See	IX	0.25	11,395	11,395	22,790
Honduras	<i>Sbis</i>	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	<i>Vlbis</i>	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	<i>Vlbis</i>	2	91,158	91,158	182,316
Italy	III	15	683,685	683,685	1,367,370
Jamaica	<i>Sbis</i>	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	<i>Ster</i>	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	<i>Ster</i>	0.03125	1,424	1,424	2,848
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	Contribution ¹	Contribution ¹	Contributions
		2022/23	2022	2023	2022/23
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>S</i>	0.125	5,697	5,697	11,394
Liechtenstein	<i>VIII</i>	0.5	22,789	22,789	45,578
Lithuania	<i>IX</i>	0.25	11,395	11,395	22,790
Luxembourg	<i>VII</i>	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	<i>VIII</i>	0.5	22,789	22,789	45,578
Maldives ²	<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 ²	<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	<i>IVbis</i>	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Monaco	<i>VII</i>	1	45,579	45,579	91,158
Mongolia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Montenegro	<i>IX</i>	0.25	11,395	11,395	22,790
Morocco	<i>S</i>	0.125	5,697	5,697	11,394
Mozambique	<i>Ster</i>	0.03125	1,424	1,424	2,848
Myanmar ²	<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	<i>Ster</i>	0.03125	1,424	1,424	2,848
Netherlands	<i>III</i>	15	683,685	683,685	1,367,370
New Zealand	<i>VI</i>	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	<i>IX</i>	0.25	11,395	11,395	22,790
Niue	<i>Ster</i>	0.03125	1,424	1,424	2,848
North Macedonia	<i>VIII</i>	0.5	22,789	22,789	45,578
Norway	<i>IV</i>	10	455,790	455,790	911,580
Oman	<i>IX</i>	0.25	11,395	11,395	22,790
Pakistan	<i>IX</i>	0.25	11,395	11,395	22,790
Panama	<i>S</i>	0.125	5,697	5,697	11,394
Papua New Guinea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Paraguay	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Peru	<i>IX</i>	0.25	11,395	11,395	22,790
Philippines	<i>IX</i>	0.25	11,395	11,395	22,790
Poland	<i>VI</i>	3	136,737	136,737	273,474
Portugal	<i>IVbis</i>	7.5	341,842	341,842	683,684
Qatar	<i>IX</i>	0.25	11,395	11,395	22,790
Republic of Korea	<i>IVbis</i>	7.5	341,842	341,842	683,684
Republic of Moldova	<i>IX</i>	0.25	11,395	11,395	22,790
Romania	<i>Vbis</i>	2	91,158	91,158	182,316
Russian Federation	<i>IV</i>	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
Samoa	<i>Sbis</i>	0.0625	2,849	2,849	5,698
San Marino	<i>IX</i>	0.25	11,395	11,395	22,790
Sao Tome and Principe	<i>Ster</i>	0.03125	1,424	1,424	2,848

States Members of one or more Contribution-Financed Unions	Contribution Class	Contribution Units	Contribution ¹	Contribution ¹	Contributions
		2022/23	2022	2023	2022/23
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	Ster	0.03125	1,424	1,424	2,848
Somalia ²	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 ²	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	S	0.125	5,697	5,697	11,394
Turkey	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
Total Contributions			17,498,058	17,498,058	34,996,116

¹ The value of one unit remains unchanged for 2022 and 2023 at 45,579 Swiss francs as compared to 2020 and 2021.

² States members of WIPO which are not members of any of the Unions.

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, CD ROM or any other 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.

Third party travel: travel expenses and daily subsistence allowances for all third parties, including the travel costs of Government officials, participants and lecturers attending WIPO sponsored meetings.

Training and related travel grants: travel expenses, daily subsistence allowances and training and other fees in connection with trainees attending courses, seminars, fellowships.

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: outside printing and binding; reviews; paper and printing; other printing: reprints of articles published in reviews; brochures; treaties; collections of texts; manuals; working forms and other miscellaneous printed material; production of videos, and other forms of electronic publishing.

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

Other Contractual Services: includes all other contractual services with both commercial and non-commercial service providers.

Finance Costs

Finance costs: Interest on loan; bank charges.

Operating Expenses

Premises and maintenance: acquiring, renting, improving and maintaining office space and renting or maintaining equipment and software.

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; computer supplies, software and licenses.

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 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 employees, SSAs, 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 employees, 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.



World Intellectual Property Organization
34, chemin des Colombettes
P.O. Box 18
CH-1211 Geneva 20
Switzerland

Tel: +41 22 338 91 11
Fax: +41 22 733 54 28

For contact details of WIPO's
External Offices visit:
www.wipo.int/about-wipo/en/offices

© WIPO, 2021



Attribution 4.0 International
(4.0 CC BY)

The CC license does not apply to
non-WIPO content in this publication.

Cover: Getty Images

WIPO Publication No. 360E/PB22/23
ISBN 978-92-805-3330-9