

Program and Budget Committee

Thirty-Second Session
Geneva, July 12 to 16, 2021

WIPO PERFORMANCE REPORT (WPR) 2020

prepared by the Secretariat

1. The WIPO Performance Report (WPR) 2020 has been prepared in accordance with Regulations 2.14 and 2.14*bis* of the Financial Regulations and Rules approved by the Assemblies in October 2017 and reports performance against criteria established in the Program and Budget for the 2020/21 biennium. The WPR provides an assessment of the financial performance and progress made towards achieving the expected results in 2020.

2. The following decision paragraph is proposed.

3. The Program and Budget Committee (PBC), having reviewed the WIPO Performance Report (WPR) for 2020 (document WO/PBC/32/2), and recognizing its nature as a self assessment of the Secretariat, recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the positive financial performance and Programs' progress towards achieving the expected results in 2020.

[WIPO Performance Report (WPR) 2020 follows]

World Intellectual Property Organization
WIPO Performance Report 2020

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I. FINANCIAL AND RESULTS OVERVIEW

The impact of the COVID-19 pandemic in 2020 presented unprecedented challenges in relation to the implementation of WIPO's programs within the framework of the approved Program and Budget for the biennium 2020/21. In response, the WIPO Secretariat adapted its work processes to ensure continued delivery of its IP services and program of work. Orchestrated under the leadership of the Crisis Management Team, the Organization managed an unprecedented move to fully-remote working in a matter of weeks, allowing it to run at 90 per cent productivity three weeks after the beginning of the crisis. WIPO also published an online Crisis Management Dashboard in April 2020, allowing Member States to monitor the Organization's operations during the COVID-19 pandemic. The Dashboard provides monthly updates on the demand for WIPO's services, productivity, and evolution of its income and expenditure.

Activities requiring traditional, in-person implementation modalities were the most significantly impacted by the pandemic. The scope and content of these activities were adjusted as a consequence to fit the new delivery methods for maximal impact and sustainability. In many cases, the new delivery methods allowed for a broader coverage of substantive areas and interactions with a wider range of existing or new stakeholders. Demand for activities that were already being delivered through digital means saw a marked increase, such as, for example, the WIPO Academy's distance learning courses (DL courses).

As compared to the first year of the last biennium, WIPO's performance in 2020 was slightly lower, with 66 per cent of targets assessed as on track, as compared to 70 per cent in 2018, and 23 per cent assessed as not on track, as compared to 20 per cent in 2018. There was also a slight increase in the percentage of targets not being assessable (6 per cent as compared to 1 per cent).

The WIPO Performance Report (WPR) for 2020 that follows provides the full financial and programmatic reporting for the year.

Table 1. Key Financials 2020
(in millions of Swiss francs)

Key Financials	2020/21 Program & Budget	2020 Actuals	2020 Actuals compared to Program & Budget
Income	882.5	462.9	52%
IPSAS adjustment to Income	0.3	0.1	22%
Total Income after IPSAS adjustments	882.8	463.0	52%
Expenditure			
<i>Personnel expenditure</i>	475.9	214.4	45%
<i>Non-personnel expenditure</i>	292.5	113.5	39%
Total Expenditure before IPSAS adjustments	768.4	327.9	43%
IPSAS adjustment to expenditure	18.5	24.1	130%
Total Expenditure after IPSAS adjustments	786.9	352.0	45%
Operating Result	95.8	111.0	n/a
Reserve-funded projects	36.7 ¹	10.2	28%
IPSAS adjustments on Reserve-funded projects	(17.3)	(1.7)	n/a
Reserve-funded projects after IPSAS adjustments	19.3	8.6	44%
Surplus/(Deficit) (excl. special accounts and investment gains/(losses))	76.5	102.4	n/a
Special accounts contributions	19.1	9.5	49%
IPSAS adjustment to Special accounts revenue	-	(4.2)	n/a
Special accounts expenditures	19.1	5.8	31%
IPSAS adjustment to Special accounts expenditures	-	(0.6)	n/a
Surplus/(Deficit) (excl. investment gains/(losses))	76.5	102.4	n/a
Investment gains/(losses)			
<i>Investment gains/(losses)</i>	(1.7)	33.4	n/a
<i>IPSAS adjustments to Investment gains/(losses)</i>	-	-	n/a
Investment gains/(losses)², after IPSAS adjustments	(1.7)	33.4	n/a
Surplus/(Deficit)	74.8	135.9	n/a
Net Assets			
Net Assets as at December 31, 2019 - Actuarial gains/(losses) excluded		482.8	
Surplus/(Deficit)		135.9	
Revaluation Reserve Surplus		1.8	
Net Assets as at December 31, 2020 - Actuarial gains/(losses) excluded		620.5	
Actuarial gains/(losses) through Net Assets as at December 31, 2020		(233.4)	
Net Assets as at December 31, 2020		387.1	

¹ Budget for 2020/21.² The investment gains/(losses) estimate in the 2020/21 Program & Budget of -1,687,500 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.

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

Table 2. Income in 2020
(in millions of Swiss francs)

Income	2020/21 Estimates	2020 Actuals	2020 Actuals compared to Estimates
Income on accrual basis			
Fees			
PCT	665.6	358.6	54%
Madrid	162.0	76.2	47%
Hague	12.6	6.7	53%
Lisbon ¹	0.1	0.0	13%
<i>Sub-total</i>	840.3	441.4	53%
Income on a modified accrual basis			
Contributions (unitary)	34.8	17.5	50%
Arbitration	3.3	2.1	63%
Publications	0.8	0.5	65%
Miscellaneous Income	3.4	1.4	42%
<i>Sub-total</i>	42.2	21.5	51%
IPSAS adj. to Income on a modified accrual basis	0.3	0.1	22%
Total Income after IPSAS adjustments	882.8	463.0	52%
¹ <i>Lisbon fee income (in thousands of Swiss francs)</i>	50.0	6.6	13%
Investment gains/(losses) *	-1.7	33.4	

* Investment gains/(losses) estimate in the 2020/21 Program & Budget of -1,687,500 Swiss francs was related to the Organization's short-term cash balances (operating cash) with the application of the forecast for Swiss interest rates.

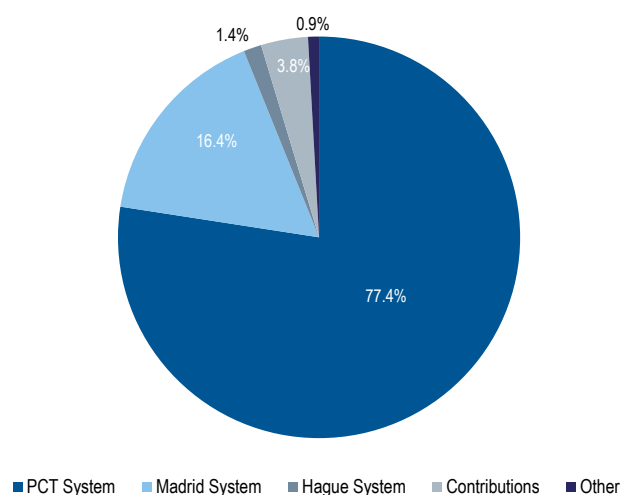
Chart I. Income Share by Source in 2020

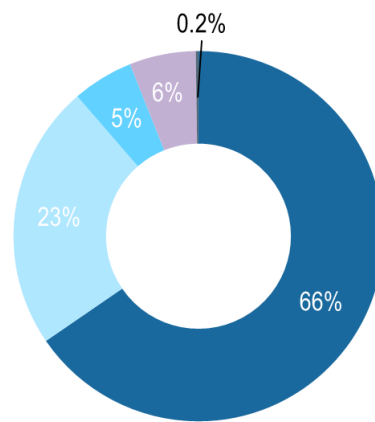
Table 3. Estimates vs. Actual Demand for Services under the PCT, Madrid and the Hague Systems in 2020

Registration Systems	2020/21 Program & Budget	2020 Actuals ¹	2020 Actuals compared to Estimates
PCT System			
IAs Filed	549,900	275,900	50%
Madrid System			
Applications	136,000	63,800	47%
Registrations	131,700	62,062	47%
Renewals	68,575	32,731	48%
<i>Sub-total Registrations & Renewals</i>	<i>200,275</i>	<i>94,793</i>	<i>47%</i>
Hague System			
Applications	15,340	5,792	38%
Registrations	12,268	6,795	55%
Renewals	8,050	4,759	59%
<i>Sub-total Registrations & Renewals</i>	<i>20,318</i>	<i>11,554</i>	<i>57%</i>

¹ 2020 Actuals as per the Chief Economist.

Results and Resources

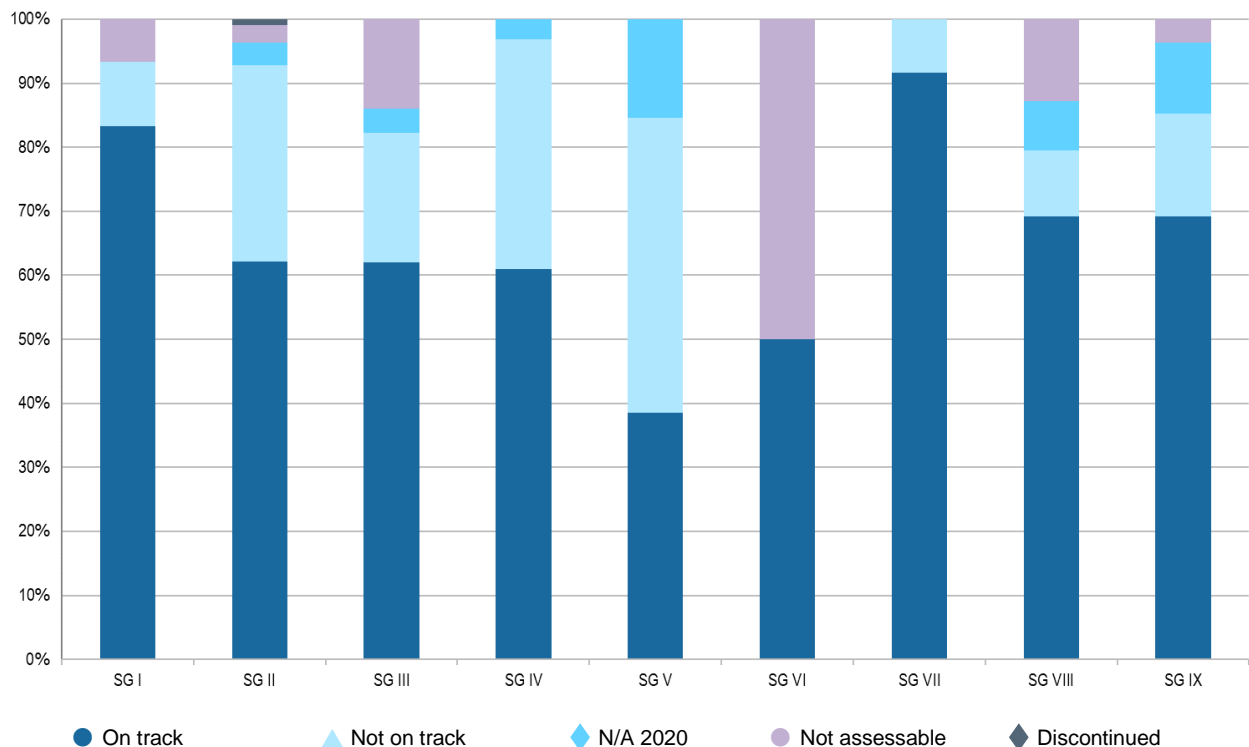
Overall View of Progress towards Achievement of the Expected Results in 2020



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

In the WPR 2020, out of a total of 431 Performance Indicator Evaluations (PIEs)¹, 282 were assessed as On track ●; 100 were assessed as Not on track ▲; 23 were assessed as N/A 2020 ◆; 25 were assessed as Not assessable ●; and one was assessed as Discontinued ◆. The detailed performance evaluations are reported under each Program.

Consolidated View of Progress towards Achievement of the Expected Results in 2020 by Strategic Goal



¹ The number of performance indicators in 2020 amounts to 288.

Budget vs. Expenditure by Program and Cost Category

Table 4. Budget vs. Expenditure by Program in 2020
(in thousands of Swiss francs)

	Programs	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure ¹	Budget Utilization ²
1	Patent Law	6,177	5,921	1,927	33%
2	Trademarks, Industrial Designs and Geographical Indications	5,418	5,868	1,967	34%
3	Copyright and Related Rights	17,287	20,017	7,959	40%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,280	7,421	2,558	34%
5	The PCT System	222,079	221,764	98,755	45%
6	Madrid System	62,551	60,581	26,781	44%
7	WIPO Arbitration and Mediation Center	12,924	13,554	5,476	40%
8	Development Agenda Coordination	3,774	4,119	1,279	31%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	29,562	28,894	11,600	40%
10	Transition and Developed Countries	9,021	9,281	3,651	39%
11	The WIPO Academy	13,402	13,652	5,981	44%
12	International Classifications and Standards	7,345	7,426	3,088	42%
13	Global Databases	10,969	11,806	5,110	43%
14	Services for Access to Information and Knowledge	7,862	7,239	3,510	48%
15	Business Solutions for IP Offices	14,695	12,298	5,272	43%
16	Economics and Statistics	7,667	8,056	3,682	46%
17	Building Respect for IP	4,781	4,747	1,857	39%
18	IP and Global Challenges	5,008	5,081	2,425	48%
19	Communications	16,834	17,036	7,184	42%
20	External Relations, Partnerships and External Offices	15,303	15,616	5,838	37%
21	Executive Management	26,915	27,698	11,695	42%
22	Program and Resource Management	40,617	41,187	16,306	40%
23	Human Resources Management and Development	26,863	27,890	12,311	44%
24	General Support Services	40,207	39,691	16,529	42%
25	Information and Communication Technology	50,468	53,661	26,826	50%
26	Internal Oversight	5,191	5,283	2,356	45%
27	Conference and Language Services	37,484	36,658	14,669	40%
28	Information Assurance, Safety and Security	24,810	25,205	11,022	44%
30	SMEs and Entrepreneurship Support	6,566	6,196	2,400	39%
31	The Hague System	13,214	15,067	7,219	48%
32	Lisbon System	1,420	1,415	650	46%
	Unallocated	14,707	8,074	-	-
	TOTAL	768,401	768,401	327,881	43%

¹ 2020 Expenditure refers to actual expenditure pre-IPSAS adjustments.

² Budget Utilization reflects 2020 expenditure as compared to the 2020/21 Budget after Transfers.

Note: The 2020/21 Budget after Transfers, throughout the document, reflect the adjusted budgets of Programs as at December 31, 2020, following transfers during the biennium in line with Financial Regulation 5.5.

Overall personnel and non-personnel expenditure amounted to 327.9 million Swiss francs in 2020 on a budgetary basis. Travel bans and restrictions during 2020 had a significant impact on WIPO's activities involving traditional, in-person implementation modalities, especially in the areas of capacity building and support services. This required the Organization to adapt its delivery methods in order to respond to the constraints caused by the pandemic. Official meetings and conferences moved to hybrid and virtual modes during the year.

Overall, budget utilization was lower than expected due to the following drivers:

- Personnel savings of approximately 6.8 million Swiss francs due to a slowdown in recruitment and onboarding.
- Lower than estimated travel expenditure for: (i) the SCP following the shift of one meeting to hybrid mode and the cancellation of one meeting (Program 1); the SCT (Program 2); the SCCR (Program 3); the PCT Union Assembly and the PCT Working Group due to the shift to hybrid meetings (Program 5); the Madrid Union Assembly and the Madrid Working Group due to the shift to hybrid meetings (Program 6) and the CDIP (Program 8); (ii) cancellation of the Advisory Committee on Enforcement (ACE) (Program 17); (iii) postponement of three IGC meetings (Program 4); and (iv) less travel in connection with UN-related meetings (Program 20, External Relations).
- Lower than estimated travel expenditure due to the shift to virtual delivery of PCT International Cooperation activities (Program 5), virtual delivery of trademarks, industrial designs and geographical indications related capacity building activities (Programs 2 and 6), and a shift to virtual development-related meetings/capacity building activities (Program 9).
- Lower than estimated expenditure due to the shift to virtual delivery and/or cancellation/postponement of capacity building activities in Programs 3, 10, 11, 12, 15, 20 and 30.
- Lower than estimated expenditure due to the cancellation of national events at WIPO Headquarters as well as less participation in external meetings and events (Program 18 and 21).
- Lower than estimated expenditure on utilities and maintenance of WIPO Premises (Program 24) and lower than estimated expenditure on security guards and duty of care services (Program 28).
- Lower than estimated expenditure due to delays in IT developments or enhancements of IT applications (Programs 22, 25 and 28).
- Lower than estimated expenditure on translation and interpretation services due to cancelled and/or postponed meetings (Program 27).

The above was partially offset by unforeseen COVID-19 related expenditure in 2020, which totaled approximately 3.6 million Swiss francs. This concerned principally expenditure on IT equipment and IT services to meet remote working and virtual or hybrid meeting requirements (Program 25). Other expenditure directly related to the impact of COVID-19 on the Organization's operations included cleaning and disinfection products, furniture and equipment for new layout requirements (Program 24), purchase of medical supplies and additional medical staff and lunch allowances (Program 23).

Chart II. Share of Personnel and Non-Personnel Expenditure 2020

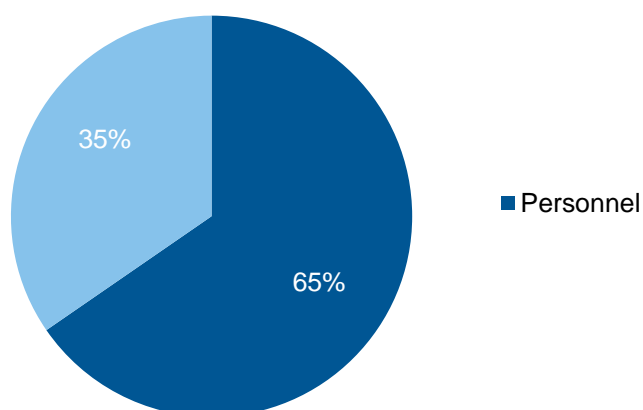


Table 5. Budget vs. Expenditure by Cost Category in 2020
(in thousands of Swiss francs)

Cost Categories	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure ¹	Budget Utilization ²
A. Personnel Resources				
Posts	448,336	445,176	205,176	46%
Temporary staff	16,323	21,469	8,214	38%
Other Staff Costs	3,152	3,152	1,025	33%
Sub-total, A. w/out Unallocated	467,812	469,797	214,415	46%
Unallocated (Personnel)	8,107	3,830	-	-
Total, A	475,919	473,627	214,415	45%
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	767	1,367	519	38%
WIPO Fellowships	9,906	10,198	4,895	48%
<i>Sub-total</i>	<i>10,673</i>	<i>11,564</i>	<i>5,414</i>	<i>47%</i>
Travel, Training and Grants				
Staff Missions	14,573	8,611	469	5%
Third-party Travel	15,616	12,140	331	3%
Training & Related Travel Grants	2,929	1,617	444	27%
<i>Sub-total</i>	<i>33,118</i>	<i>22,368</i>	<i>1,244</i>	<i>6%</i>
Contractual Services				
Conferences	7,098	7,038	1,294	18%
Publishing	474	412	19	5%
Individual Contractual Services	36,011	33,976	11,730	35%
Other Contractual Services	142,454	156,982	68,605	44%
<i>Sub-total</i>	<i>186,037</i>	<i>198,408</i>	<i>81,648</i>	<i>41%</i>
Finance Costs				
<i>Sub-total</i>	<i>1,066</i>	<i>758</i>	<i>175</i>	<i>23%</i>
Operating Expenses				
Premises & Maintenance	41,174	40,614	17,732	44%
Communication	5,428	4,816	1,266	26%
Representation & Other Operating Expenses	2,318	1,925	587	31%
UN Joint Services	1,268	1,117	498	45%
<i>Sub-total</i>	<i>50,187</i>	<i>48,472</i>	<i>20,082</i>	<i>41%</i>
Equipment and Supplies				
Furniture & Equipment	1,455	3,773	289	8%
Supplies & Materials	3,346	5,188	4,613	89%
<i>Sub-total</i>	<i>4,801</i>	<i>8,960</i>	<i>4,902</i>	<i>55%</i>
Sub-total, B. w/out Unallocated	285,882	290,530	113,466	39%
Unallocated (Non-Personnel)	6,600	4,244	-	-
Total, B	292,482	294,774	113,466	38%
TOTAL	768,401	768,401	327,881	43%

¹ 2020 Expenditure refers to actual expenditure pre-IPSAS adjustments.

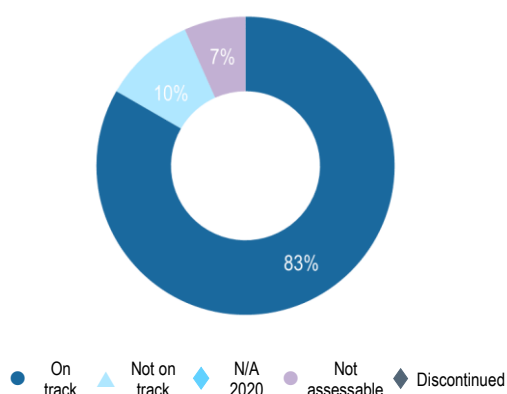
² Budget Utilization reflects 2020 expenditure as compared to the 2020/21 Budget after Transfers.

II. PERFORMANCE DASHBOARDS BY STRATEGIC GOAL

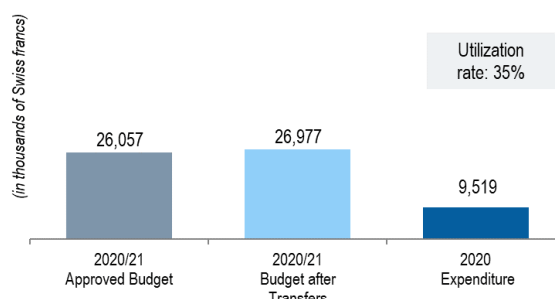
Strategic Goal I BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

Performance Dashboard

Performance Indicator Achievement



Resource Utilization

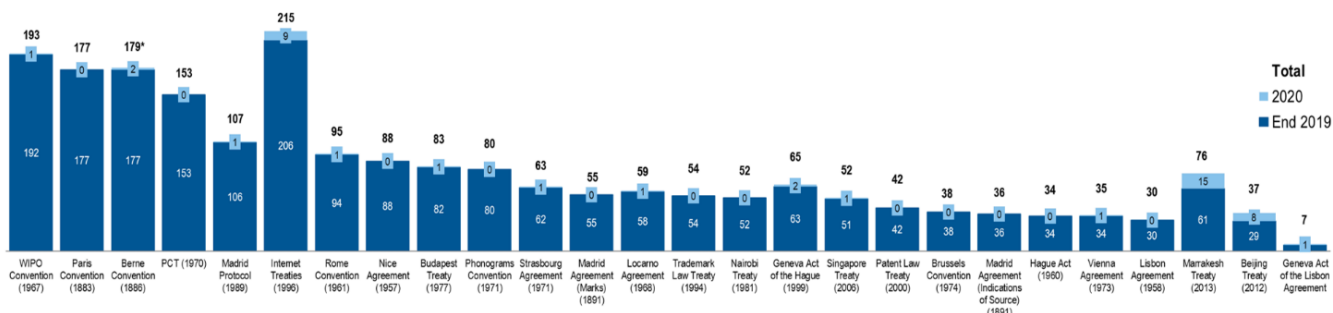
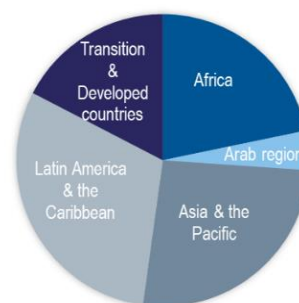


Contributing Programs: Programs 1, 2, 3, 4, 9, 10, 17, 18, 20, 21

Key Accomplishments

The first year of the biennium saw an additional 45 treaty ratifications/accessions² to WIPO-administered treaties, representing a 2 per cent increase over 2019. Of the 26 Member States depositing instruments of ratification/accession in 2020, the majority were from countries in the Latin America and the Caribbean and the Asia and Pacific regions, respectively. Seven were least developed countries (LDCs)³, and two were from the countries covered by WIPO's network of External Offices⁴.

Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties



* The total includes the accession of New Zealand to the Paris Act (1971) of the Berne Convention.

Note: The total number of ratifications/accessions to the Internet treaties amounted to 206 at the end of the biennium, of which 103 to the WCT and 103 to the WPPT.

² Based on the date of deposit of instrument.

³ Africa (Central African Republic, Ethiopia, Sao Tome and Principe, United Republic of Tanzania); Asia and the Pacific (Afghanistan, Lao People's Democratic Republic, Vanuatu).

⁴ Indonesia, Lao People's Democratic Republic (WSO).

Of particular note, the Beijing Treaty entered into force on April 28, 2020, and the Marrakesh Treaty continued its rapid progress as the fastest growing WIPO treaty in the modern era, with 72 contracting parties covering 98 countries, a 25 per cent increase as compared to 2019.

Beneficiaries selected under the Inventor Assistance Program (IAP) grew by 70 per cent in 2020, for its third consecutive year. Central to the program's success in 2020 was the newly launched IAP Online Platform that allowed smooth operation during the pandemic, increased visibility into local implementations, and the addition of Peru as a participating country, bringing the total number of participating countries to six. The network's pro bono patent attorneys assisted 45 additional inventors in 2020, for a cumulative total of 109 inventors having benefitted from the Program. More than 150 volunteers supported the program's inventors to navigate the patent system within the inventor's country and in selected jurisdictions. By the end of 2020, 10 patents had been granted to innovators with support of the IAP.



The WIPO Judicial Institute continued to provide support to Member State judiciaries, in particular with activities adapted for virtual implementation. Over 400 judges from 86 countries and 3 regional jurisdictions engaged in the *2020 WIPO Intellectual Property Judges Forum*, with 15 additional jurisdictions represented as compared to 2019; and over the course of three sessions of the *Webinars for Judges* series, approximately 300 judges participated in conversations among judicial peers.

At its 56th session, the Paris Union Assembly adopted Guidance on Implementation of the Paris Convention relating to the Right of Priority in Emergencies, which illustrated the practices that may be considered by the countries in implementing the right of priority in emergency situations, such as the COVID-19 pandemic.

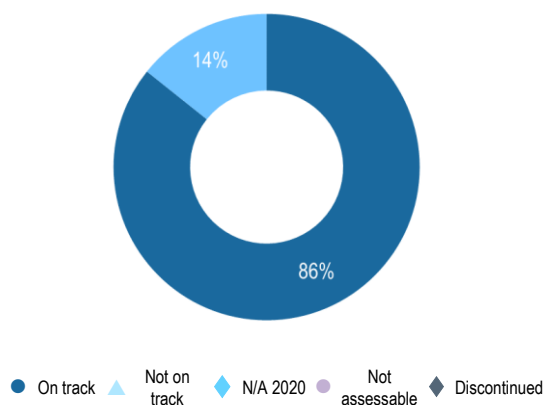
Progress in the balanced evolution of the international normative framework for IP was delayed due to the cancellation of meetings and the postponement of sessions of the Standing Committees and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC).

PROGRAM 1 Patent Law

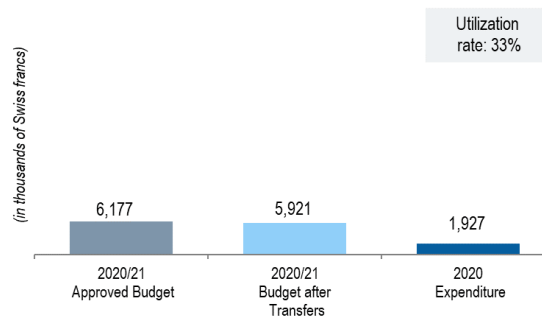


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program1.pdf>



Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,695	3,817	1,206
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,152	1,812	630
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	330	291	91
Total	6,177	5,921	1,927

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

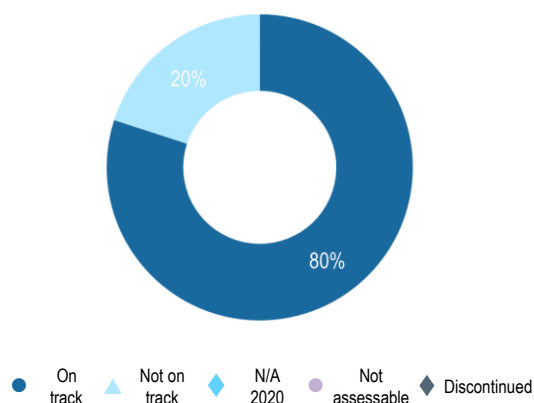
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	4,352	4,125	1,743	42%
Non-personnel Resources	1,825	1,795	184	10%
Total	6,177	5,921	1,927	33%

PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications

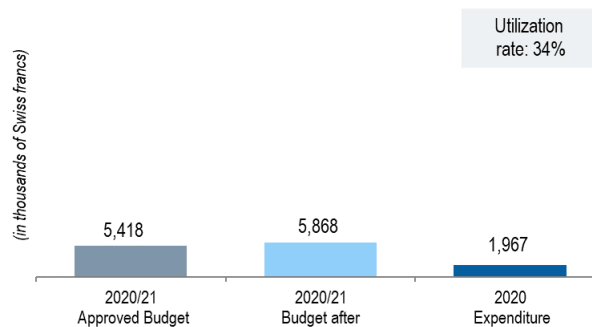


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program2.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,989	2,006	630
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,488	1,696	642
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	770	781	322
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,171	1,386	373
Total	5,418	5,868	1,967

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

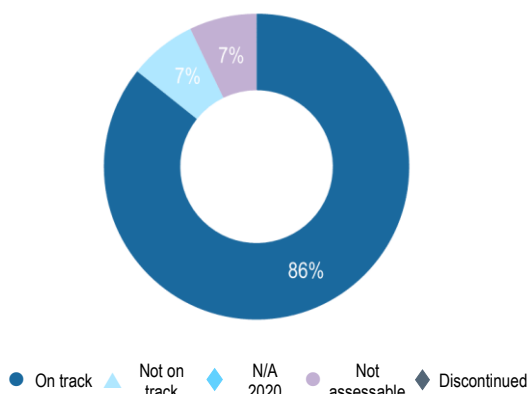
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	3,988	4,388	1,892	43%
Non-personnel Resources	1,430	1,480	75	5%
Total	5,418	5,868	1,967	34%

PROGRAM 3 Copyright and Related Rights

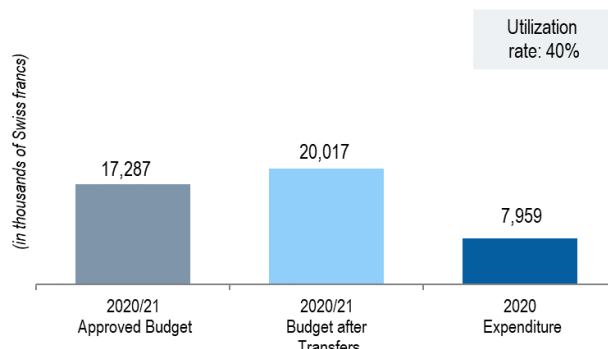


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program3.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,294	3,393	1,308
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,912	3,159	1,100
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,747	1,879	680
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,458	4,297	1,685
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	2,424	4,988	1,979
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	2,451	2,301	1,207
Total	17,287	20,017	7,959

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

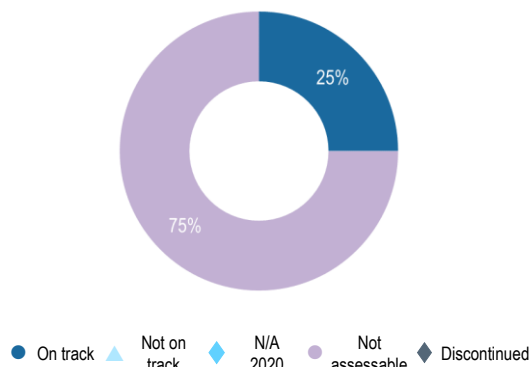
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	9,877	11,020	5,368	49%
Non-personnel Resources	7,410	8,997	2,590	29%
Total	17,287	20,017	7,959	40%

PROGRAM 4 Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources

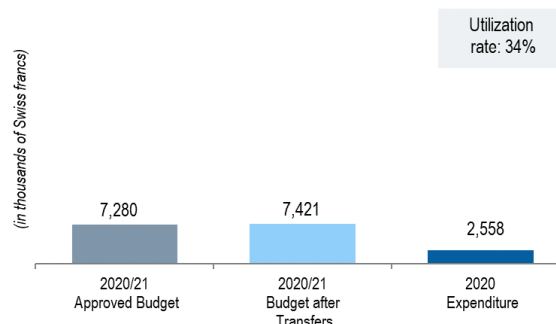


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program4.pdf>



Resource Utilization

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

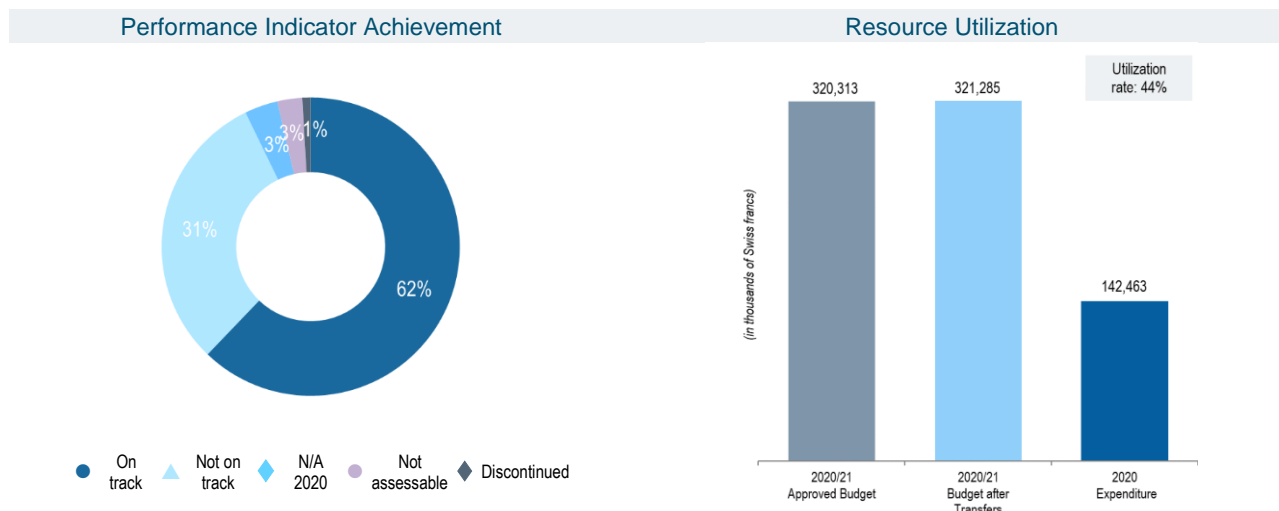
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,528	4,364	1,332
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,111	2,352	904
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	314	375	181
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	327	329	141
Total	7,280	7,421	2,558

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	4,686	4,827	2,245	47%
Non-personnel Resources	2,594	2,594	312	12%
Total	7,280	7,421	2,558	34%

Strategic Goal II PROVISION OF PREMIER GLOBAL IP SERVICES

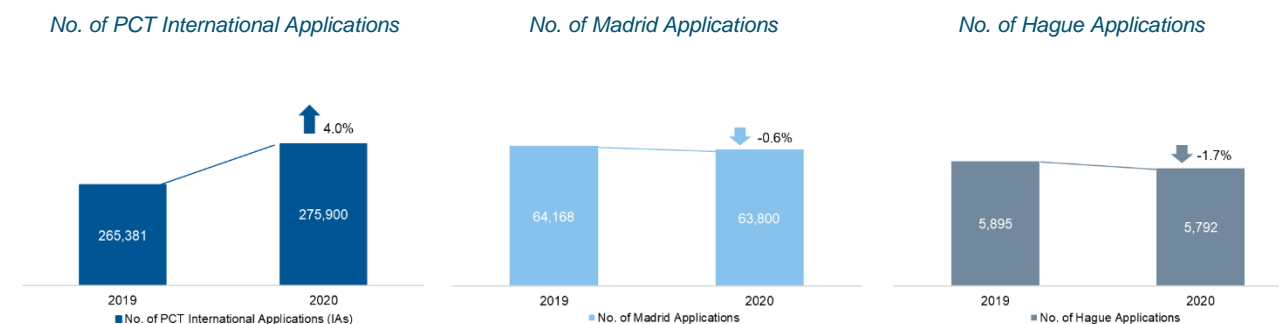
Performance Dashboard



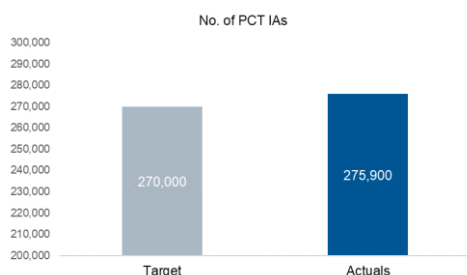
Contributing Programs: Programs 5, 6, 7, 9, 10, 20, 31, 32

Key Accomplishments

Despite the unprecedented circumstances, the demand for services under WIPO's global IP systems remained stable in 2020. The PCT saw continued strong growth with an estimated total of 275,900 international applications filed, representing an increase of 4 per cent over 2019, and marking a new annual record in patent application filings under the PCT. Both the Madrid System and the Hague System observed a stable performance in comparison with 2019, with applications down respectively -0.6 and -1.7 per cent as compared to 2019. The provision of IP Services continued in an uninterrupted manner despite the transition to remote working conditions caused by the pandemic in the spring of 2020.

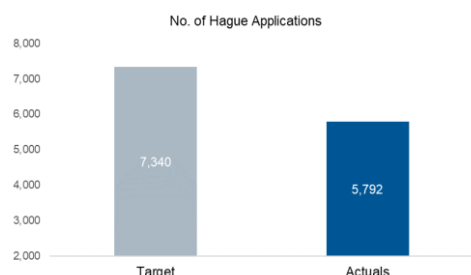


As compared to the targets set for services under the PCT, Madrid and the Hague Systems in the Program and Budget 2020/21, by the end of 2020:

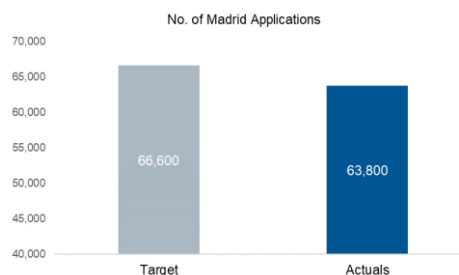


The number of international PCT international applications (IAs) reached 102 per cent of the target, with filings showing growth primarily from China, Switzerland, Republic of Korea, the United States of America and the United Kingdom. This was achieved despite the background of a deepening pandemic throughout all continents and steep falls in economic output caused by the national containment measures.

The number of applications under the Madrid System reached 96 per cent of the target, with declines in filings primarily noted from France, Switzerland, Germany and Japan. On the other hand, filings increased from China, Republic of Korea, the United Kingdom and Italy.



The number of applications under the Hague System reached 79 per cent of the target, mainly due to decreased filings from Italy, the Netherlands, France, Switzerland, the United Kingdom, Germany and the Republic of Korea. On the other hand, filings increased from the United States of America and Japan.



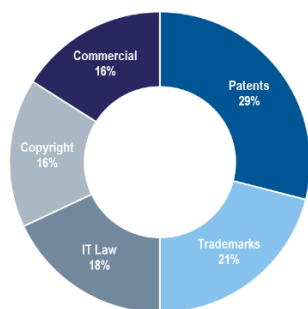
The Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications entered into force in February 2020. Since

then, one new instrument of accession to the Geneva Act of the Lisbon Agreement was deposited by the People's Democratic Republic of Lao, bringing the total number of countries covered by the Geneva Act to 33 by end 2020.

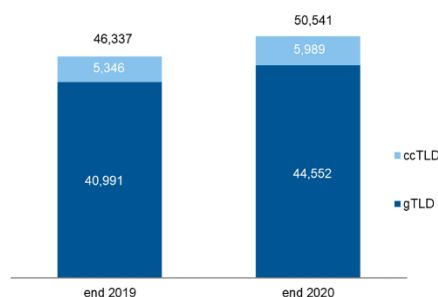
The year 2020 was a record year for the WIPO Arbitration and Mediation Center, with 77 mediation and arbitration cases in different areas of IP, an increase of 24 per cent versus 2019. Patent-related disputes remained the most common in WIPO's caseload, followed by trademark, information and communications technology, and copyright disputes. The Center also concluded agreements with six further Member State IP authorities and courts for the promotion and use of ADR options, for a cumulative total of 50 such collaborations established. It also provided policy support to 13 such authorities.

In 2020, trademark owners filed a record 4,204 cases under the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP) with the Center, up 14 per cent versus 2019. WIPO UDRP Cases involved parties from 127 countries, up from 122 in 2019. The cumulative total number of cases under this WIPO service, which helps to reduce threats to legitimate online commerce for trademark owners and consumers, moved past the 50,000 mark, covering over 92,000 domain names. A number of the cases received in 2020 concerned infringing names relating to the COVID-19 pandemic.

WIPO Center ADR Disputes Subject Matter in 2020



No. of WIPO UDRP Cases

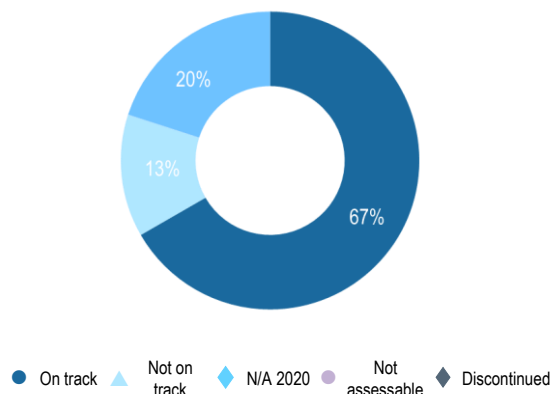


PROGRAM 5 The PCT System

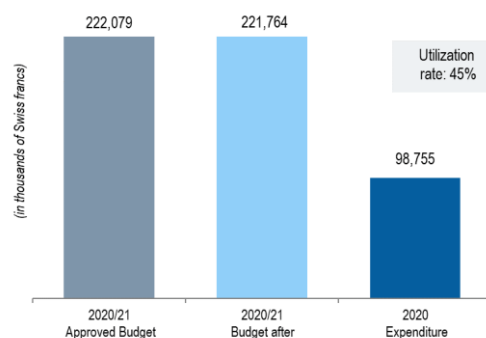


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program5.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,974	28,130	10,945
II.2 Improved productivity and service quality of PCT operations	194,105	193,634	87,810
Total	222,079	221,764	98,755

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

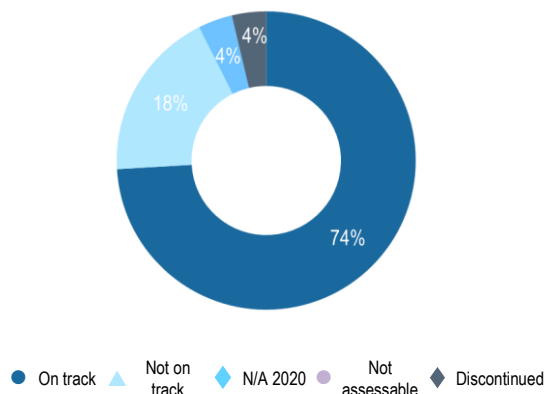
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	132,826	132,533	58,737	44%
Non-personnel Resources	89,253	89,231	40,018	45%
Total	222,079	221,764	98,755	45%

PROGRAM 6 Madrid System

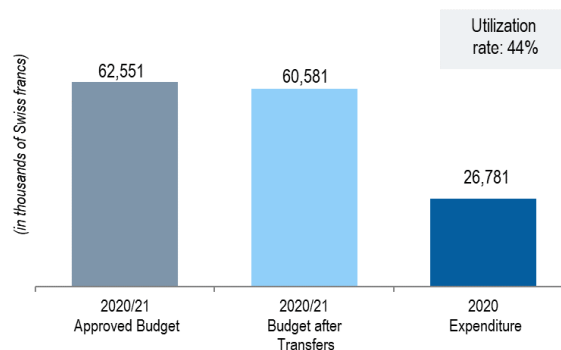


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program6.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	13,078	14,172	5,127
II.6 Improved productivity and service quality of Madrid operations	49,473	46,410	21,654
Total	62,551	60,581	26,781

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

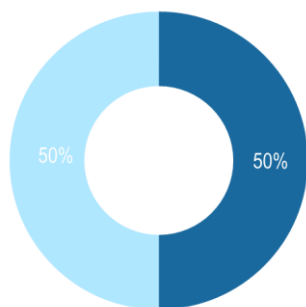
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	42,850	40,950	19,558	48%
Non-personnel Resources	19,701	19,631	7,223	37%
Total	62,551	60,581	26,781	44%

PROGRAM 31 The Hague System



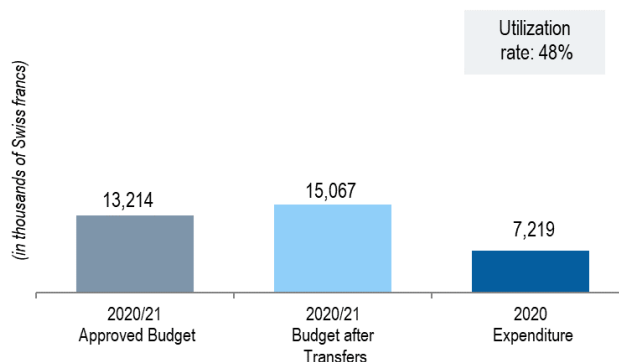
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program31.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	4,092	5,521	2,569
II.4 Improved productivity and service quality of the Hague operations	9,122	9,545	4,650
Total	13,214	15,067	7,219

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

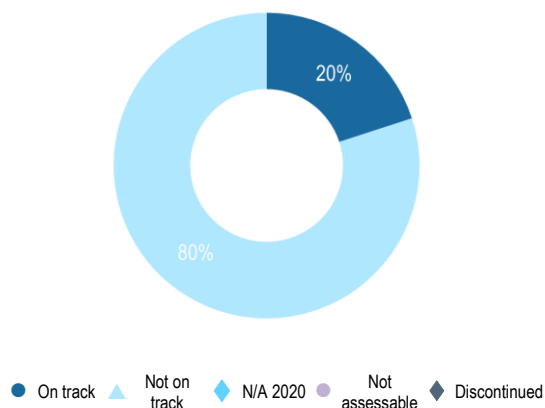
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	10,616	12,232	5,723	47%
Non-personnel Resources	2,598	2,835	1,497	53%
Total	13,214	15,067	7,219	48%

PROGRAM 32 Lisbon System

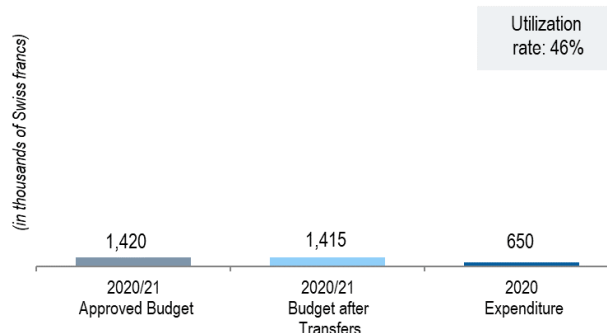


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program32.pdf>



Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	822	707	358
II.10 Improved productivity and service quality of Lisbon operations	598	708	291
Total	1,420	1,415	650

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

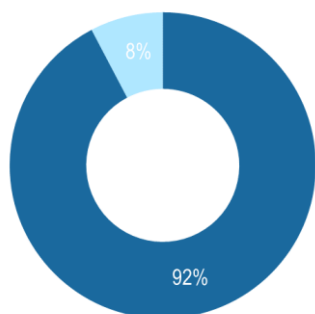
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	1,209	1,209	601	50%
Non-personnel Resources	211	206	49	24%
Total	1,420	1,415	650	46%

PROGRAM 7 WIPO Arbitration and Mediation Center



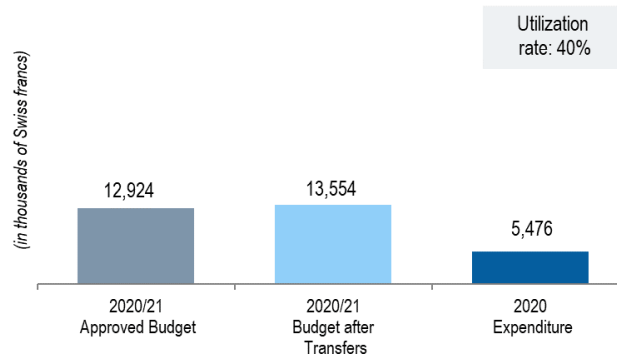
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program7.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,735	5,161	2,087
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	8,189	8,394	3,389
Total	12,924	13,554	5,476

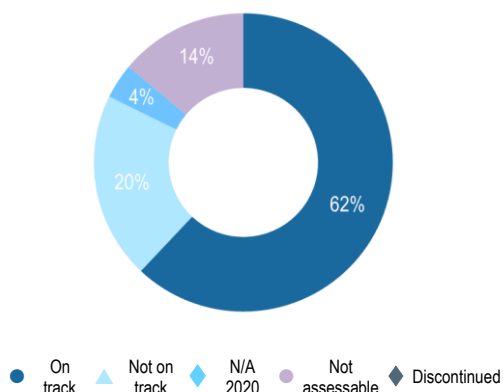
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	9,284	9,948	4,034	41%
Non-personnel Resources	3,640	3,606	1,442	40%
Total	12,924	13,554	5,476	40%

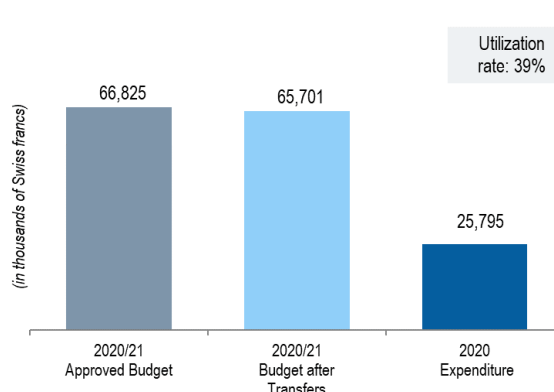
Strategic Goal III FACILITATING THE USE OF IP FOR DEVELOPMENT

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



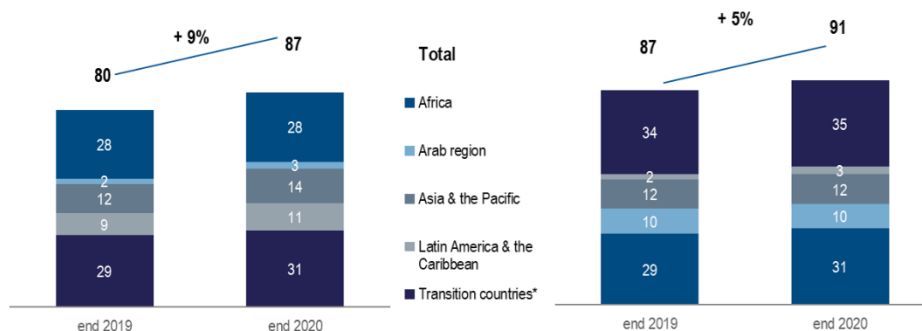
Contributing Programs: Programs 2, 3, 4, 8, 9, 10, 11, 14, 17, 18, 20, 21, 30

Key Accomplishments

An additional seven national IP strategies/development plans were adopted in 2020, for a cumulative total of 87 countries overall, of which 23 in LDCs. This represented a 9 per cent increase as compared to the end of 2019. The number of countries implementing national IP strategies/development plans grew by 5 per cent, from 87 at the end of 2019 to 91 at the end of 2020, including in one additional LDC. By the end of 2020, an additional 12 countries had begun the process of formulating national IP strategies (two in Africa, three in Latin America and the Caribbean, and seven in transition countries). The adoption of national IP strategies provides the basis for a comprehensive approach to empowering developing and transition countries and LDCs to harness IP for enhancing national innovation potential.

No. of countries having adopted national IP strategies

No. of countries implementing national IP strategies

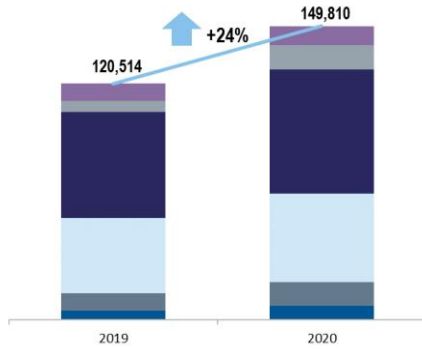


* The data for Transition countries reflects national IP strategies and national strategies for socio-economic and scientific research development.

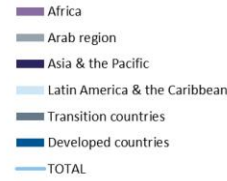
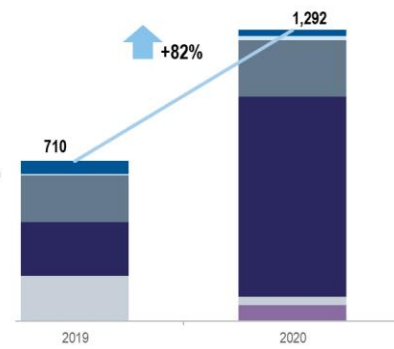
The Indigenous and Local Community Entrepreneurship Program matured further in 2020 with the launch of the mentoring phase of the WIPO IP Training and Mentoring Program for Women Entrepreneurs from Indigenous and Local Communities (IPLCs) (the WEP). Initiated in 2019, 24 participants and their communities, eight of whom were in the process of registering trademarks as an outcome of the program at the end of 2020, had benefited.

The Distance Learning (DL) Program continued to show strong growth in 2020 with the total number of participants in DL courses reaching an all-time annual high of 149,810, as compared to 120,514 in 2019, a 24 per cent increase, with 75 per cent coming from academia and the private sector. Women accounted for 54 per cent of participants with approximately 20,000 more women enrolled in 2020, reaching 80,258, in comparison to 63,357 in 2019. The number of participants in WIPO Summer Schools increased from 710 in 2019 to 1,292 in 2020, an 82 per cent increase.

Geographical Distribution of Participants in DL Courses



Geographical Distribution of Participants in WSS Courses



By the end of 2020, two additional Intellectual Property Training Institutions (IPTIs)⁵ were considered sustainable, for a cumulative total of seven out of 10 established. Some 374 trainers from 28 countries (including participants from regional organizations) were certified, and over 70,000 participants from higher education institutions, schools, and the public and private sectors benefitted from trainings offered by IPTIs. A total of 221 participants graduated from Joint Master's Degree programs in 2020 as compared to 217 in 2019, despite the COVID-19 pandemic.

An additional 11 IP policies were adopted and/or improved by universities or research institutions, representing a 2 per cent increase over 2019.



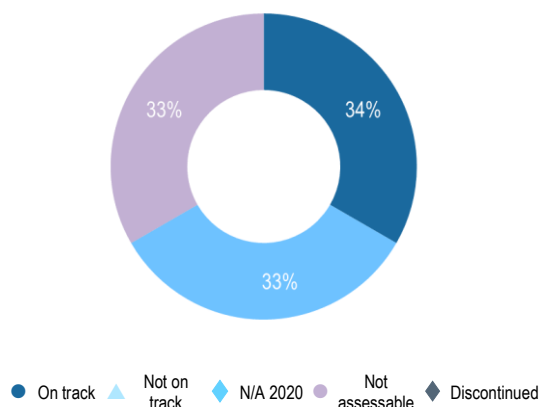
⁵ National start-up academies.

PROGRAM 8 Development Agenda Coordination

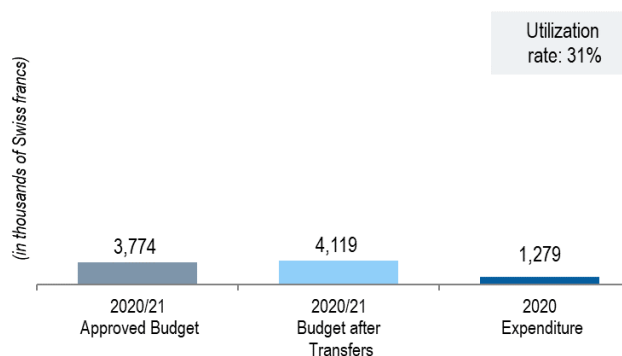


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program8.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	261	291	112
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,513	3,828	1,167
Total	3,774	4,119	1,279

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

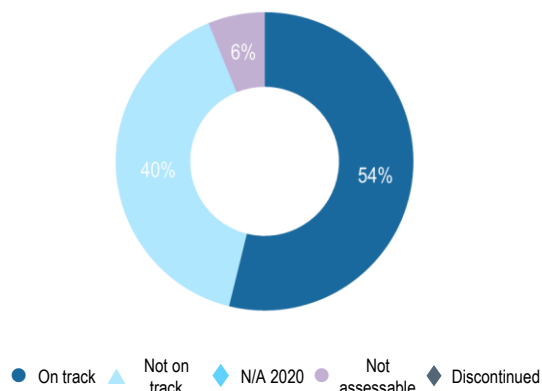
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	2,304	2,432	1,038	43%
Non-personnel Resources	1,470	1,687	241	14%
Total	3,774	4,119	1,279	31%

PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries

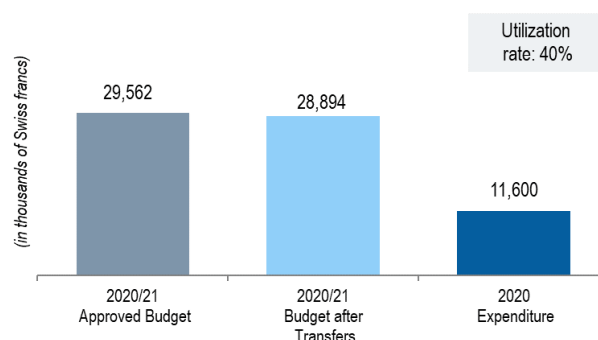


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program9.pdf>



Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	700	1,310	688
II.1 Wider and more effective use of the PCT system for filing international patent applications	708	699	227
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	707	593	267
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	999	841	406
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	218	302	105
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	71	386	89
III.1 National IP strategies and plans consistent with national development objectives	6,043	5,971	2,560
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	8,433	6,588	2,264
III.3 Mainstreaming of the DA recommendations in the work of WIPO	311	280	134
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,030	4,927	2,044
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	1,816	1,962	751
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	4,116	3,722	1,476
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	1,409	1,310	587
Total	29,562	28,894	11,600

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

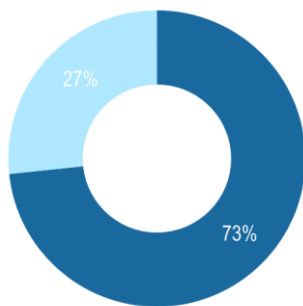
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	20,974	20,372	10,117	50%
Non-personnel Resources	8,588	8,522	1,483	17%
Total	29,562	28,894	11,600	40%

PROGRAM 10 Transition and Developed Countries



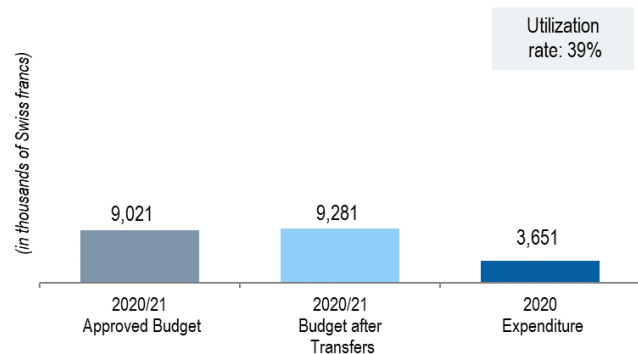
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program10.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	905	911	364
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,451	1,325	608
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	633	667	274
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	838	796	352
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	521	565	244
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	10	332	34
III.1 National IP strategies and plans consistent with national development objectives	1,655	1,658	694
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,024	2,257	788
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	984	769	293
Total	9,021	9,281	3,651

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

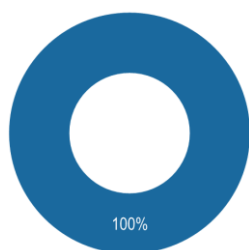
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	7,023	7,313	3,327	45%
Non-personnel Resources	1,998	1,968	324	16%
Total	9,021	9,281	3,651	39%

PROGRAM 11 The WIPO Academy



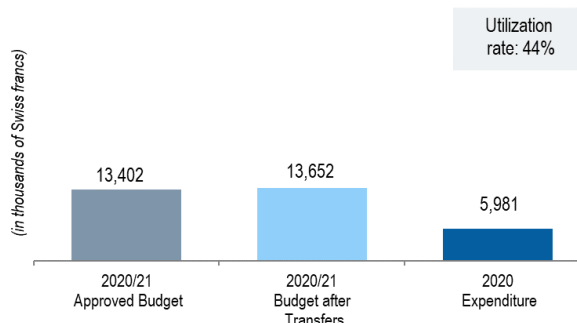
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program11.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	13,402	13,652	5,981
Total	13,402	13,652	5,981

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

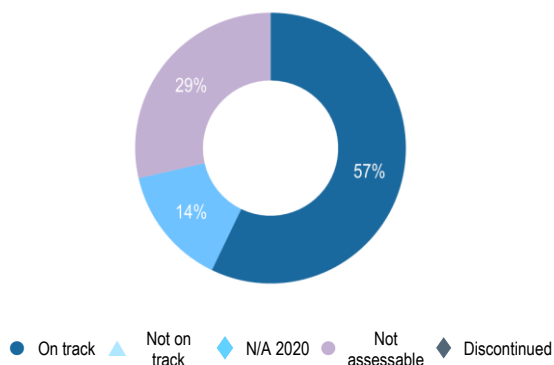
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	7,332	7,449	3,696	50%
Non-personnel Resources	6,070	6,204	2,284	37%
Total	13,402	13,652	5,981	44%

PROGRAM 30 SMEs and Entrepreneurship Support

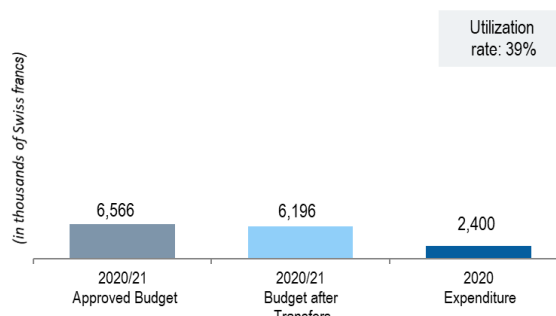


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program30.pdf>



Resource Utilization

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

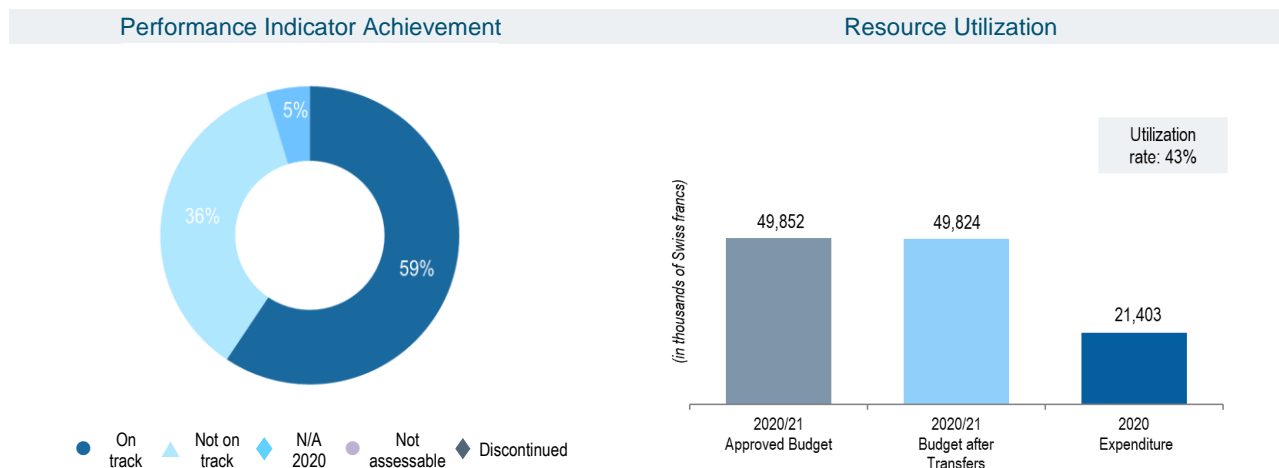
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,883	1,750	728
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	4,683	4,446	1,672
Total	6,566	6,196	2,400

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	4,825	4,488	2,145	48%
Non-personnel Resources	1,741	1,709	255	15%
Total	6,566	6,196	2,400	39%

Strategic Goal IV COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

Performance Dashboard



Contributing Programs: Programs 3, 4, 9, 12, 13, 14, 15, 20, 21

Key Accomplishments

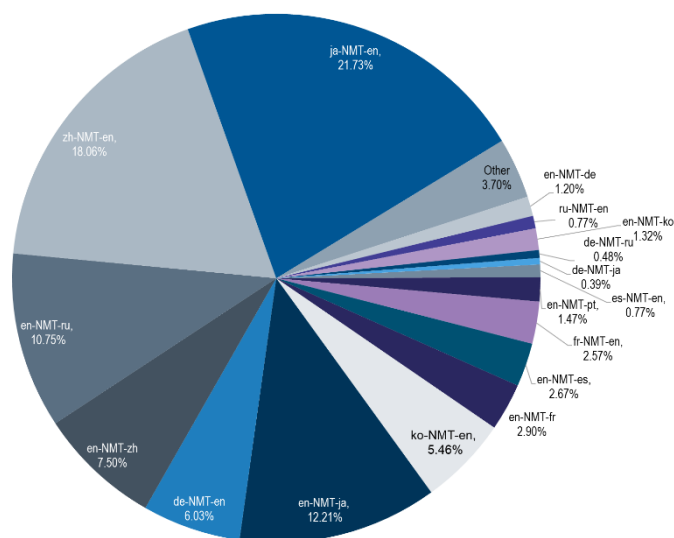
The first version of the WIPO Sequence software tool, including a desktop application that allows patent applicants to author their sequence listings in compliance with new WIPO Standard ST.26, was released in November 2020 for trial by the applicants and IP Offices around the world. The Standard will take effect on January 1, 2022, both at the national and international levels.

The Advanced Technology Applications Center (ATAC) continued to embed cutting-edge Artificial Intelligence (AI)-based tools to enhance functions and processes of the Organization. The WIPO Speech-to-Text tool was expanded to support French, Spanish and German. The use of the tool was also expanded to record the verbatim of nine of WIPO's official meetings in 2020, versus two in 2019. WIPO Translate in PATENTSCOPE was used over 31 million times in 2020; the majority of usage was from Japanese to English and from Chinese to English.

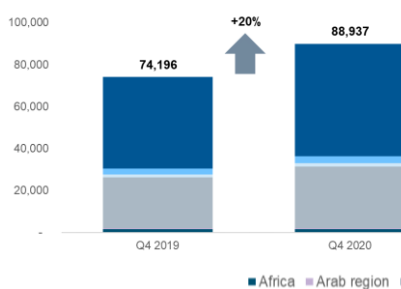
In 2020, 10 additional agreements were signed for a total of 23 active agreements with international organizations and IP Offices for the free licensing of WIPO developed AI applications (WIPO Translate, WIPO Speech-to-Text). Three commercial AI Systems licenses were signed with the private sector for WIPO Translate and for a WIPO Image Similarity Search related Application Programming Interface (API).

The global IP databases continued to show strong growth in terms of numbers of records and geographical coverage. Numbers of users also continued to increase: the number of Global Design Database (GDD) and Global Brand Database (GBD) users grew by 130 and 20 per cent respectively as compared to 2019, while the number of unique PATENTSCOPE searches recorded a 72 per cent increase in Q4 2020 versus Q4 2019.

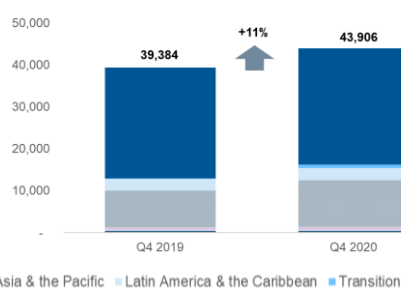
Usage of WIPO Translate in PATENTSCOPE - 2020



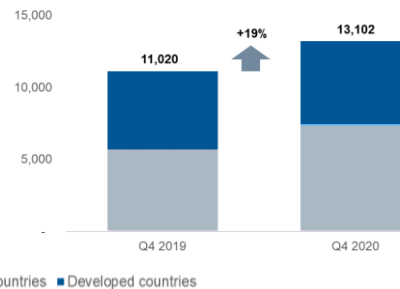
No. of Records in PATENTSCOPE



No. of Records in the GBD



No. of Records in the GDD

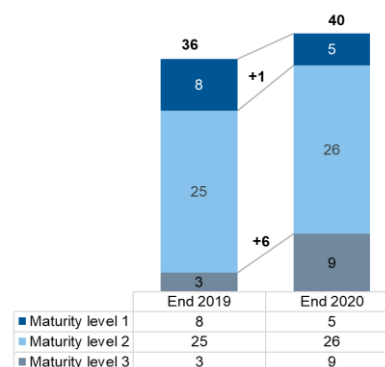


The number of Technology and Innovation Support Center (TISC) networks reached 80 national networks, of which 40 were considered sustainable by the end of 2020, an increase of 11 per cent as compared to the end of 2019.

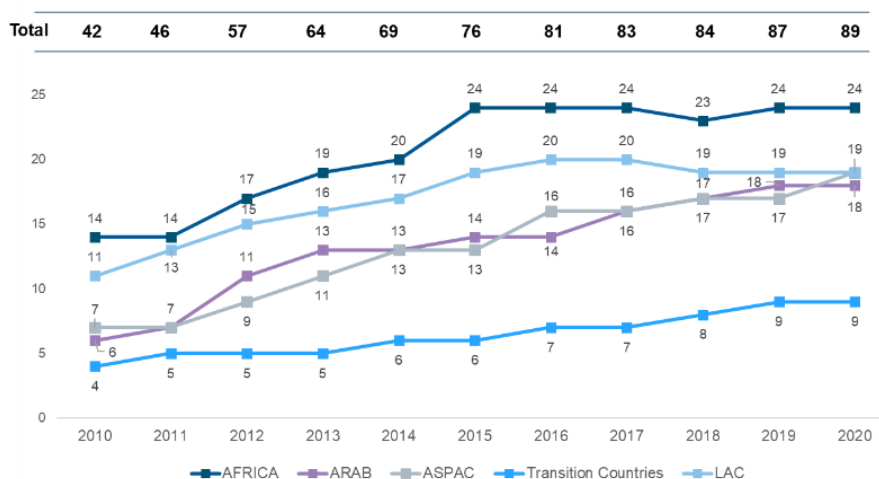
To contribute to a greater overall understanding of IP judgments and judicial administration structures, a free online database -- [WIPO Lex-Judgments](#) -- was launched in September 2020. At launch, the database contained over 400 documents from 10 countries⁶. WIPO Lex-Judgments complements the existing WIPO Lex laws and treaties collections, spanning some 16,000 laws and 750 treaties from 199 jurisdictions.

The steady increase in the usage of WIPO's IP Office Systems continued in 2020 despite the difficulties generated by the pandemic. At the end of 2020, 89 IP Offices were using WIPO's IP Office Suite of business software solutions. The Average Service Level (ASL) of IP Offices, a composite index for assessing an Office's maturity level (from basic to most advanced) in delivering services, continued to increase, with an overall ASL of 3.4, as compared to 3.3 at the end of 2019.

No. of Sustainable TISC Networks



WIPO IPAS Suite of Applications - Usage by Region



An additional nine CMOs in developing countries, including in four LDCs, joined WIPO Connect in 2020, bringing the cumulative total to 15, a 129 per cent increase.

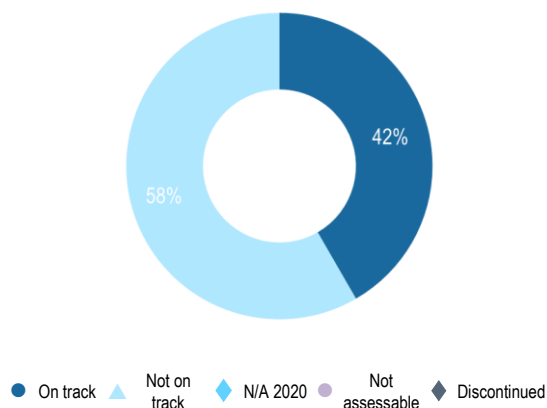
⁶ Australia, Brazil, Chile, China, Costa Rica, Jamaica, Mexico, Peru, Republic of Korea, Spain

PROGRAM 12 International Classifications and Standards

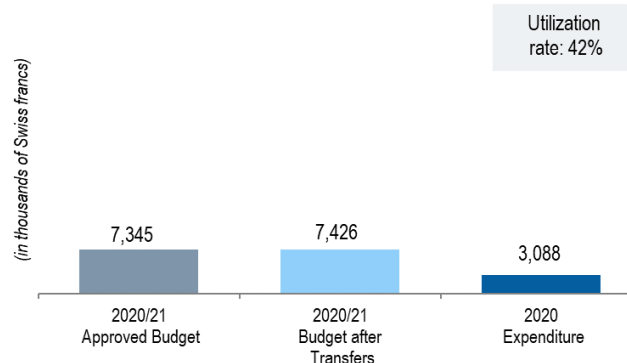


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program12.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	7,345	7,426	3,088
Total	7,345	7,426	3,088

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

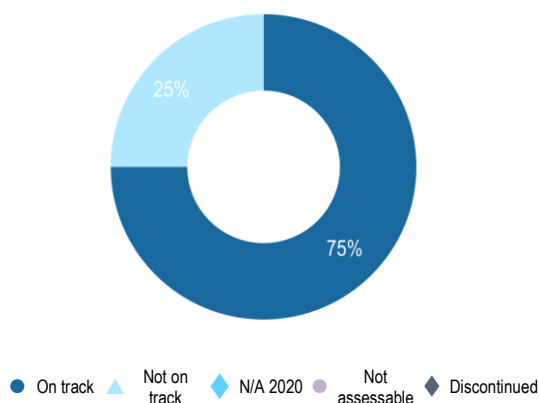
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	5,600	5,661	2,675	47%
Non-personnel Resources	1,745	1,765	413	23%
Total	7,345	7,426	3,088	42%

PROGRAM 13 Global Databases

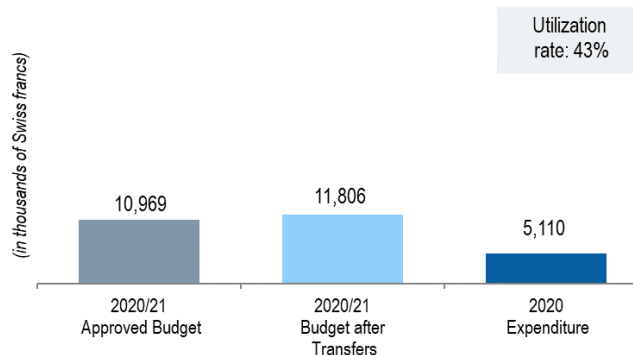


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program13.pdf>



Resource Utilization

Budget and Expenditure (by result)

(in thousands of Swiss francs)

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	8,395	9,093	3,949
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,385	2,570	1,116
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	189	143	45
Total	10,969	11,806	5,110

Budget and Expenditure (personnel and non-personnel)

(in thousands of Swiss francs)

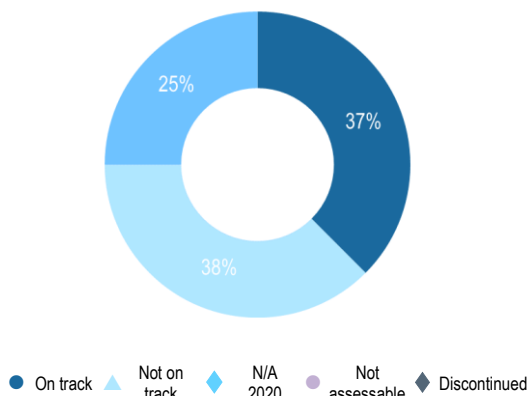
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	8,535	9,372	4,235	45%
Non-personnel Resources	2,434	2,434	875	36%
Total	10,969	11,806	5,110	43%

PROGRAM 14 Services for Access to Information and Knowledge

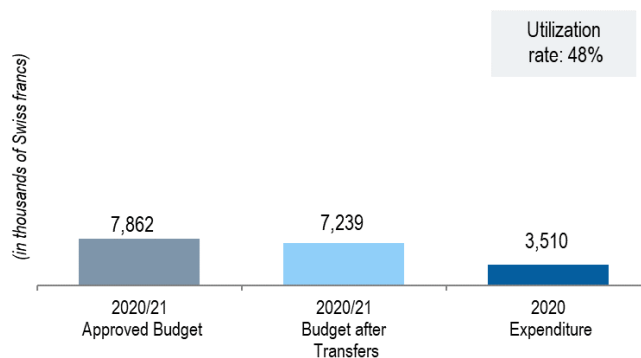


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program14.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	75	172	189
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	7,787	7,067	3,321
Total	7,862	7,239	3,510

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

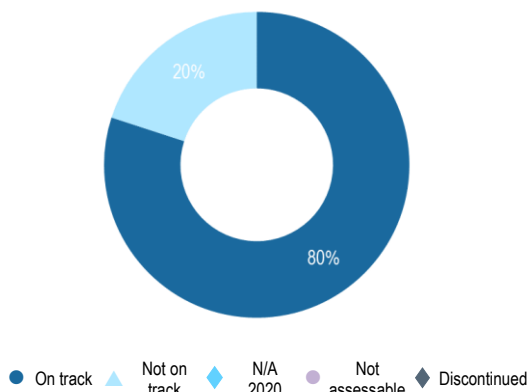
Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	6,442	5,795	3,055	53%
Non-personnel Resources	1,420	1,444	455	32%
Total	7,862	7,239	3,510	48%

PROGRAM 15 Business Solutions for IP Offices

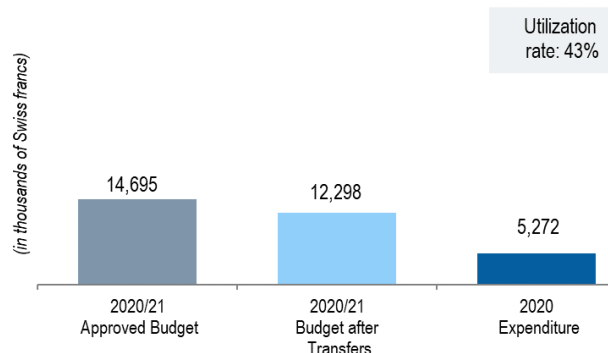


Program Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program15.pdf>



Resource Utilization

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

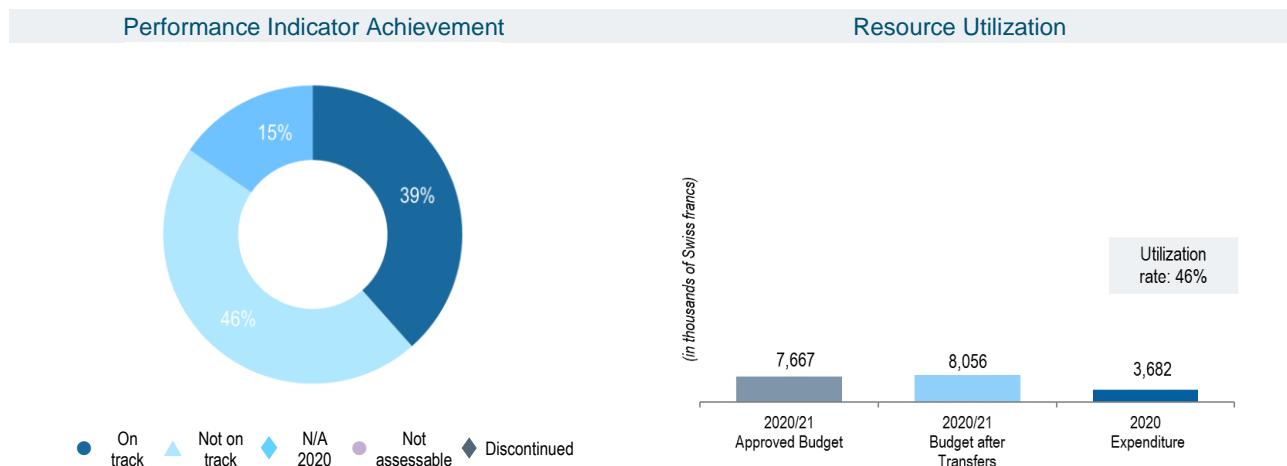
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	14,695	12,298	5,272
Total	14,695	12,298	5,272

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	8,221	7,284	3,291	45%
Non-personnel Resources	6,473	5,013	1,981	40%
Total	14,695	12,298	5,272	43%

Strategic Goal V WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

Performance Dashboard



Contributing Program: Program 16

Key Accomplishments

- The 2020 edition of the Global Innovation Index (GII) updated the Organization’s innovation performance ranking of 131 economies, focusing on the theme “Who Will Finance Innovation?”. In light of the measures imposed by the COVID-19 pandemic, the 2020 edition of the GI was launched virtually and was supported by contributions from ministers from five countries⁷. Web traffic and the subsequent demand for national GI events indicated that the 2020 GI release attracted the most attention ever.



468,000 visits to the GI webpages and dedicated website in 2020 (+43% vs. 2019)

- A new series of Creative Economy Notes was launched in October 2020. The series draws on economic research to stimulate thinking on how the IP framework can best serve the creative industries. The first two Notes focused on the franchising of comic characters and the staging of opera performances.



ART
Batman forever?
Do overlapping trademark and copyright frameworks affect the franchising of comic characters?
READ MORE



MUSIC
What's on stage tonight?
A closer look at copyright and opera performances
READ MORE

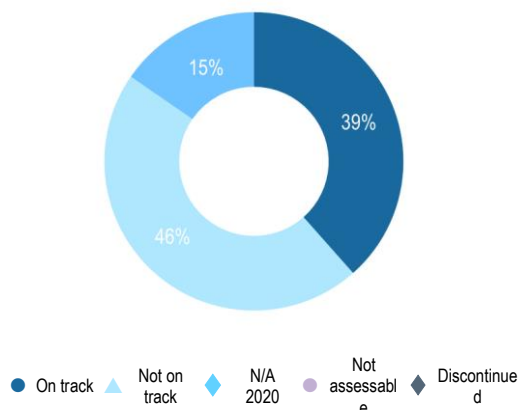
⁷ China, France, Germany, India, Rwanda

PROGRAM 16 Economics and Statistics

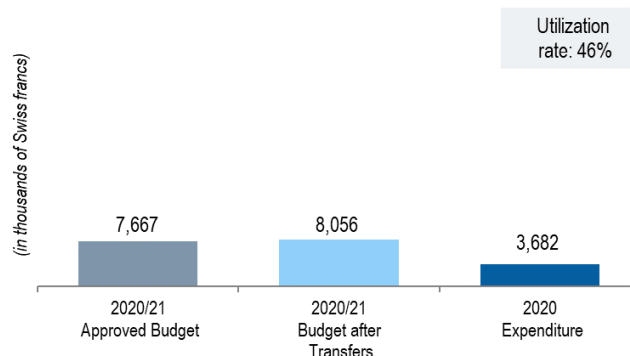


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program16.pdf>



Resource Utilization

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

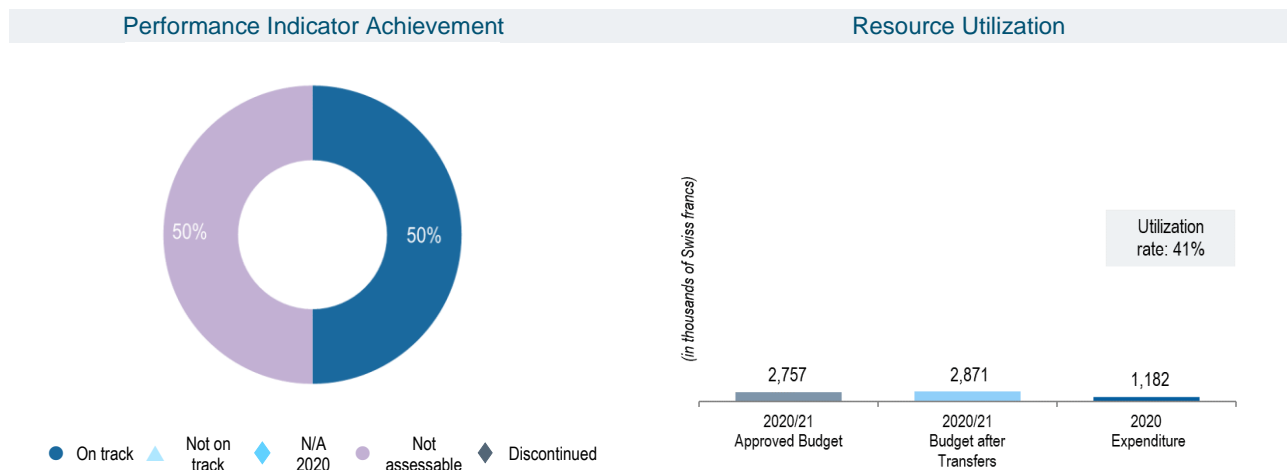
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
V.1 Wider and better use of WIPO IP statistical information	3,140	2,861	1,420
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,527	5,194	2,262
Total	7,667	8,056	3,682

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	6,467	6,820	3,139	46%
Non-personnel Resources	1,200	1,235	543	44%
Total	7,667	8,056	3,682	46%

Strategic Goal VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

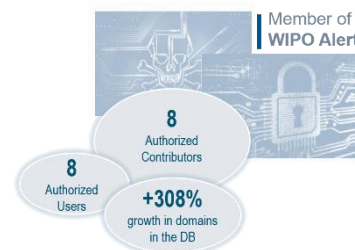
Performance Dashboard



Contributing Programs: Program 17, 18

Key Accomplishments

WIPO ALERT saw good growth in 2020, with six additional Member States joining as Authorized Contributors of lists of copyright-infringing websites for use by the advertising industry, for a cumulative total of nine⁸. Six specialist advertising intermediaries joined the initiative as Authorized Users, for a cumulative total of eight. The database (DB) grew to 5,708 domains in 2020, a 308 per cent increase over 2019.



A [Casebook](#) on the enforcement of IP rights in the Arab region was finalized, with publication anticipated in early 2021. The Casebook provides a thorough analysis of carefully selected recent decisions on IP enforcement in the Arab region and aims at improving access to recent case-law developments for judges, public prosecutors, lawyers, researchers and IP enforcement officers.

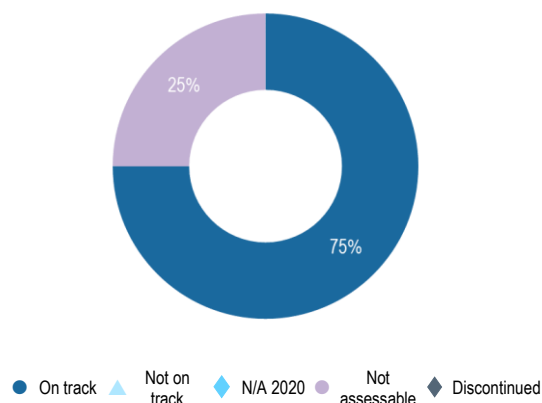
⁸ Brazil, Ecuador, Italy, Japan, Republic of Korea, Peru, the Russian Federation, Spain, Ukraine.

PROGRAM 17 Building Respect for IP

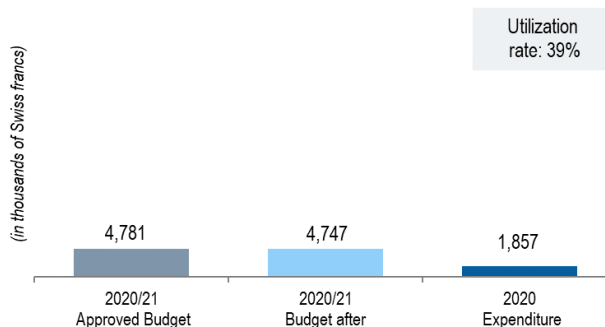


Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program17.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	478	495	200
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,127	2,110	870
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	1,243	1,188	351
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	933	955	436
Total	4,781	4,747	1,857

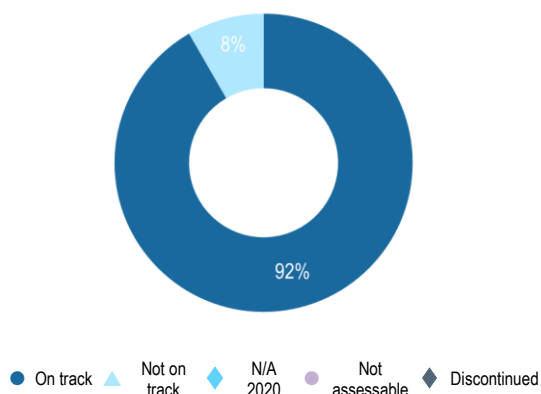
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	3,840	3,840	1,827	48%
Non-personnel Resources	941	907	30	3%
Total	4,781	4,747	1,857	39%

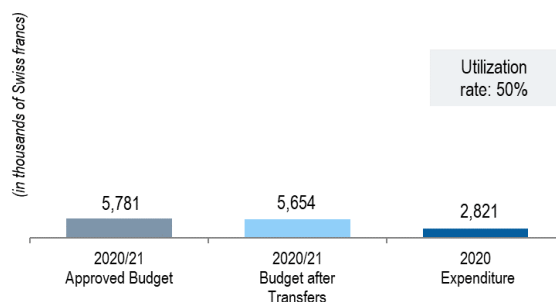
Strategic Goal VII ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

Performance Dashboard

Performance Indicator Achievement



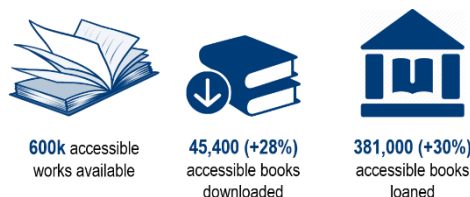
Resource Utilization



Contributing Programs: Programs 3, 4, 18, 20

Key Accomplishments

The Accessible Books Consortium (ABC) achieved a major milestone at the end of 2020, with around 600,000 accessible works becoming available for cross-border, clearance-free exchange through the Marrakesh Treaty, to benefit people who are blind, visually impaired or otherwise print disabled. The number of accessible books downloaded through the ABC Global Book Service by participating libraries for the blind increased by over 28 per cent. The number of accessible books loaned via participating libraries to their patrons increased from 293,000 to 381,000 titles in 2020, a 30 per cent increase.



Membership in WIPO GREEN – The Sustainable Technology Marketplace – increased by 18 new partners globally, including from countries not previously represented, bringing the total number of partners to 120, representing an 18 per cent increase over 2019.

WIPO Re:Search recruited six new members in 2020, including its first academic institutions in Japan (University of Tokyo) and in Colombia (Universidad de Antioquia), which joined as the consortium's 150th member. With the remaining four new members located in Brazil, India, Kenya, and Sudan, the consortium's commitment to develop a broad-based geographic representation was further strengthened.



150th Member & the first academic institutions from **Japan** and **Colombia** joined WIPO Re:Search



+28% in WIPO GREEN Members and **+11%** in WIPO Re:Search Members from countries covered by WIPO's network of External Offices

WIPO GREEN and WIPO Re:Search Members from countries covered by WIPO's network of External Offices saw 28 and 11 per cent increases over 2019, respectively.

WIPO Re:Search also established eight new targeted collaborations addressing unmet needs in 2020, including two firsts in terms of disease categories – snakebite and leprosy. Collaborations in 2020 involved 13 member organizations and companies across 11 countries, five of which were developing countries or LDCs⁹. By the end of 2020, collaborations totaled 165, 52 of which were active, and 11 were advancing through key phases of the product development pathway.

Under the Trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO), the second edition of the study [Promoting Access to Medical Technologies and Innovation - Intersections between Public Health, Intellectual Property and Trade](#) was published with a view to reinforcing the understanding of the interplay between the distinct policy domains of health, trade and IP, and of how they affect medical innovation and access to medical technologies. The second edition features a COVID-19 insert focused on the interplay amongst the three policy areas during the pandemic.

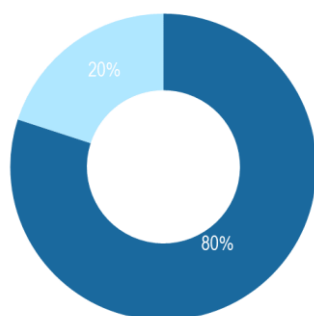
⁹ Brazil, Cameroon, Ghana, Nigeria, Zambia.

PROGRAM 18 IP and Global Challenges



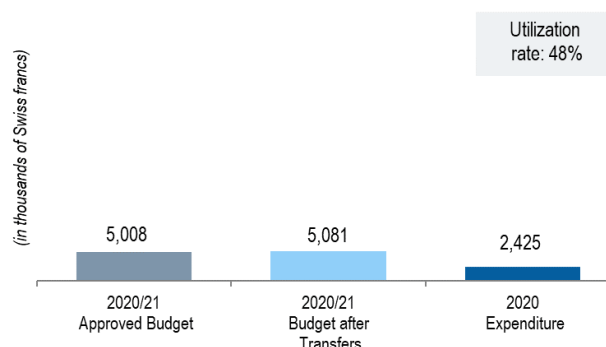
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program18.pdf>



Resource Utilization

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

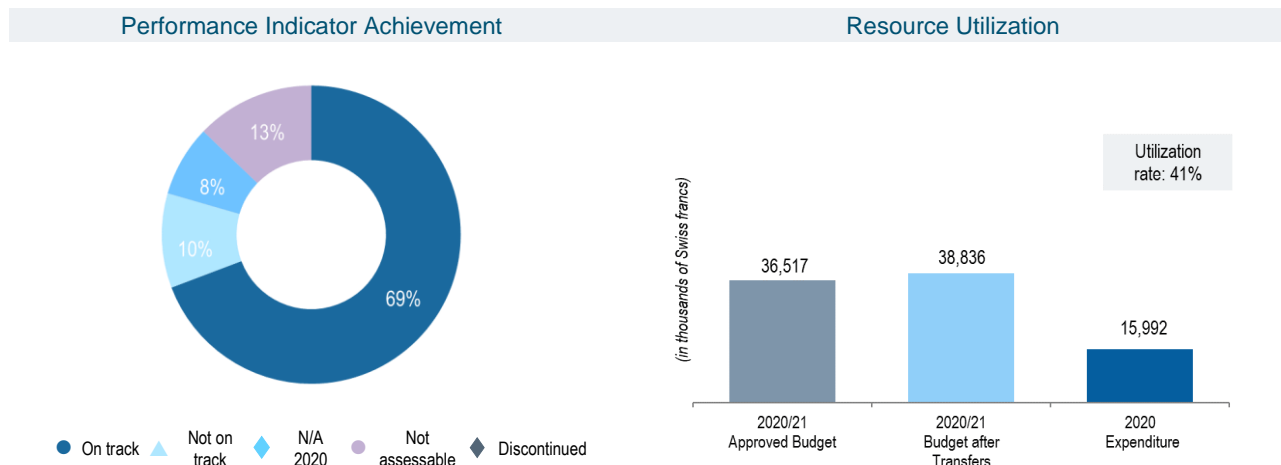
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	298	292	132
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10	10	1
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,548	1,526	682
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	433	506	264
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	148	223	132
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	2,408	2,431	1,216
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	163	93	-
Total	5,008	5,081	2,425

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	4,170	4,226	2,097	50%
Non-personnel Resources	838	854	328	38%
Total	5,008	5,081	2,425	48%

Strategic Goal VIII A RESPONSIVE COMMUNICATIONS INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS

Performance Dashboard



Contributing Programs: Programs 3, 18, 19, 20, 21, 24

Key Accomplishments

Global press coverage of WIPO's programs and activities included mentions by major news outlets, such as *The New York Times*, *The Hindu*, CGTN, *Straits Times*, worldwide press agencies including Reuters, the Associated Press, *Agence France-Presse*, *Agencia EFE*, Bernama, *Deutsche Presse-Agentur*, as well as a wide range of premium regional and national-level media, with 96 per cent of coverage being positive or neutral.

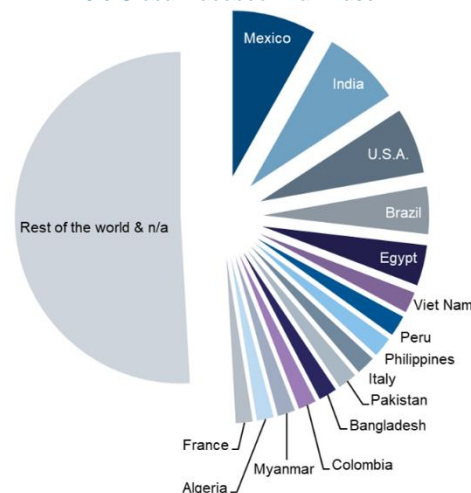
WIPO's social-media presences supported the Organization's transition to remote operations. On Twitter, followership grew by over 15 per cent. WIPO's presences on Facebook and LinkedIn both recorded all-time highs in terms of annual organic content impressions, which stood at 1.9 and 2.6 million respectively. Photos on WIPO's Flickr presence reached 1.1 million views despite the absence of major physical events for most of the year. Despite the unprecedented circumstances surrounding the COVID-19 pandemic, the 2020 World IP Day campaign - Innovate for a Green Future - saw record levels of engagement recording a year-on-year increase of 88 per cent with over 165,000 unique page views of the website.

WIPO publications and the website continued to be valued sources of content with 16 per cent year on year growth to 3.8 million downloads and 17 per cent growth to 82.5 million unique page views respectively.

The WIPO Multimedia Studio was formally opened for operations on March 2, 2020 and was subsequently used in twenty-nine production sessions, creating content for a wide range of audience engagement activities, including recorded messages, live events, and press conferences.

WIPO's network of External Offices (EOs) continued to function as an integral part of the Organization, bringing WIPO's services and cooperation closer to Member States, stakeholders and partners thus enhancing efficiency and effectiveness of program delivery, as well as responding to the specific needs and priorities of the countries and/or regions they serve. In 2020, the External Office in Nigeria became fully operational and work began in enhancing relationships with relevant Government Authorities and key IP stakeholders.

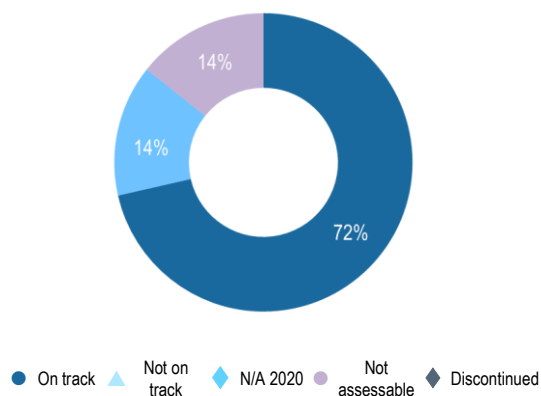
WIPO's Global Facebook Fan Base



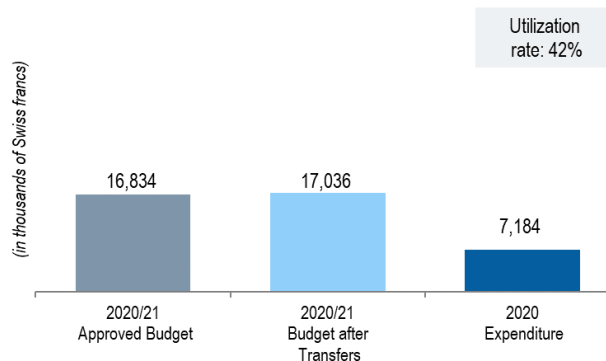
PROGRAM 19 Communications

Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program19.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	11,206	11,873	4,930
VIII.2 Improved service orientation and responsiveness to inquiries	5,628	5,163	2,255
Total	16,834	17,036	7,184

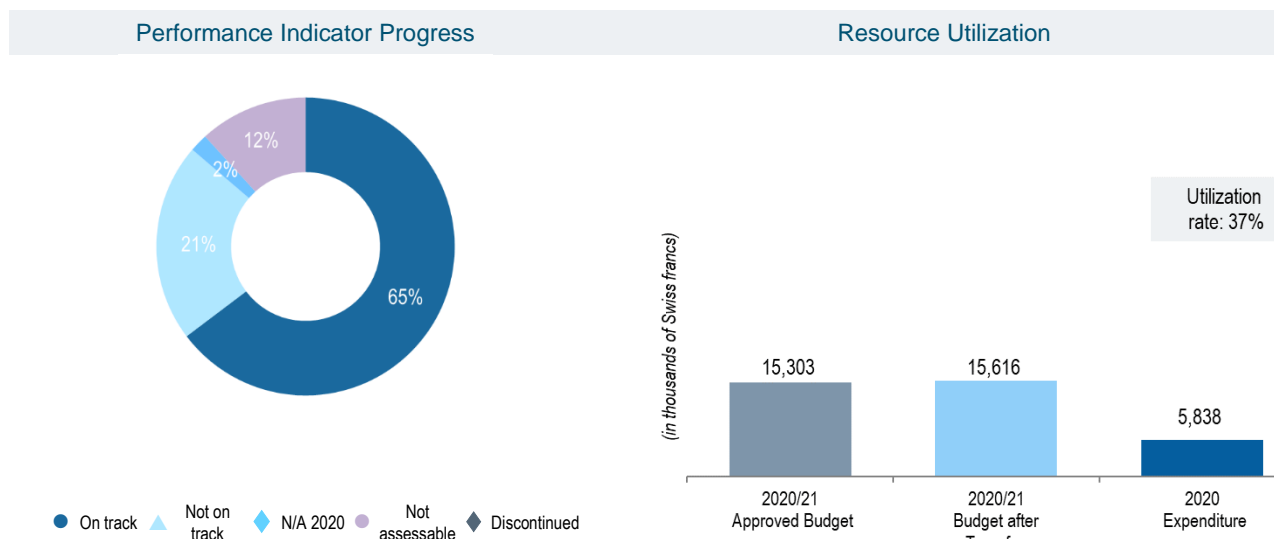
Budget and Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	14,170	13,639	5,369	39%
Non-personnel Resources	2,664	3,396	1,815	53%
Total	16,834	17,036	7,184	42%

PROGRAM 20 External Relations, Partnerships and External Offices



Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program20.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	704	755	208
II.1 Wider and more effective use of the PCT system for filing international patent applications	519	630	242
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	701	637	278
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	562	622	263
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	162	225	93
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	25	282	100
III.1 National IP strategies and plans consistent with national development objectives	-	167	63
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	3,599	2,465	753
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	397	478	202

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	54	57	26
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	595	593	258
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	1,181	1,844	690
VIII.2 Improved service orientation and responsiveness to inquiries	1,433	1,482	581
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	1,342	1,329	396
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,029	4,049	1,687
Total	15,303	15,616	5,838

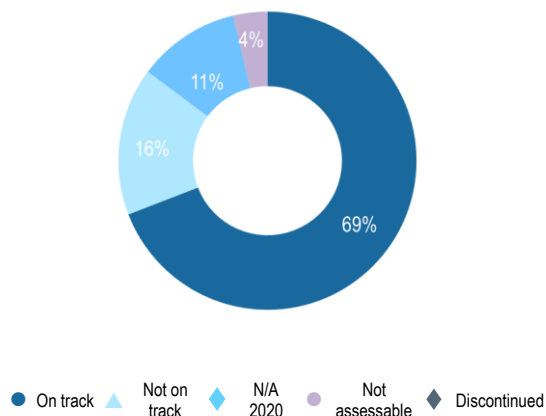
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	10,835	11,212	4,863	43%
Non-personnel Resources	4,468	4,404	975	22%
Total	15,303	15,616	5,838	37%

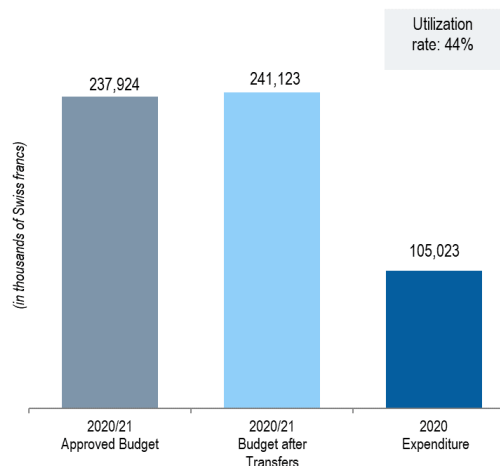
Strategic Goal IX EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Contributing Programs: Programs 21, 22, 23, 24, 25, 26, 27, 28

Key Accomplishments

The roll out of the Fee Transfer Service continued in 2020, reaching 75 participating entities by the end of the year, an increase of over 70 per cent year over year, and representing a coverage of 96.5 per cent of PCT Search fee volume. The expansion led to a further 78 per cent reduction in number of claims received versus 2019, enabled further process efficiencies in the administration of cash transfers, and improved management of currency exchange rates related to the transfer of search fees.



75 participating entities

78% reduction in number of claims

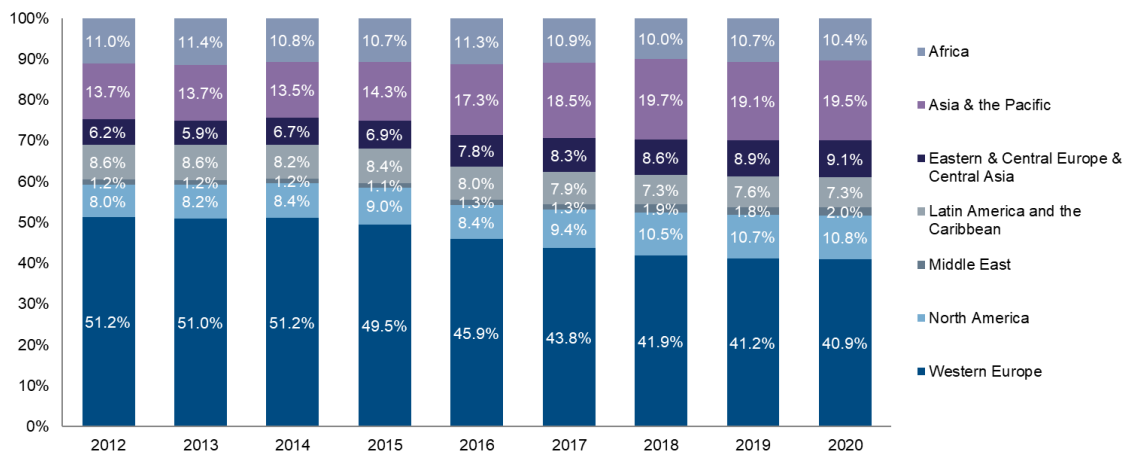
WIPO's Core and Strategic Cash investments recorded positive returns (4.8 and 5.8 per cent respectively) despite volatile conditions in the financial markets. Significant efforts were made to strengthen WIPO's cash management and banking strategies, which largely safeguarded WIPO's Operating Cash assets from the impact of negative interest charges for the sixth consecutive year since the introduction of negative interest rates for Swiss francs.

Despite the disruption caused by the pandemic, procurement activities continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in savings of almost 4.9 million Swiss francs in 2020.

Developments within the WIPO IP Portal continued in 2020, with, *inter alia*, the integration of six additional WIPO applications, and the migration of 9 applications into the common look and feel. Other major milestones included the deployment of an enterprise-oriented data analytics platform, and the implementation of a web analytics tracker in 39 IP Portal-integrated applications and for the WIPO website.

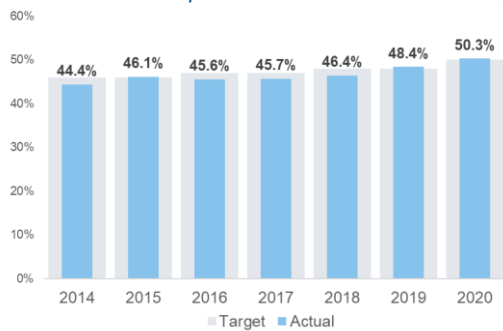
Due in part to the Focal Point Initiative, WIPO's geographical diversity continued to evolve. The proportion of staff members from the Asia and the Pacific region, Eastern and Central Europe and Central Asia, as well as the Middle East and North America slightly increased as compared to 2019, while the percentage of staff members from Western Europe continued to decrease. Although recruitment in general slowed down in 2020 and despite the challenges faced, the recruitment lead-time decreased significantly (17.35 weeks vs. 19.42 in 2019), with a number of factors contributing to its decrease, including new efficiency initiatives such as the piloting of an AI-assisted CV-screening tool and an online approval process.

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

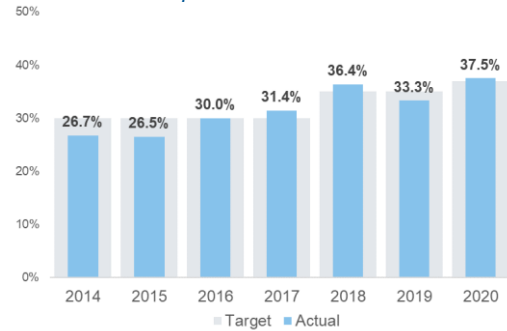


In its commitment to achieving gender balance at all staff levels, WIPO surpassed the biennial gender parity targets set for the P4 and D1 levels at the end of 2020.

Women Representation at P4 Staff Level

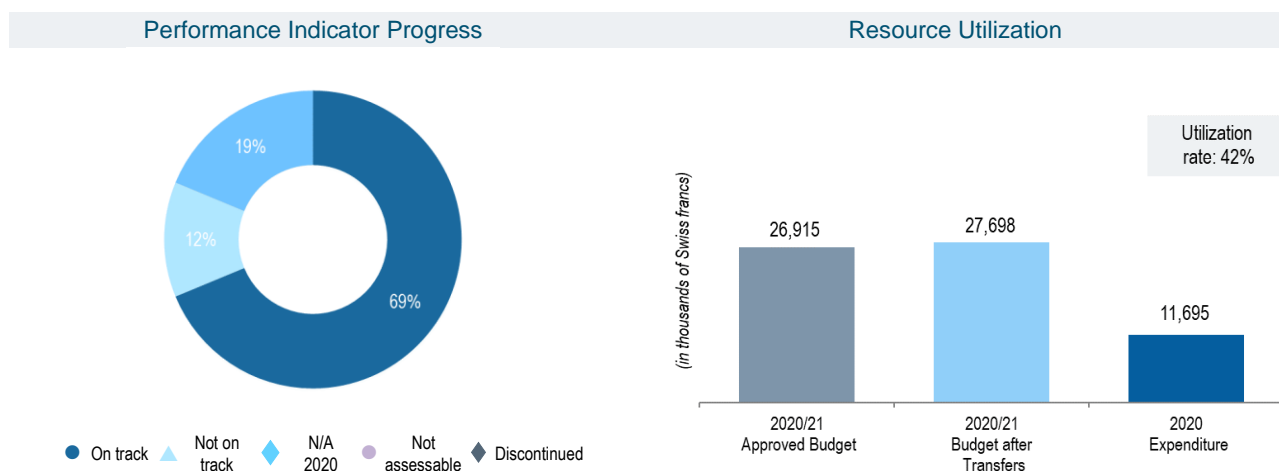


Women Representation at D1 Staff Level



PROGRAM 21 Executive Management

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program21.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	565	569	244
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,241	1,315	423
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	951	966	408
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	340	296	162
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	130	943	56
VIII.3 Effective engagement with Member States	8,193	9,278	4,182
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,131	682	292
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	6,740	6,648	2,969
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	6,230	5,461	2,317
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,394	1,540	643
Total	26,915	27,698	11,695

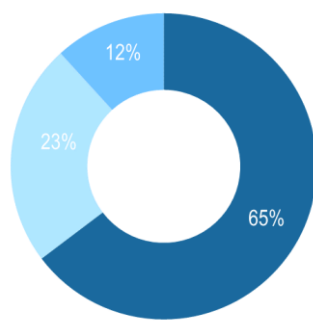
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	21,810	22,383	10,532	47%
Non-personnel Resources	5,105	5,315	1,163	22%
Total	26,915	27,698	11,695	42%

PROGRAM 22 Program and Resource Management

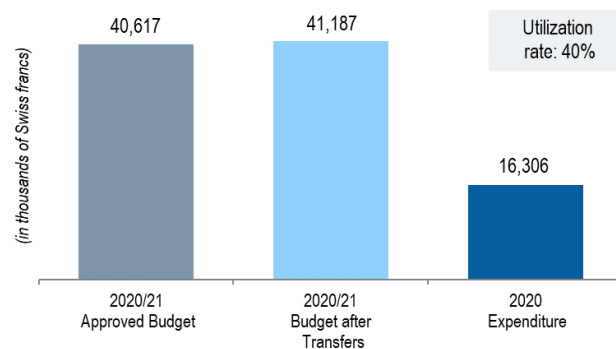
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program22.pdf>



Resource Utilization

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

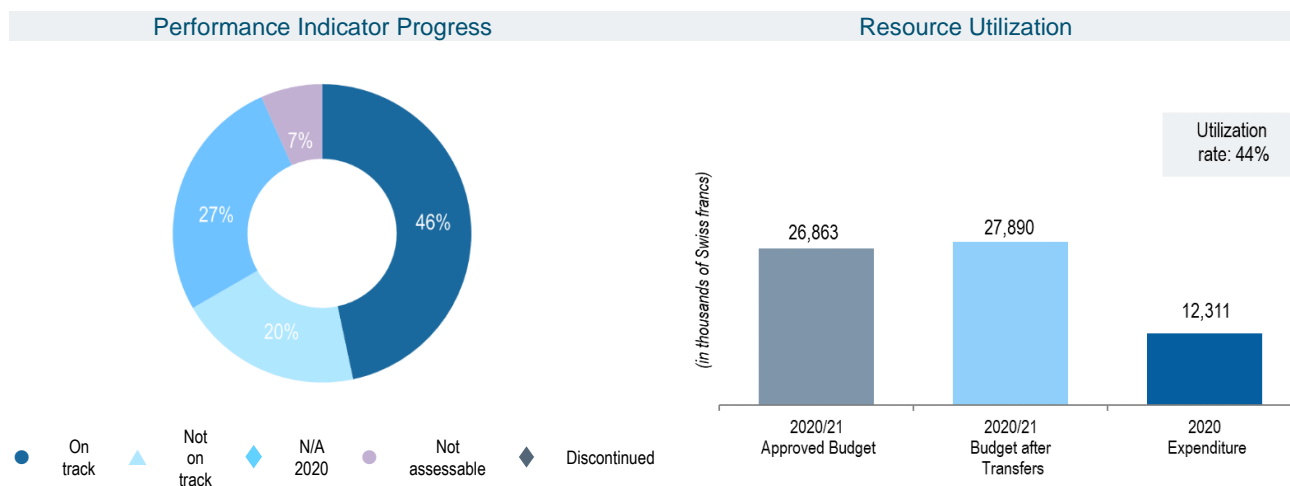
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	18,688	19,640	7,112
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	18,515	18,141	7,821
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,564	1,554	673
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,850	1,852	700
Total	40,617	41,187	16,306

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	25,602	26,142	11,699	45%
Non-personnel Resources	15,015	15,045	4,607	31%
Total	40,617	41,187	16,306	40%

PROGRAM 23 Human Resources Management and Development

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program23.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,786	13,068	6,432
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	14,077	14,822	5,879
Total	26,863	27,890	12,311

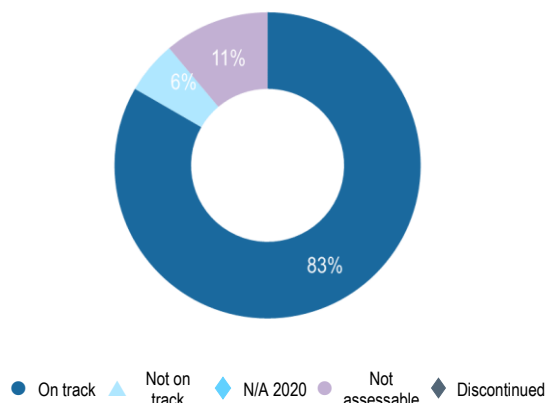
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	21,249	21,426	9,522	44%
Non-personnel Resources	5,614	6,464	2,788	43%
Total	26,863	27,890	12,311	44%

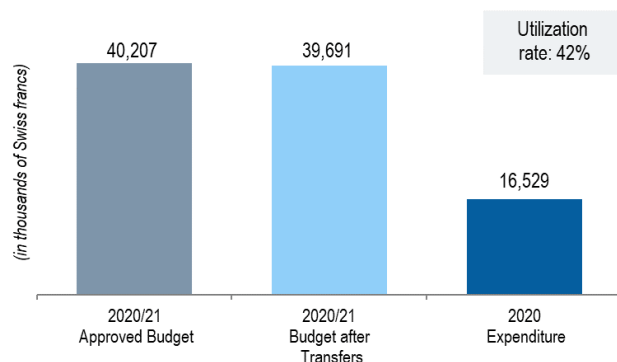
PROGRAM 24 General Support Services

Program Dashboard

Performance Indicator Progress



Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program24.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	2,080	2,101	924
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	37,248	36,566	15,194
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	879	1,024	411
Total	40,207	39,691	16,529

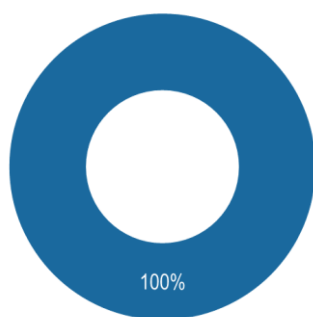
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	17,424	17,351	8,365	48%
Non-personnel Resources	22,783	22,340	8,164	37%
Total	40,207	39,691	16,529	42%

PROGRAM 25 Information and Communication Technology

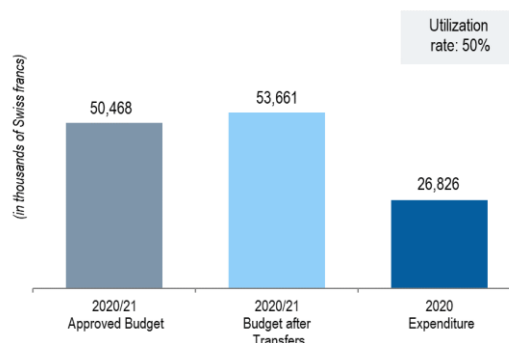
Program Dashboard

Performance Indicator Progress



● On track ▲ Not on track ◆ N/A 2020 ● Not assessable ◆ Discontinued

Resource Utilization



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program25.pdf>



Resource Utilization

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

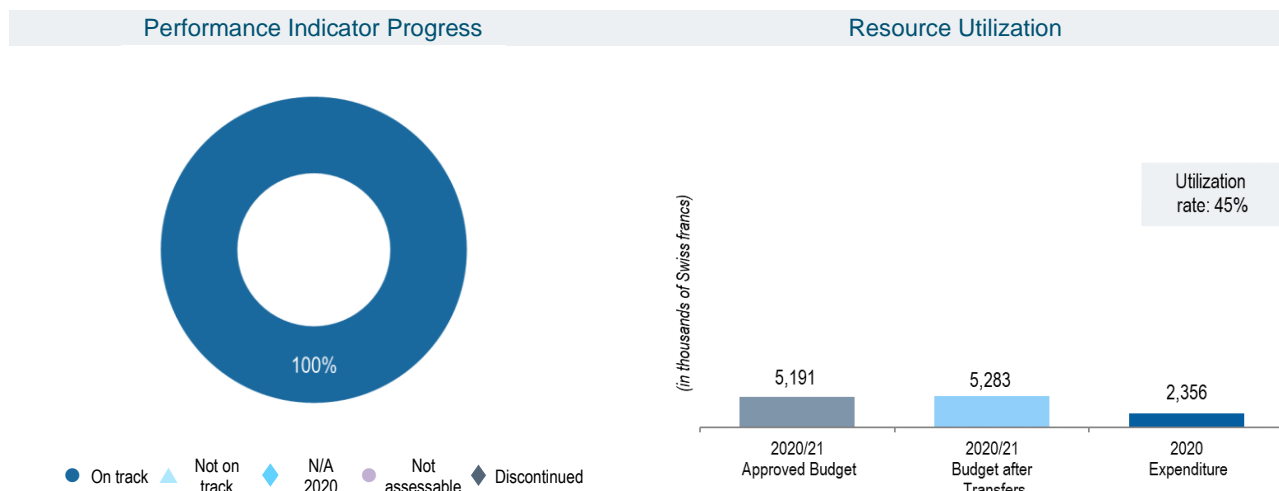
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	50,468	53,661	26,826
Total	50,468	53,661	26,826

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	14,294	14,743	7,122	48%
Non-personnel Resources	36,174	38,918	19,703	51%
Total	50,468	53,661	26,826	50%

PROGRAM 26 Internal Oversight

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program26.pdf>



Resource Utilization

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

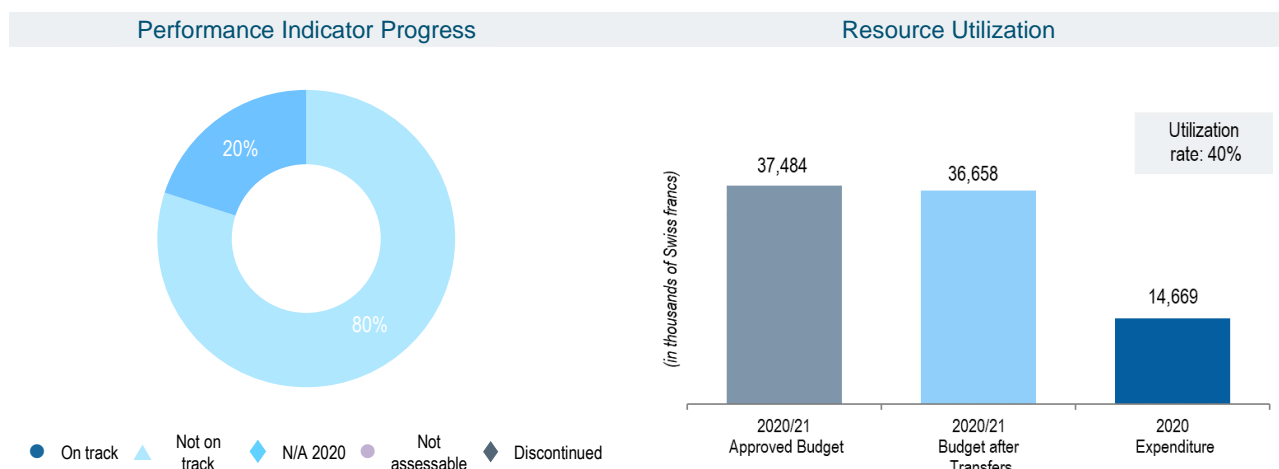
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	5,191	5,283	2,356
Total	5,191	5,283	2,356

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	4,356	4,472	2,220	50%
Non-personnel Resources	835	812	136	17%
Total	5,191	5,283	2,356	45%

PROGRAM 27 Conference and Language Services

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program27.pdf>



Resource Utilization

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

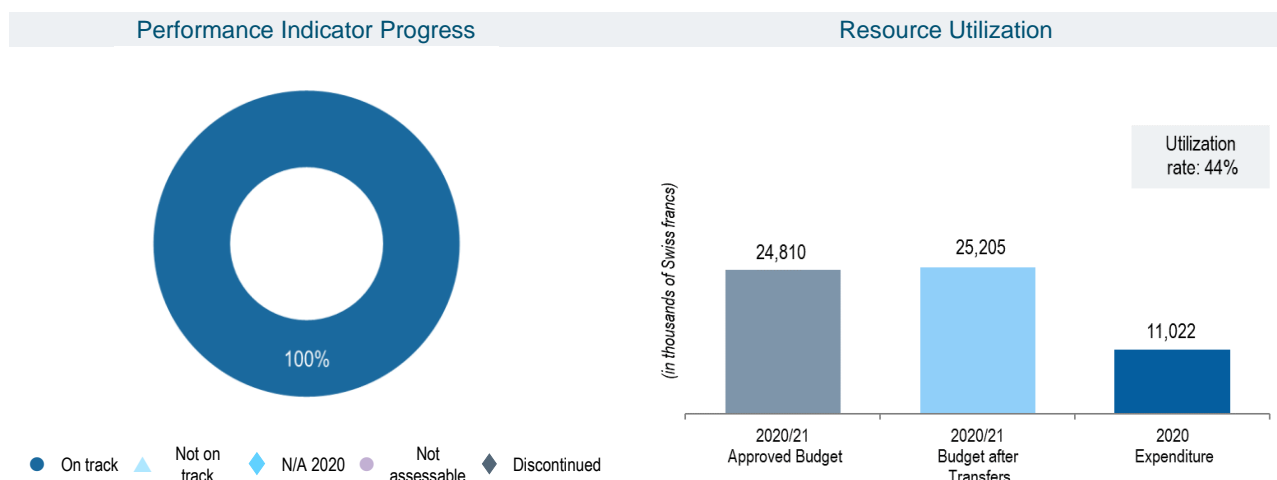
Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	37,484	36,658	14,669
Total	37,484	36,658	14,669

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	27,028	25,926	10,923	42%
Non-personnel Resources	10,456	10,733	3,746	35%
Total	37,484	36,658	14,669	40%

PROGRAM 28 Information Assurance, Safety, and Security

Program Dashboard



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program28.pdf>



Resource Utilization

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

Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	2,309	2,768	1,064
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	22,501	22,436	9,958
Total	24,810	25,205	11,022

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

Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	5,622	6,217	3,256	52%
Non-personnel Resources	19,188	18,988	7,766	41%
Total	24,810	25,205	11,022	44%

III. ANNEXES

ANNEX I Expenditure by Expected Result and Program in 2020

(in thousands of Swiss francs)

	Expected Result	Program																																TOTAL	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32			
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,206	630	1,308	1,332														132			244													4,852
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	630	642	1,100						688	364							200	1		208	423													4,254
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations			322																															322
I.4	Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	91																																	91
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs					10,945				227	608											242													12,021
II.2	Improved productivity and service quality of PCT operations					87,810																													87,810
II.3	Wider and more effective use of the Hague system, including by developing countries and LDCs									267	274												278											2,569	3,388
II.4	Improved productivity and service quality of the Hague operations																																4,650	4,650	
II.5	Wider and more effective use of the Madrid system, including by developing countries and LDCs						5,127			406	352												263												6,149
II.6	Improved productivity and service quality of Madrid operations						21,654																												21,654
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods									2,087	105	244											93												2,530
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs									3,389																									3,389
II.9	Wider and more effective use of the Lisbon system, including by developing countries and LDCs										89	34											100											358	581
II.10	Improved productivity and service quality of Lisbon operations																																291	291	
III.1	National IP strategies and plans consistent with national development objectives											2,560	694										63												3,318
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		373	680	904				112	2,264	788	5,981			189			870	682			753	408								728			14,731	
III.3	Mainstreaming of the DA recommendations in the work of WIPO									1,167	134																								1,301
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs				1,685							2,044	293																						4,022
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation											751																				1,672			2,423
IV.1	Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world														3,088																				3,088

	Expected Result	Program																																TOTAL		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32				
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity				181					1,476				3,949	3,321						202	162													9,290	
IV.3	Broad geographical coverage of the content and use of WIPO Global IP Databases												1,116																						1,116	
IV.4	Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration			1,979					587				45	5,272							26														7,909	
V.1	Wider and better use of WIPO IP statistical information															1,420																			1,420	
V.2	Wider and better use of WIPO economic analysis in policy formulation															2,262																				2,262
VI.1	Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda																	351	264																615	
VI.2	Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP																436	132																	567	
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges			1,207	141														1,216		258														2,821	
VIII.1	More effective communication to a broad and diverse public about intellectual property and WIPO's role																				4,930	690	56												5,675	
VIII.2	Improved service orientation and responsiveness to inquiries																				2,255	581													2,836	
VIII.3	Effective engagement with Member States																						4,182												4,182	
VIII.4	Open, transparent and responsive interaction with non-governmental stakeholders																					396													396	
VIII.5	WIPO effectively interacts and partners with UN and other IGO processes and negotiations																				1,687	292		924											2,904	
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																						2,969	7,112	6,432	15,194	26,826		14,669	1,064				74,264		
IX.2	An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																							2,317	7,821	5,879									16,016	
IX.3	An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																					643	673												1,317	
IX.4	An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																								411				9,958						10,369	
IX.5	Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																							700				2,356							3,056	
TOTAL BY PROGRAM		1,927	1,967	7,959	2,558	98,755	26,781	5,476	1,279	11,600	3,651	5,981	3,088	5,110	3,510	5,272	3,682	1,857	2,425	7,184	5,838	11,695	16,306	12,311	16,529	26,826	2,356	14,669	11,022	2,400	7,219	650	327,881			

Note: 2020 Expenditure refers to actual expenditure pre-IPSAS adjustments.

ANNEX II Budget after Transfers by Program in 2020/21

(in thousands of Swiss francs)

	Program	2020/21 Approved Budget	Transfers ¹			2020/21 Budget after Transfers	Transfers as % of Approved Budget of Program	Transfers as % of Total Approved Budget
			Transfers In	Transfers Out	Total Net Transfers			
1	Patent Law	6,177	30	(286)	(256)	5,921	-4.1%	-0.0%
2	Trademarks, Industrial Designs and Geographical Indications	5,418	463	(12)	450	5,868	8.3%	0.1%
3	Copyright and Related Rights	17,287	2,754	(24)	2,730	20,017	15.8%	0.4%
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,280	141	-	141	7,421	1.9%	0.0%
5	The PCT System	222,079	775	(1,090)	(314)	221,764	-0.1%	-0.0%
6	Madrid System	62,551	458	(2,428)	(1,970)	60,581	-3.1%	-0.3%
7	WIPO Arbitration and Mediation Center	12,924	664	(34)	631	13,554	4.9%	0.1%
8	Development Agenda Coordination	3,774	383	(38)	345	4,119	9.1%	0.0%
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	29,562	11	(679)	(668)	28,894	-2.3%	-0.1%
10	Transition and Developed Countries	9,021	385	(125)	260	9,281	2.9%	0.0%
11	The WIPO Academy	13,402	268	(18)	250	13,652	1.9%	0.0%
12	International Classifications and Standards	7,345	80	-	80	7,426	1.1%	0.0%
13	Global Databases	10,969	852	(15)	837	11,806	7.6%	0.1%
14	Services for Access to Information and Knowledge	7,862	734	(1,358)	(623)	7,239	-7.9%	-0.1%
15	Business Solutions for IP Offices	14,695	198	(2,595)	(2,397)	12,298	-16.3%	-0.3%
16	Economics and Statistics	7,667	510	(121)	388	8,056	5.1%	0.1%
17	Building Respect for IP	4,781	-	(34)	(34)	4,747	-0.7%	-0.0%
18	IP and Global Challenges	5,008	148	(75)	73	5,081	1.5%	0.0%
19	Communications	16,834	350	(148)	202	17,036	1.2%	0.0%
20	External Relations, Partnerships and External Offices	15,303	378	(65)	313	15,616	2.0%	0.0%
21	Executive Management	26,915	960	(177)	783	27,698	2.9%	0.1%
22	Program and Resource Management	40,617	570	-	570	41,187	1.4%	0.1%
23	Human Resources Management and Development	26,863	1,315	(288)	1,027	27,890	3.8%	0.1%
24	General Support Services	40,207	403	(919)	(516)	39,691	-1.3%	-0.1%
25	Information and Communication Technology	50,468	3,397	(204)	3,192	53,661	6.3%	0.4%
26	Internal Oversight	5,191	116	(24)	92	5,283	1.8%	0.0%
27	Conference and Language Services	37,484	249	(1,075)	(826)	36,658	-2.2%	-0.1%
28	Information Assurance, Safety and Security	24,810	595	(200)	395	25,205	1.6%	0.1%
30	SMEs and Entrepreneurship Support	6,566	48	(418)	(370)	6,196	-5.6%	-0.0%
31	The Hague System	13,214	1,987	(134)	1,853	15,067	14.0%	0.2%
32	Lisbon System	1,420	-	(5)	(5)	1,415	-0.4%	-0.0%
	Unallocated	14,707	2,048	(8,681)	(6,634)	8,074	-	-
	TOTAL	768,401	21,270	(21,270)	-	768,401	-	-

¹WIPO 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."

ANNEX III 2020 Approved Budget and Budget after Transfers by Program

(in thousands of Swiss francs)

Programs	2020 Approved Budget ¹	2020 Budget after Transfers ²
1 Patent Law	3,046	2,895
2 Trademarks, Industrial Designs and Geographical Indications	2,676	2,715
3 Copyright and Related Rights	8,579	9,261
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,616	3,412
5 The PCT System	110,231	109,097
6 Madrid System	31,030	28,031
7 WIPO Arbitration and Mediation Center	6,390	6,467
8 Development Agenda Coordination	1,874	1,678
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	14,590	13,378
10 Transition and Developed Countries	4,446	4,290
11 The WIPO Academy	6,652	6,154
12 International Classifications and Standards	3,637	3,703
13 Global Databases	5,428	5,573
14 Services for Access to Information and Knowledge	3,894	3,531
15 Business Solutions for IP Offices	7,245	5,898
16 Economics and Statistics	3,760	3,884
17 Building Respect for IP	2,371	2,346
18 IP and Global Challenges	2,483	2,515
19 Communications	8,336	8,316
20 External Relations, Partnerships and External Offices	7,560	7,246
21 Executive Management	13,290	12,803
22 Program and Resource Management	20,144	19,029
23 Human Resources Management and Development	13,339	13,553
24 General Support Services	20,007	17,697
25 Information and Communication Technology	25,160	27,696
26 Internal Oversight	2,548	2,547
27 Conference and Language Services	18,586	16,657
28 Information Assurance, Safety and Security	12,359	12,169
30 SMEs and Entrepreneurship Support	3,248	2,771
31 The Hague System	6,540	7,699
32 Lisbon System	703	698
Unallocated	7,354	6,068
TOTAL	381,121	369,777

¹ Total Approved Budget for 2020 reflects the total annual budget in Annex VII of the Program and Budget 2020/21.

² 2020 Budget after Transfers reflects transfers as at December 31, 2020.

ANNEX IV Estimated Income for 2020

(in thousands of Swiss francs)

Income	2020 Income Estimates ¹	2020 Updated Estimates ²	Updated Estimates vs. Income Estimates	
			Amount	%
Income on accrual basis				
Fees				
PCT	327,230	349,200	21,970	6.7%
Madrid	79,375	72,610	(6,765)	-8.5%
Hague	6,067	5,270	(797)	-13.1%
Lisbon	25	25	-	-
<i>Sub-total</i>	412,697	427,105	14,408	3.5%
Income on a modified accrual basis				
Contributions (unitary)	17,377	17,377	-	-
Arbitration	1,650	1,650	-	-
Publications	384	384	-	-
Miscellaneous Income ³	1,822	1,822	-	-
<i>Sub-total</i>	21,233	21,233	-	-
Total Income after IPSAS adjustments	433,930	448,338	14,408	3.3%

¹ Income Estimates are based on the annual income table in Annex VII of the Program and Budget 2020/21.

² Updated estimates for the PCT, Madrid and the Hague Systems fees as per the October 2020 Forecast by the Chief Economist. All other income is estimated based on the annual budgets reflected in Annex VII of the Program and Budget 2020/21.

³ Miscellaneous Income includes estimated IPSAS adjustments of 132,230 Swiss francs per year.

Note: Investment Revenue is not included in the income estimates for 2020.

ANNEX V Indicators of the PCT System

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of PCT Operations”

General

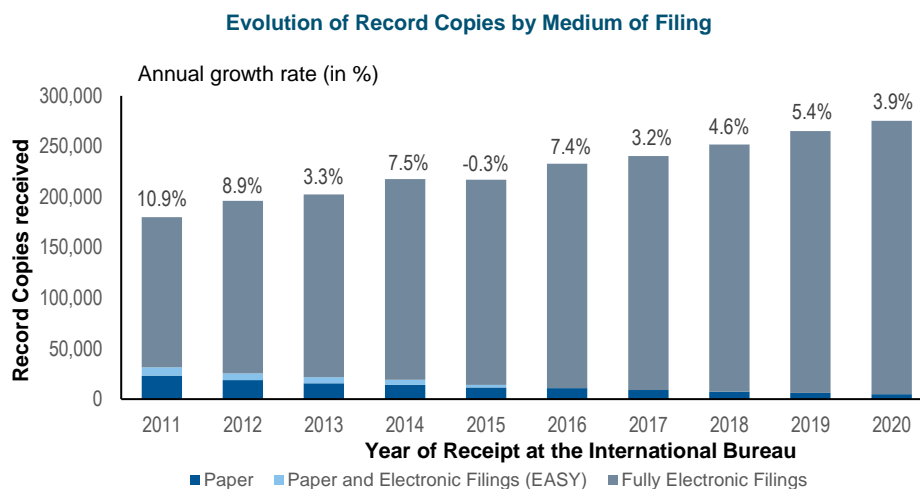
As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, the following factors should be considered:

- The PCT workloads;
- The language distribution of those workloads;
- The number of staff assigned to process those workloads; and
- The level of automation.

Publication of PCT applications usually takes place every Thursdays. The years 2014 and 2020 had each 53 Thursdays instead of 52 for the other years, affecting slightly trends of statistics 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).¹⁰



Note: 2020 data may be incomplete.
Source: WIPO Statistics Database, February 2021

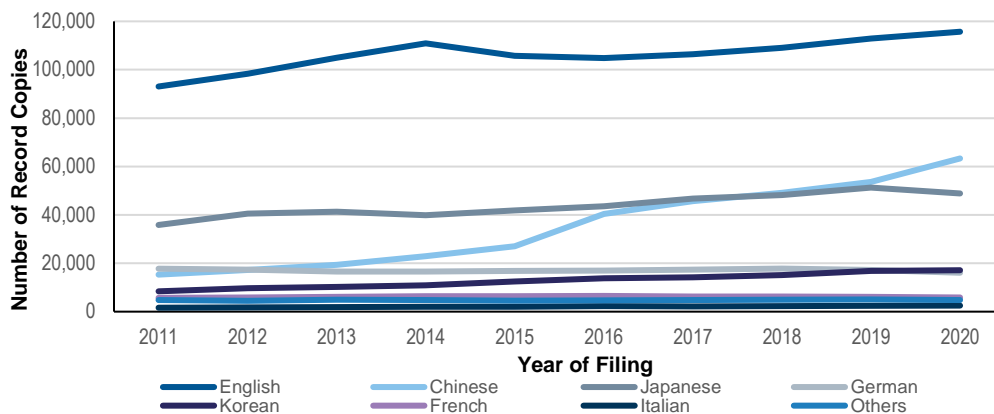
- The IB received about 275,450 record copies in 2020, representing an increase of 3.9 per cent compared to the previous year.
- In 2020, the share of electronic filing methods continued to increase and represented 98.2 per cent of total filings.

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.

Languages of Filing (all languages)

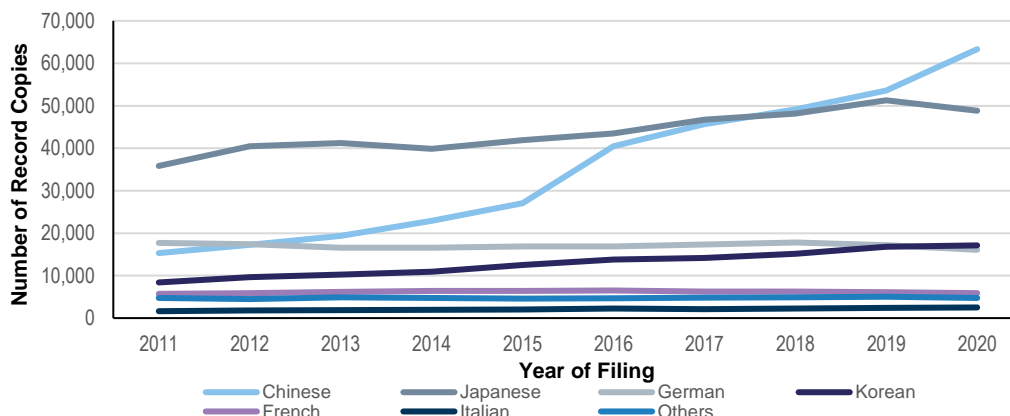
¹⁰ A record copy is a PCT application transmitted to the International Bureau (IB) by a receiving Office after its filing at, and its processing by, that Office. Because record copies are only received at the IB after processing at a receiving Office, the figures are strongly influenced by processing 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.



Note: 2020 data may be incomplete
Source: WIPO Statistics Database, February 2021

English and Chinese account for nearly the two-third of filings in 2020, with 42.2 per cent and 23.1 per cent of total, respectively. The shares of Asian languages have 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:

Languages of Filing (all languages except English)

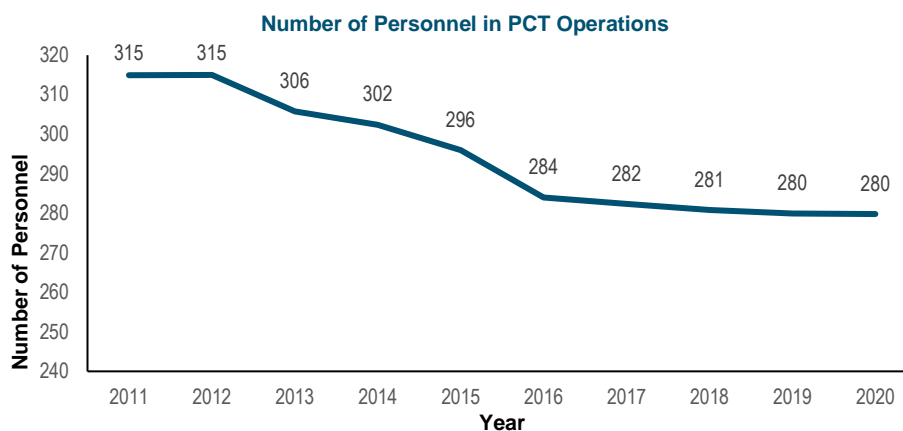


Note: 2020 data may be incomplete
Source: WIPO Statistics Database, February 2021

The sharp increase of applications filed in Asian languages in the recent years put 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.

Staff

The chart below shows the number of PCT Operations staff since 2011, in Full Time Staff Equivalent (FTSE-total number of full-time staff plus the full-time equivalent of part-time staff). The number of personnel in PCT Operations remained stable in 2020.



Note: Personnel is counted in full time equivalent from December lists of staff.
Source: PCT Services Department, February 2021

Unit Cost of Processing an Application

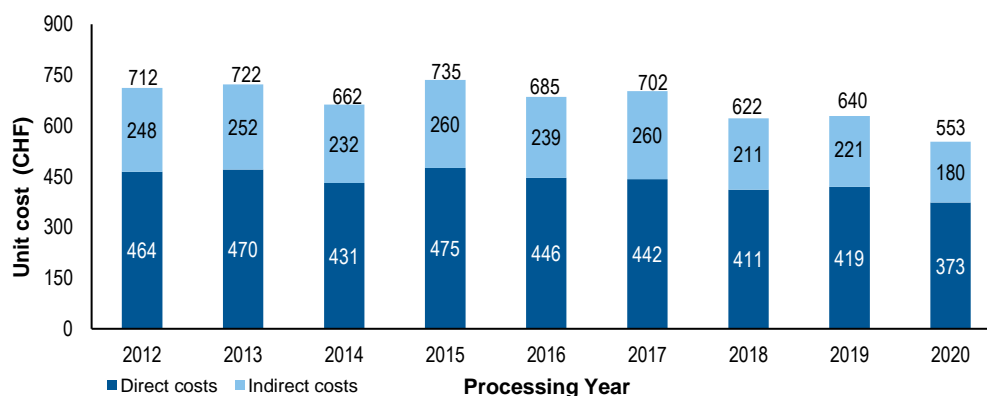
The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average cost of producing one unit of output. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure of activities supporting the System. The expenditure relating exclusively to the PCT System includes those of Program 5 (the PCT 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 remaining 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

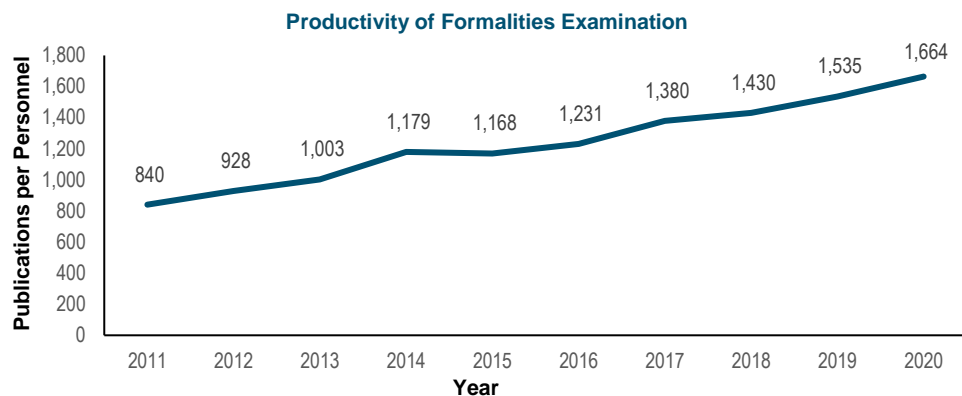


Note: The average cost of processing a published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised.
Source: WIPO Statistics Database, February 2021

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.

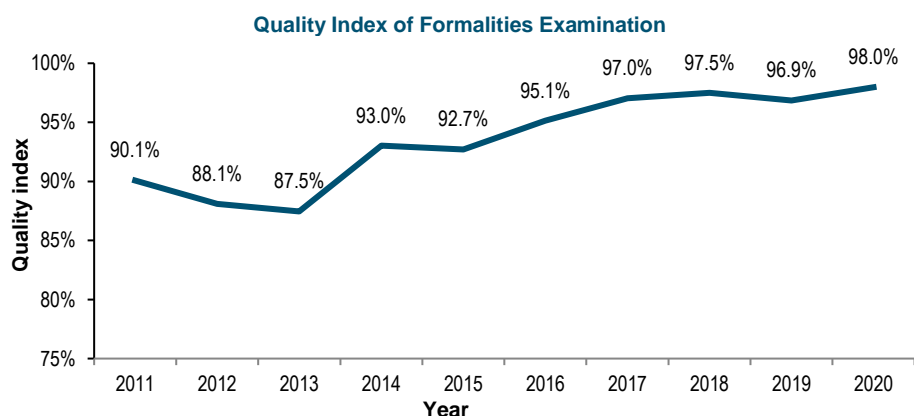


Note: Personnel is counted in full time equivalent from December lists of staff.
Source: PCT Services Department and WIPO Statistics Database, February 2021

- 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.



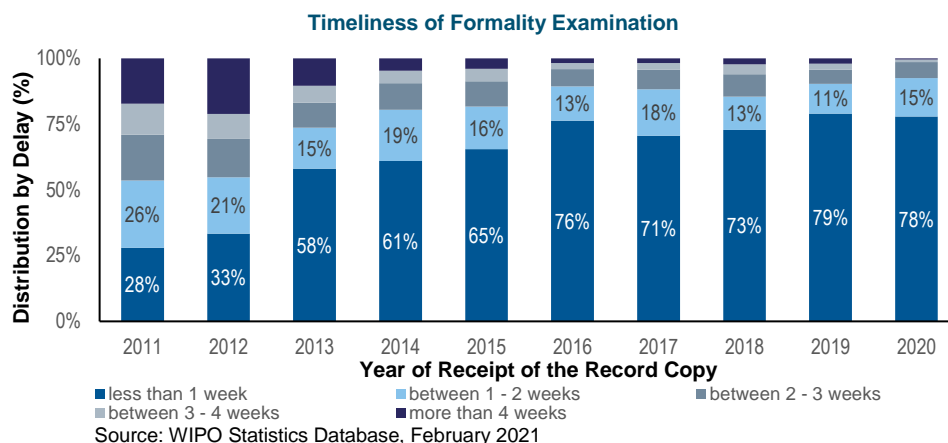
Source: WIPO Statistics Database, February 2021

- 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.

Timeliness of Formalities Examination

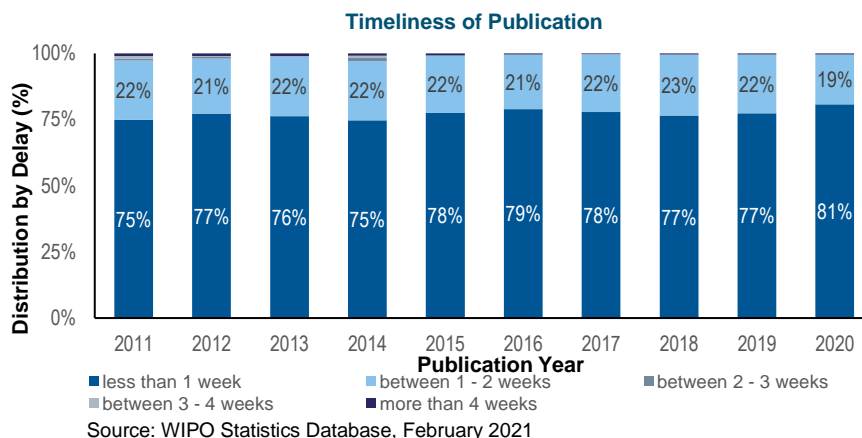
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formality examination of the application has been completed.

Applicants appreciate receiving this form as soon as possible because it acknowledges receipt of the application at the IB and allow them to know whether their application has any formal defects.



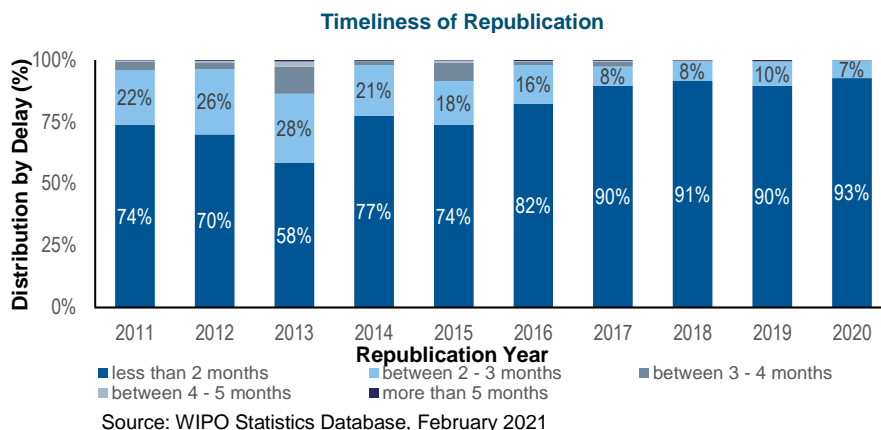
Timeliness of Publication

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely, the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the "... international publication of the international application shall be effected promptly after the expiration of 18 months from the priority date of that application."



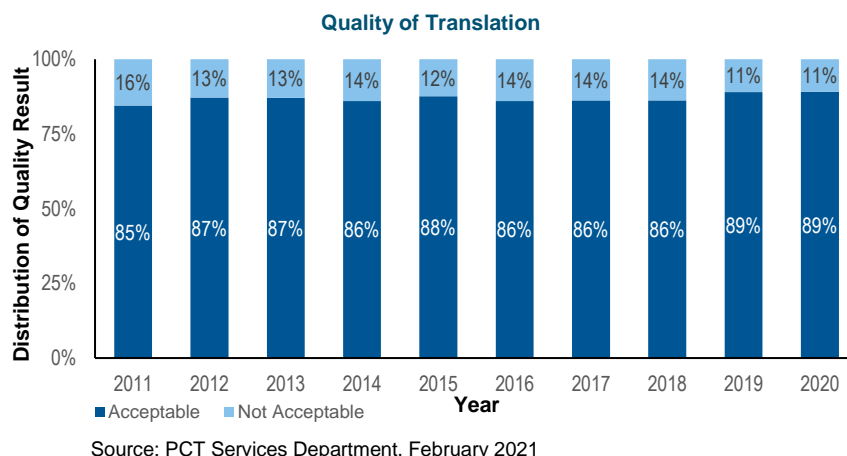
Timeliness of Republication

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the international search report (ISR). Due to delays in the communication of ISRs by International Searching Authorities (ISAs), a number of international applications are published without the ISR. When the ISR becomes available, the international application needs to be republished with the ISR as soon as possible, so as to complete the international publication.



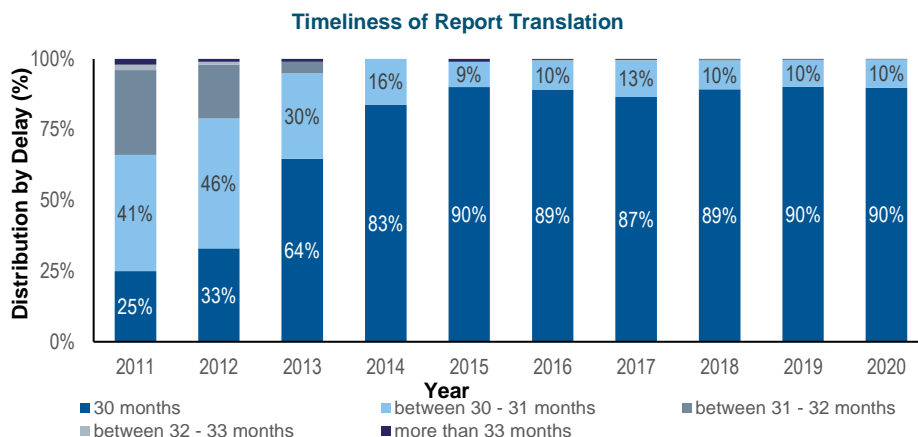
Quality of Translation

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.



Timeliness of Report Translation

This indicator provides information on the timeliness with which patentability report translations are made available by the IB to applicants and Offices. The share of patentability report translations delivered at 30 months from the priority date of the international application has steadily increased between 2010 and 2015, and has stabilized since 2015. In 2020, 90 per cent of patentability report translations were delivered at 30 months, while nearly all were delivered by 31 months.



Source: PCT Services Department, February 2021

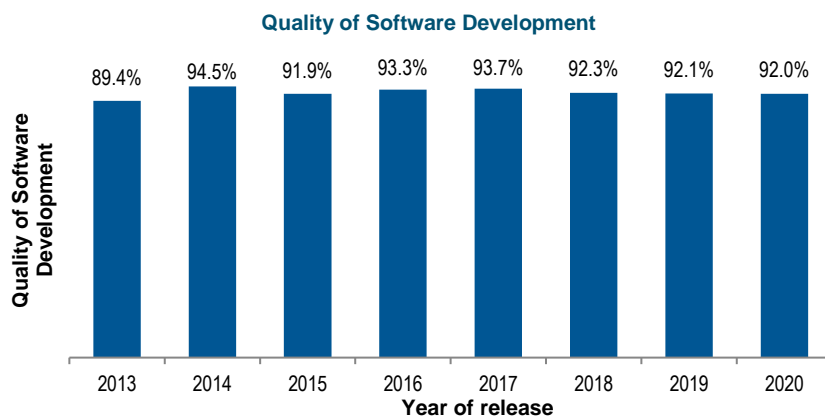
Quality of Software Development

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.



Source: PCT Services Department, February 2021

Information Systems Service Levels

The “information systems service levels (ISSL)” performance indicator reflects the performance of the service provided by the PCT information systems service to users, based on its ability to meet agreed targets. This composite indicator is calculated using the average of five target-based performance indicators. Each indicator is expressed as the percentage of the target actually attained. The overall service level increased slightly in 2020, with 97.7 per cent of services meeting the target performance levels, compared to 96.6 per cent in the previous year.

Information Systems Service Levels

Id	Performance Indicator Short description	Target	Conditions	Results				
				2016	2017	2018	2019	2020
1	Incident resolution time <i>Working time (7am-7pm on WIPO working days) between a ticket being created and resolved.</i>	Severity 1: 4 hours	Production and Support tickets resolved by the support team	96.9%	95.0%	97.2%	95.3%	98.0%
		Severity 2: 2 days						
		Severity 3: 5 days						
		Severity 4: 10 days						
2	Document load time <i>elapsed time between receipt of document at IB and its availability in eDossier</i>	8 hours	Documents loaded by a semi or fully automated process	88.9%	90.8%	91.8%	88.8%	91.6%
3	Batch job processing success rate	100%	Batch jobs to be completed successfully by the close of business on the scheduled date	99.6%	99.5%	99.2%	98.9%	98.9%
4	eDossier system availability	99%	7am-7pm on working days	100.0%	100.0%	100.0%	100.0%	100.0%
5	ePCT system availability	99%	24 hours	100.0%	100.0%	100.0%	100.0%	100.0%
Information systems service levels (ISSL) <i>Average of the above indicators</i>				97.1%	97.1%	97.6%	96.6%	97.7%

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 can be observed in this table.

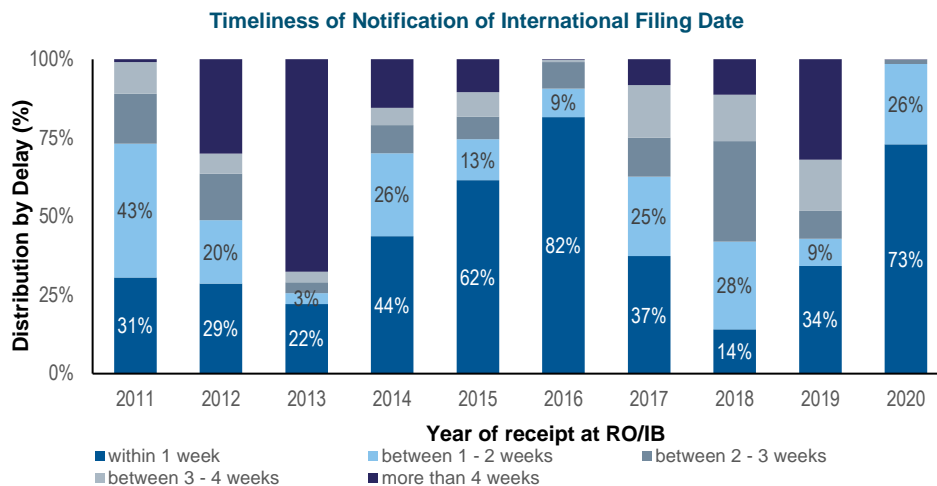
PCT applications received by the top 10 receiving Offices

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

Timeliness of Notification of International Filing Date

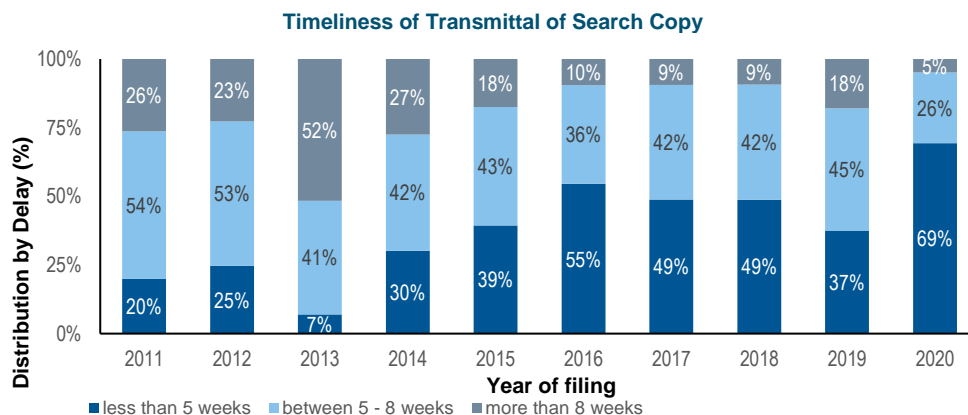
This indicator reflects the time required by the RO/IB to issue Form 105. This form is issued after the international filing date has been accorded. Applicants appreciate receiving this form as soon as possible, because an international application has the effect of a regular national application in each designated State as of the international filing date, which date shall be considered to be the actual filing date in each designated State.



Source: WIPO Statistics Database, February 2021

Timeliness of Transmittal of Search Copy

This indicator reflects the time required by the RO/IB to transmit the search copies to the ISAs. The search copy is to be transmitted promptly after payment of the search fee, so that the ISA can establish the ISR within the deadlines stipulated by the PCT regulatory framework. Delays in paying the fee will delay the transmission of the search copies to the ISAs and therefore negatively impact upon the ability of ISAs to meet these deadlines.



Source: WIPO Statistics Database, February 2021

ANNEX VI Indicators of the Madrid System

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of Madrid Operations”

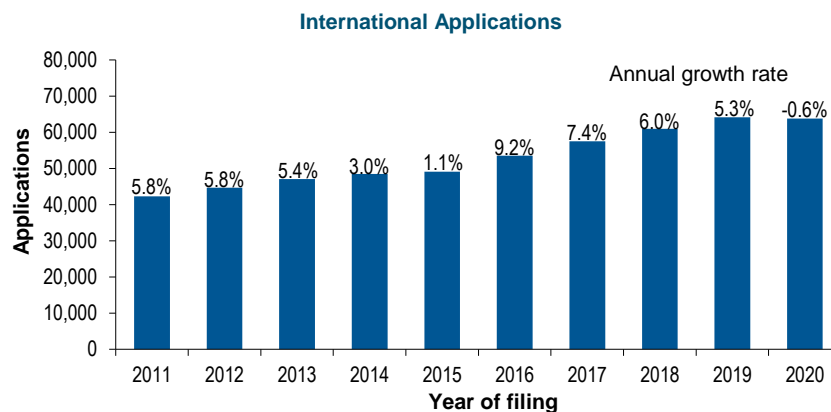
General

When assessing performance indicators to determine the expected result “improved productivity and service quality of Madrid operations”, the following factors should be considered:

- Madrid workload;
- Composition of the workload;
- Number of staff assigned to process the workload;
- Level of automation; and,
- Total cost of production.

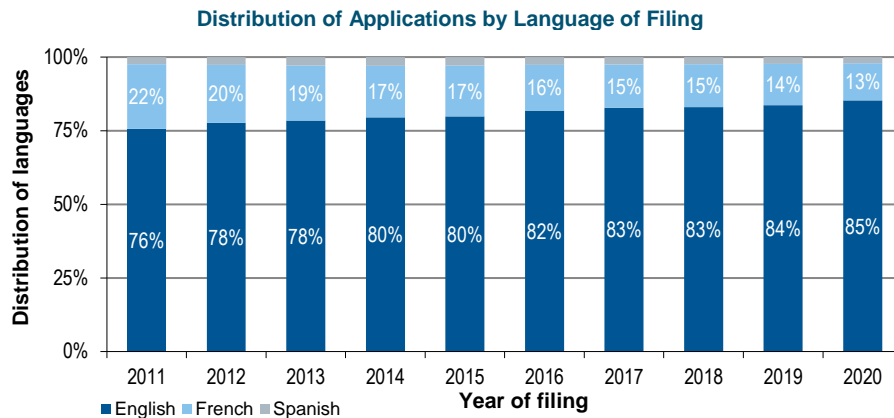
Incoming Documents

The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for the number of documents received by the IB in relation to each of these categories is presented below. With respect to international applications, additional information, such as the average number of classes and average length of the application, is also provided. For technical reasons, some indicators show data based on processed rather than incoming documents. Backlogs in processing may therefore affect some indicators.



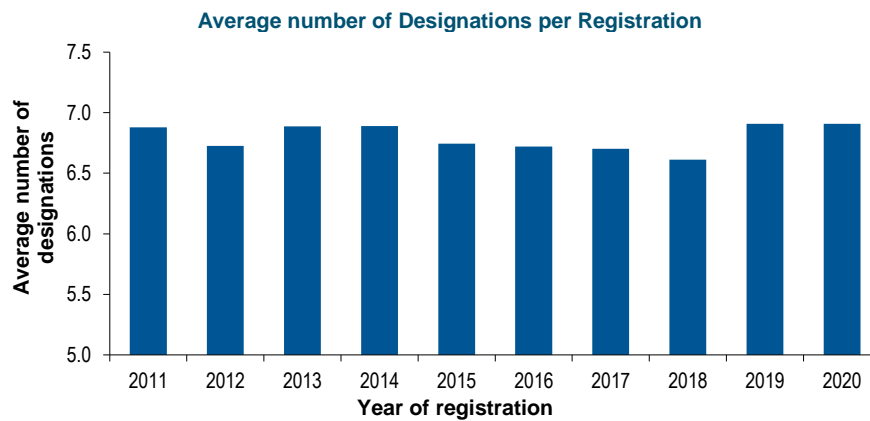
Note: Data are provided based on the date of filing at the Office of origin.
Source: WIPO IP Statistics Database, March 2021.

- In 2020, an estimated 63,800 applications were filed, representing a slight drop of 0.6 per cent compared to 2019.
- This represents the first decrease in filings of the past ten years.



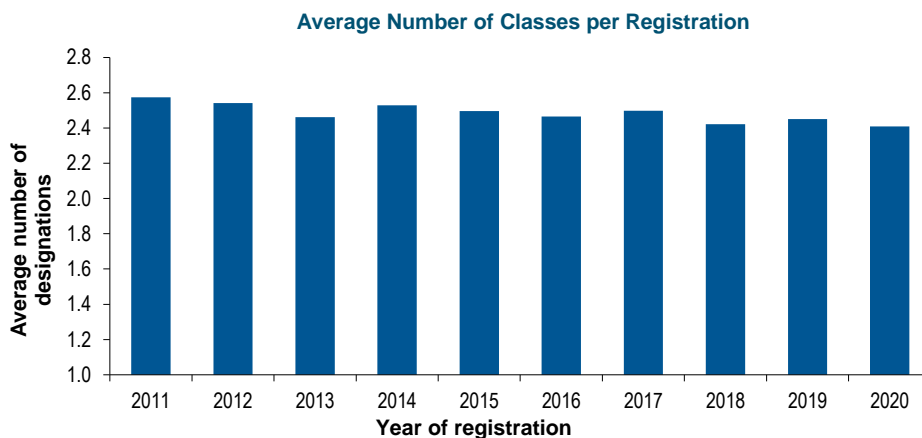
Source: WIPO IP Statistics Database, March 2021.

- 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.

- An average 6.9 designations were made in applications registered in 2019 and in 2020.



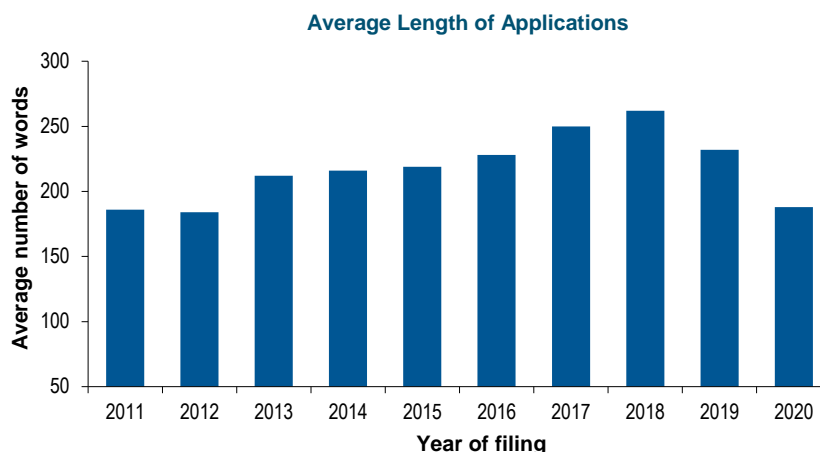
Source: WIPO IP Statistics Database, March 2021.

- The average number of classes specified in registrations (2.4 classes) remained stable in 2020.

Average Length of Applications

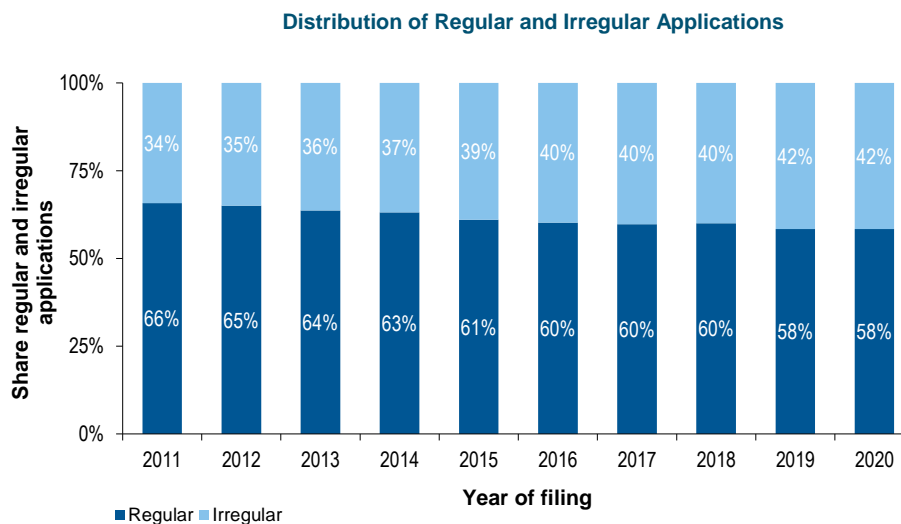
The length of an application is determined by the total number of words used by applicants in (a) the description of the mark, (b) the list of goods and services and (c) any accompanying limitations. To make the application available in all

three Madrid System languages, these three elements are translated by the IB into English, French or Spanish, depending on the original language of the application.



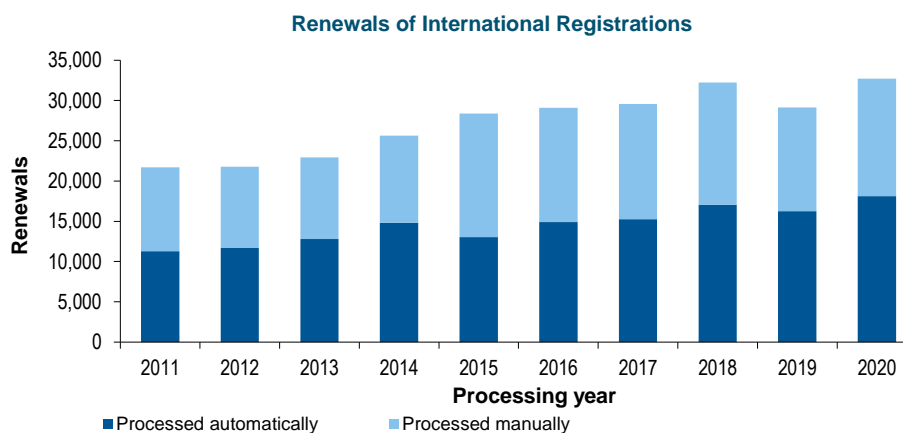
Note: Data on the average length of application were revised compared to previous reporting in order to better reflect the work required to process new applications
Source: WIPO IP Statistics Database, March 2021.

- The average length of applications decreased from 232 words in 2019 to 188 in 2020, representing a drop of 19 per cent.



Source: WIPO IP Statistics Database, March 2021.

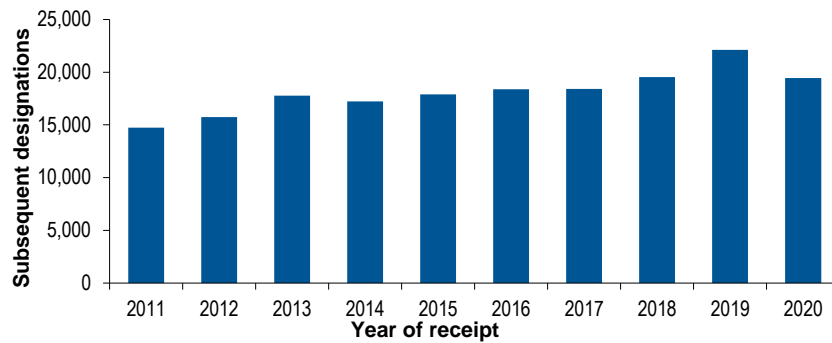
- The share of regular applications has remained stable compared to previous year.



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.

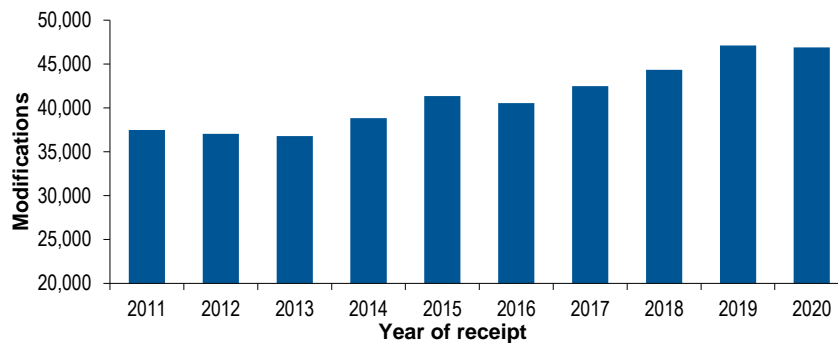
Requests for Subsequent Designations



Source: WIPO IP Statistics Database, March 2021.

- In 2020, the IB received 19,443 requests for subsequent designations, down 12.1 per cent from 2019.
- The increase in 2019 was partly due to additional subsequent designations for the United Kingdom, in anticipation of Brexit.

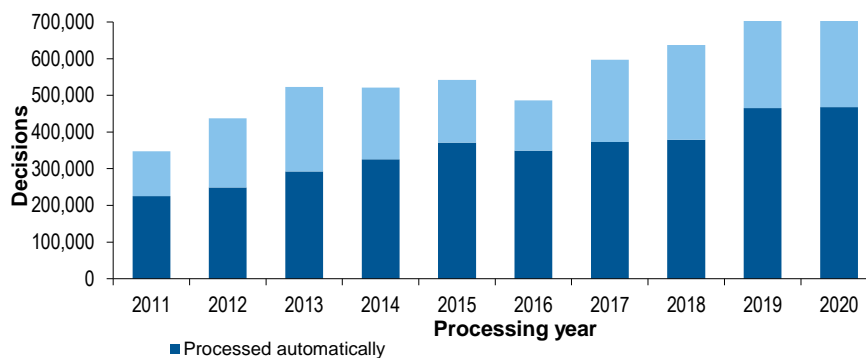
Modifications



Source: Madrid Registry, March 2021.

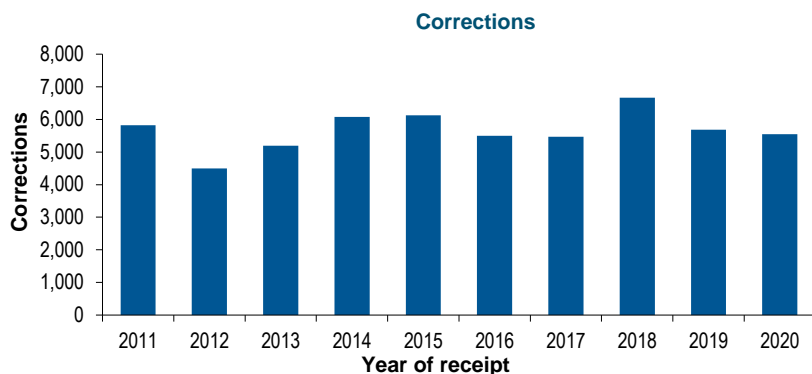
- In 2020, the IB received 46,896 requests for modification, down 0.5 per cent from 2019.

Decisions



Source: Madrid Registry, March 2021.

- In 2020, the number of decisions processed by the IB decreased by 0.2 per cent compared to 2019, totaling 711,711.
- In 2020, the proportion of decisions processed automatically amounted to 65.8 per cent.



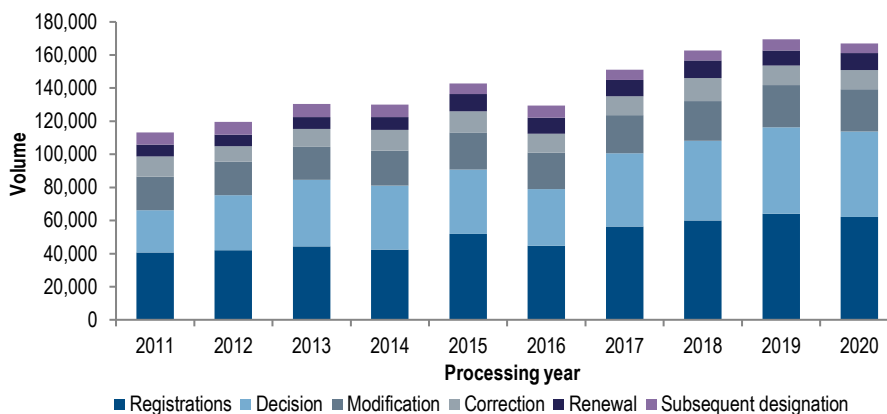
Source: Madrid Registry, March 2021.

- In 2020, the IB received 5,543 requests for corrections, representing a decrease of 2.4 per cent compared to 2019.

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 do 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



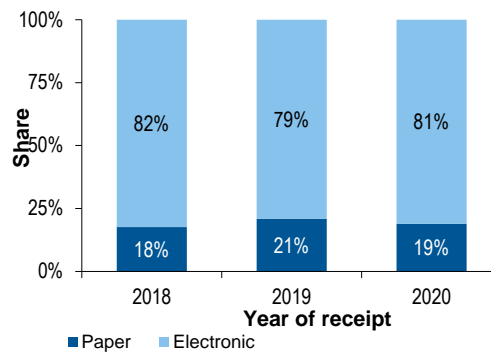
Source: Madrid Registry and WIPO IP Statistics Database, March 2021.

- 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.

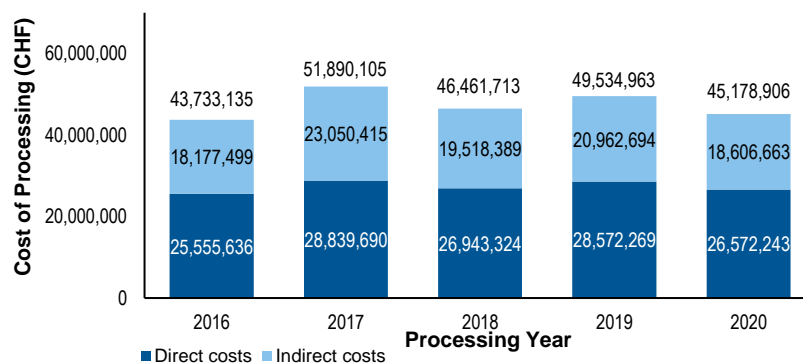
- In 2020, 81 per cent of all incoming documents were transmitted electronically to the IB.

Processing

Total Cost of Production:

- The total cost of production comprises expenditure relating exclusively to the Madrid System and expenditure of activities supporting the System.
- Expenditure of activities supporting the Madrid System comprises the expenditure of the following general 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 and AWS and share of cost of the Income Section in Finance) are directly attributed to the Madrid System whereas the remaining such expenses attributable to the Madrid System are calculated based on headcount.
- Headcount include fixed term staff, temporary staff, fellows and agency workers supporting operations.

Total Cost of Production



Source: Program Performance and Budget Division, March 2021.

- The total cost of production was estimated at 45.2 million Swiss francs in 2020, representing a decrease of 8.8 per cent compared to 2019.
- In 2020, the direct costs accounted for almost 58.8 per cent of total costs.

Unit cost:

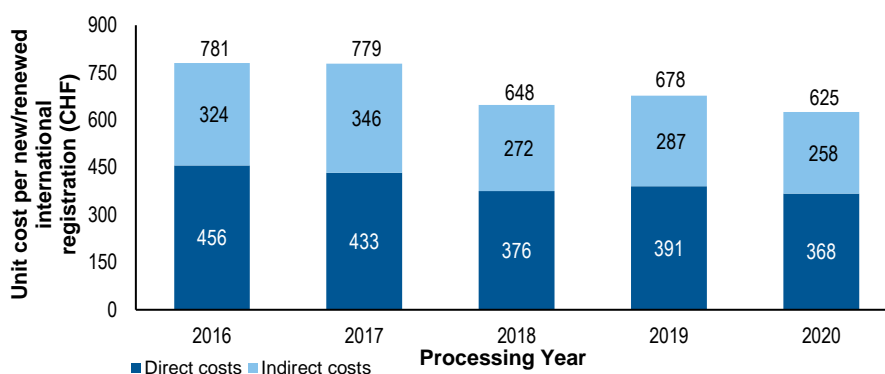
- The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.
- As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

- 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 others¹¹.
- The headcount count calculation used to estimate the indirect costs include personnel working as fix 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.

Unit Cost per New/Renewed International Registration



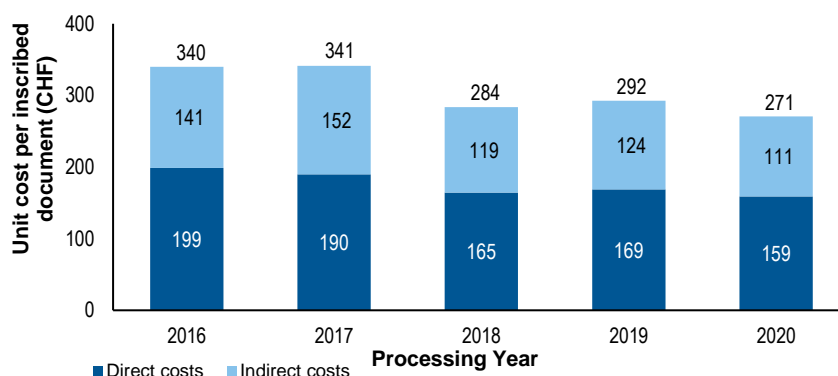
Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- The average cost of processing a new/renewed international registration was 625 Swiss francs in 2020 driven by 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).

Unit Cost per Document Inscribed in the Register



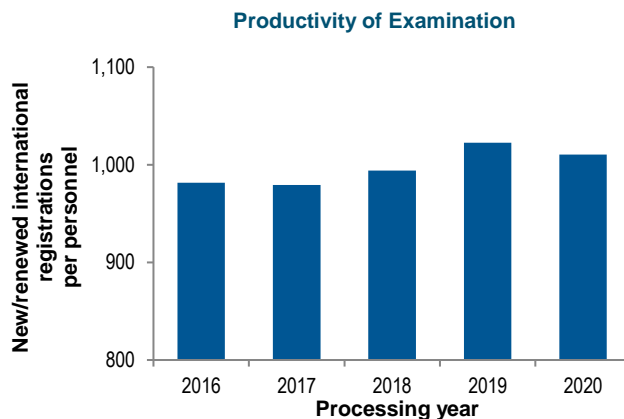
Source: Madrid Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2021.

- The average cost of inscribing a document was 271 Swiss francs in 2020 driven by a decrease of the total cost of production.

¹¹ See “Total processed workload” above.

Productivity of Examination

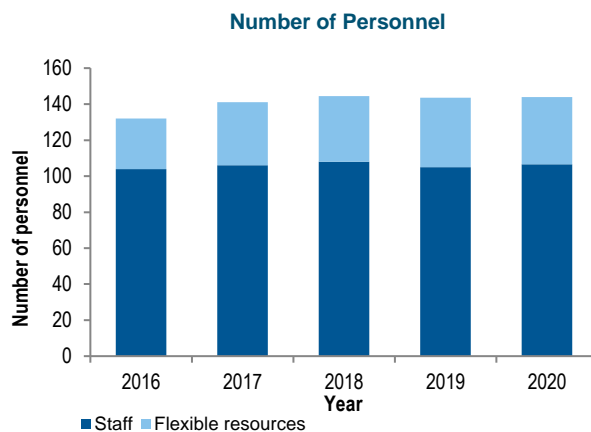
- The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. The number of personnel includes fixed term staff, temporary staff, fellows and agency workers supporting operations.



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

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

Personnel



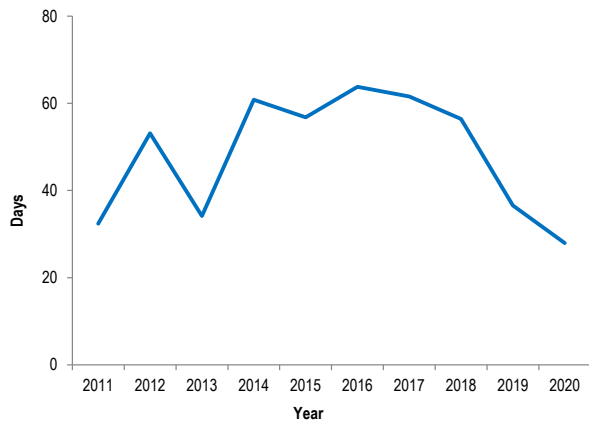
Note: Flexible resources include fellows, interns and agency workers supporting operations.
Source: Program Performance and Budget Division, March 2021.

- The number of staff increased from 105 in 2019 to 106.5 in 2020, while the number of flexible resources decreased by 1.

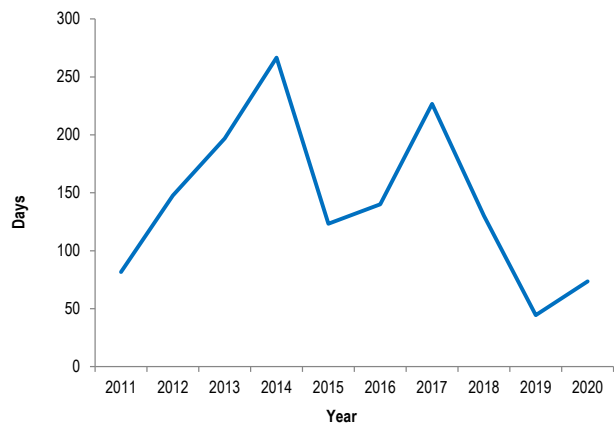
Pendency

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

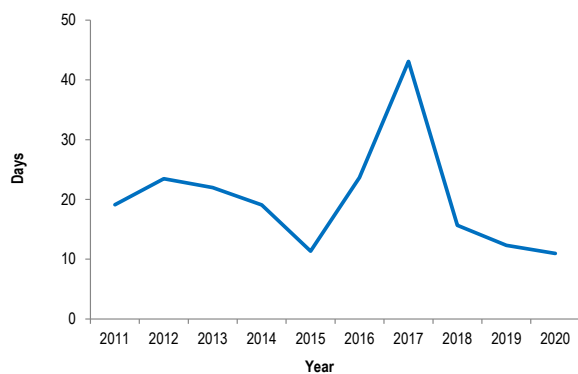
Average Pendency of Applications



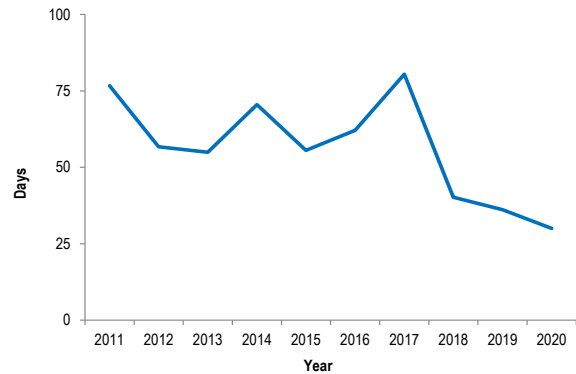
Average pendency of Corrections



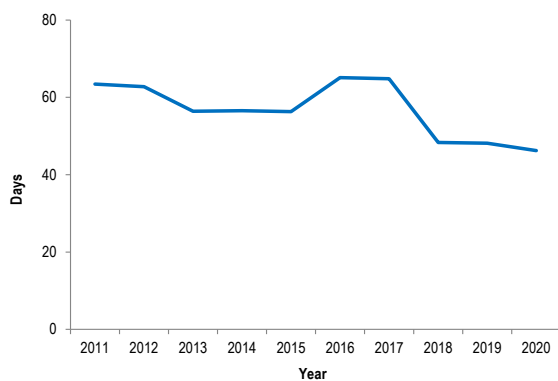
Average Pendency of Decisions



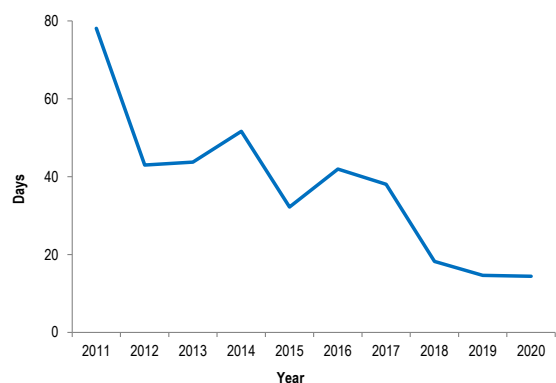
Average Pendency of Modifications



Average Pendency of Renewals



Average Pendency of Subsequent Designations



Source: Madrid Registry, March 2021.

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

Quality of Examination

The following key indicators on the overall quality of trademark examination are 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 guidance¹².

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

- (a) The results of the internal review of examination transaction samples; and
- (b) Errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Review of Examination Transaction Samples

Quality control was carried out based on the following samples for the manually processed transactions in 2020. The qualitative performance results, therefore, do not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms), formalities examination, decisions, modifications and renewals.

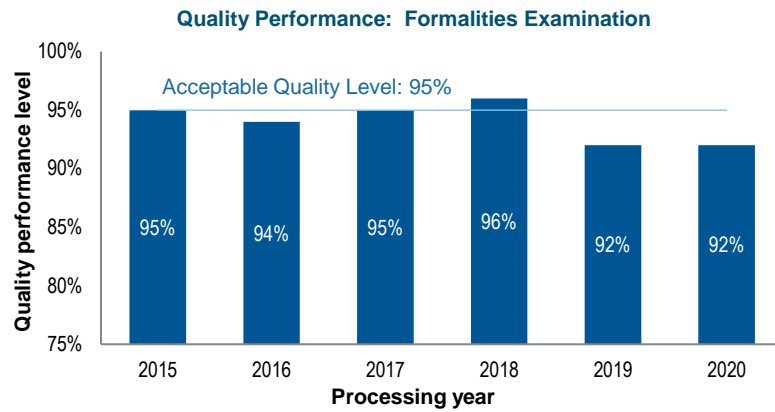
- 1,536 applications for Nice classification
- 1,600 applications for formalities examination (APEX)
- 1,743 decisions
- 2,038 requests for modification
- 617 requests for renewal

An Acceptable Quality Level (AQL) is set for each transaction and is the criteria against which the quality of trademark examination is measured.



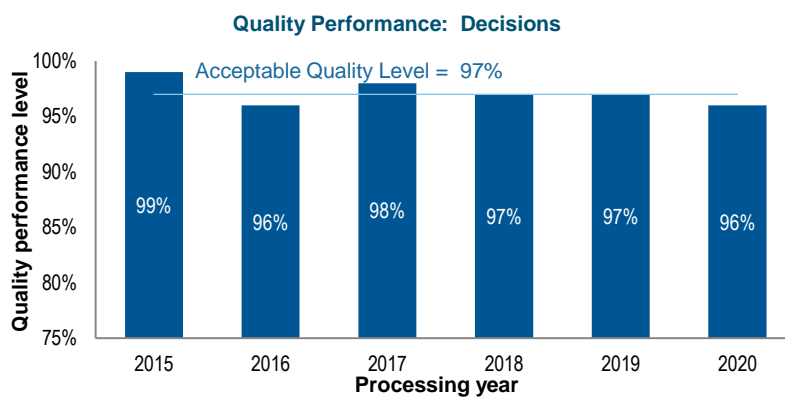
- The overall qualitative performance in 2020 was one percentage point below the acceptable quality level.

¹² The Madrid Registry QMF is available on request at madrid.qp@wipo.int.



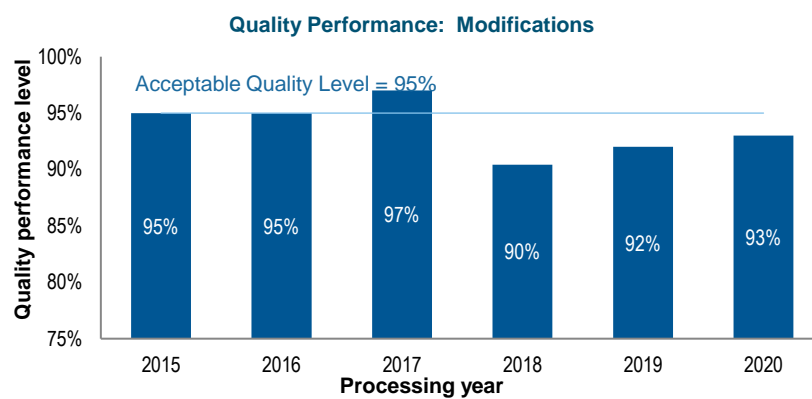
Source: Madrid Registry, March 2021.

- The overall qualitative performance for the formalities examination in 2020 was three percentage points below the acceptable quality level.



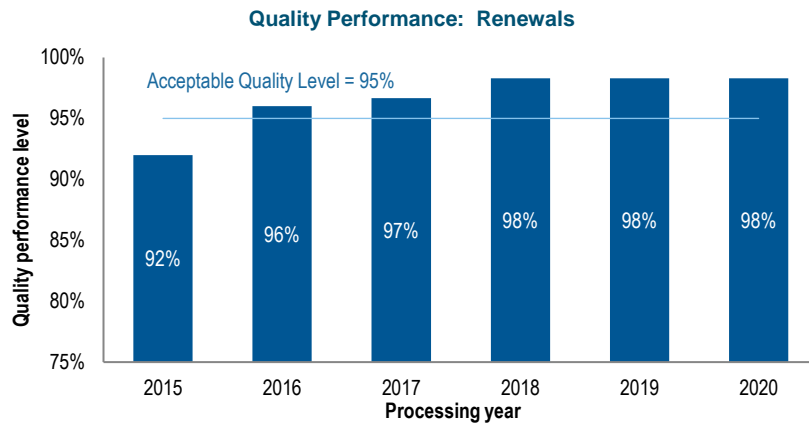
Source: Madrid Registry, March 2021.

- The overall qualitative performance for the processing of decisions was one percentage point below the acceptable quality level in 2020.



Source: Madrid Registry, March 2021.

- The overall qualitative performance for the processing of modifications was two percentage points below the target in 2020.



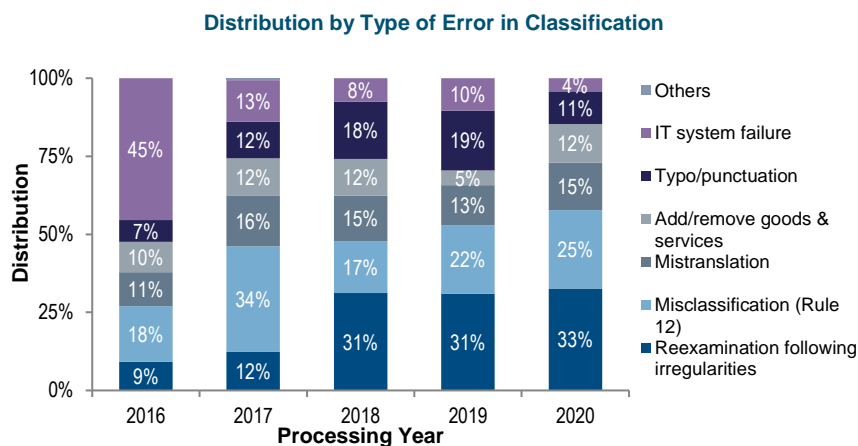
Source: Madrid Registry, March 2021.

- The overall qualitative performance for the processing of renewals was three percentage points above the target in 2020.

Errors Made by the IB

The distribution of errors presented in the charts below is based on analyses of the following samples of 2020 transactions.¹³ The samples include transactions that were processed both manually and in an automated way.

- 427 classifications
- 409 formalities examinations (APEX)
- 83 renewals
- 444 modifications

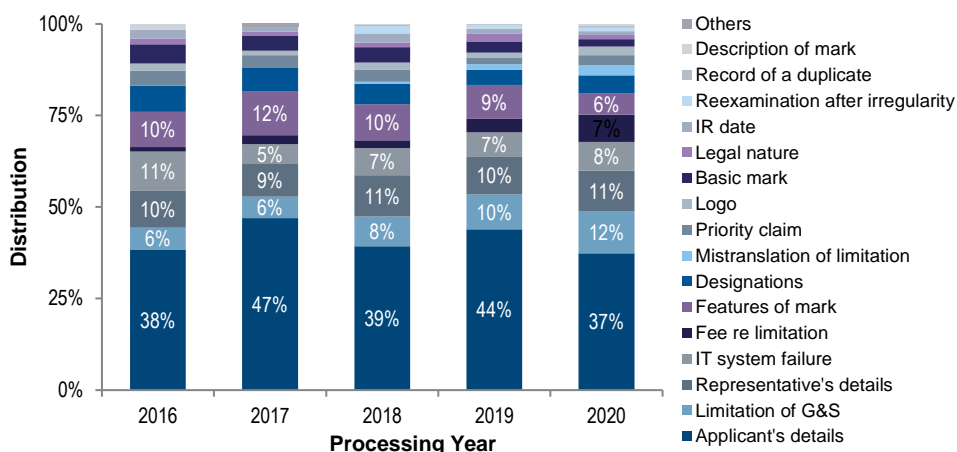


Source: Madrid Registry, March 2021.

- 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.

¹³ Transactions which contain one or more errors.

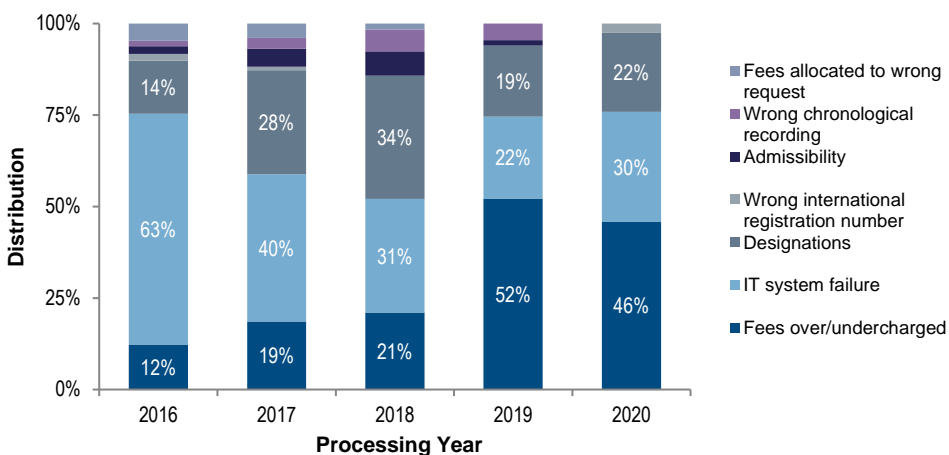
Distribution by Type of Error in Formalities Examination



Source: Madrid Registry, March 2021.

- In 2020, the majority of the corrections in formalities examination were due to errors in entering the details of applicants (37 per cent) and limitation of goods and services (12 per cent).

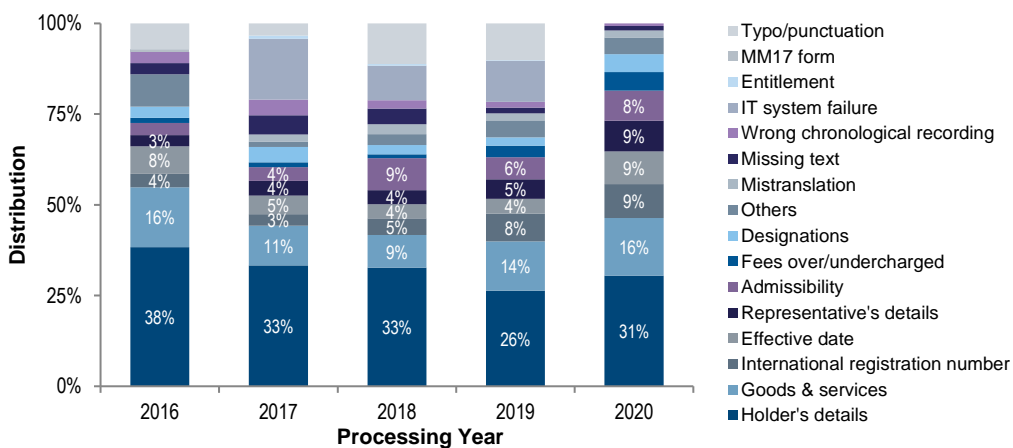
Distribution by Type of Error in Renewals



Source: Madrid Registry, March 2021.

- In 2020, most of the corrections in renewals were due to fee calculation (46 per cent) and IT system failure (30 per cent).

Distribution by Type of Error in Modifications



Source: Madrid Registry, March 2021.

- Corrections due to errors in the Holder's details represented 31 per cent of total corrections made in modifications in 2020.

ANNEX VII Indicators of the Hague System

Performance indicators for the expected result
“Improved productivity and service quality of the Hague
Operations”

General

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.

As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

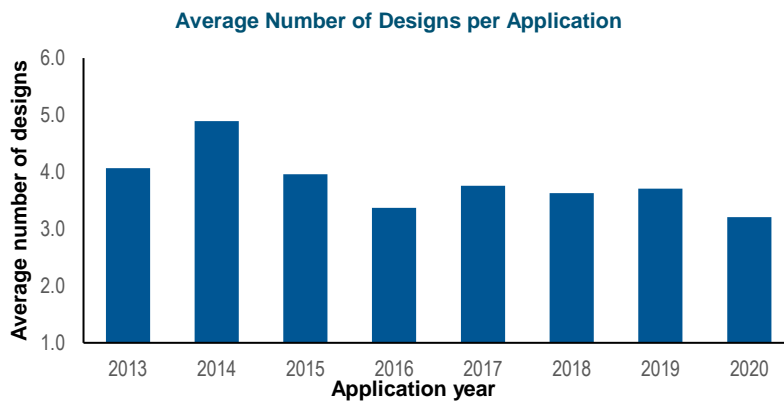
- The Hague System workloads;
- The composition of those workloads;
- The level of automation; and
- The resources assigned to cope with the workload.

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend for each of these document types is presented below. Additional information on the applications received, such as their average number of designs, is also provided. For technical reasons, the indicator on the irregularities issued shows data based on processed rather than incoming documents.

Incoming Documents

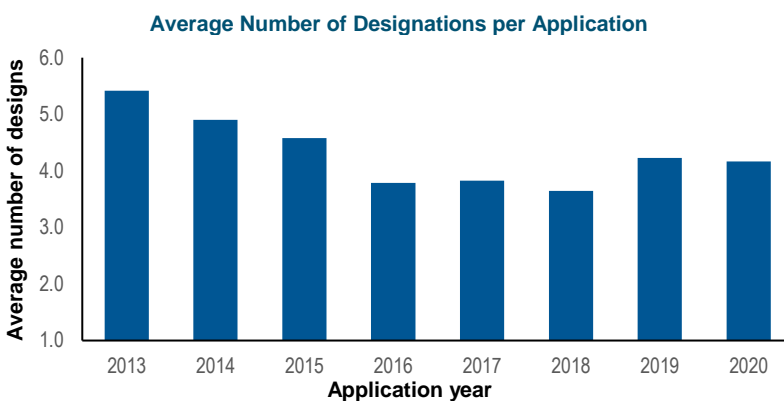


- In 2020, applicants filed 5,792 international applications, down 1.7 per cent from 2019.
- In 2020, 99.4 per cent of applications were filed electronically, directly with the IB or indirectly with certain national Offices, an almost 11 percentage points increase over 2013.



Source: WIPO IP Statistics Database, February 2021.

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

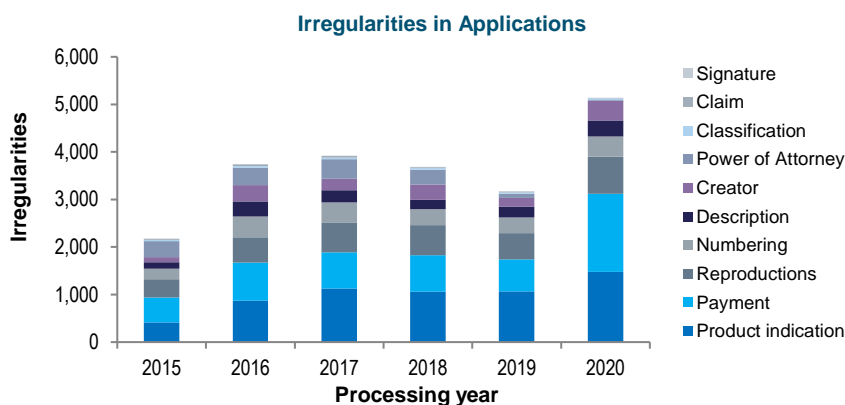


Source: WIPO IP Statistics Database, February 2021.

- Such as in 2019, an application contained on average 4.2 designations in 2020. From 2013 to 2018, the average number of designations per application followed a decreasing trend.

Trend of Irregularities in Applications

- Irregularities notified are grouped in 10 categories as shown below.

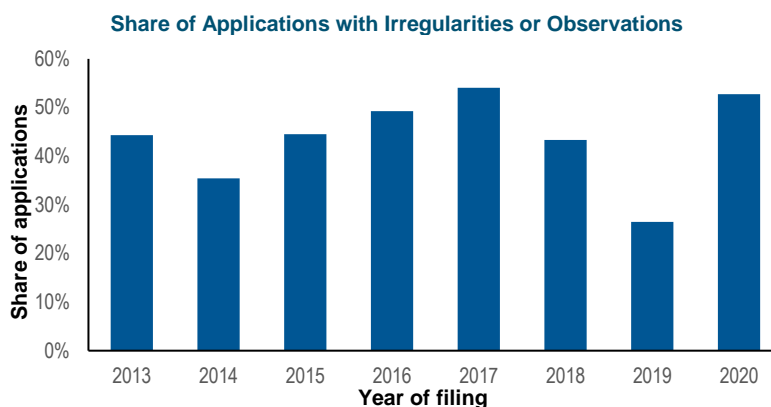


Source: Hague Registry, February 2021.

- In 2020, the IB notified 5,132 irregularities in respect of applications registered, up 61.7 per cent from 2019. This general increase is largely due to the 34.8 per cent increase in registrations and the fact that the 2019 activity was focused on recording regular applications.

- Irregularities notified relating to payment (+142.1 per cent) and creator (+131.7 per cent) increased the most compared to 2019.

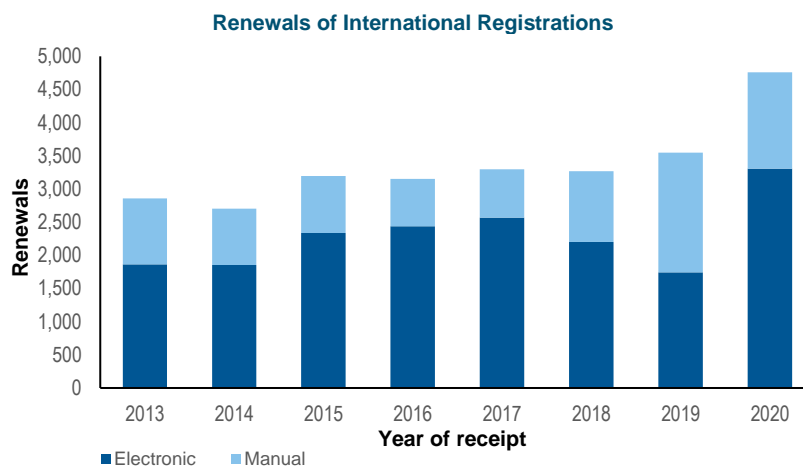
The evolution of the share of applications containing one or more irregularities and/or substantive observations is shown below.¹⁴



Source: Hague Registry, February 2021.

- In 2020, 52.8 per cent of applications registered contained at least one irregularity or substantive observation. This represented an increase of 26.3 percentage points compared to the previous year. The low share in 2019 was largely due to the prioritization of processing regular applications.

Renewals

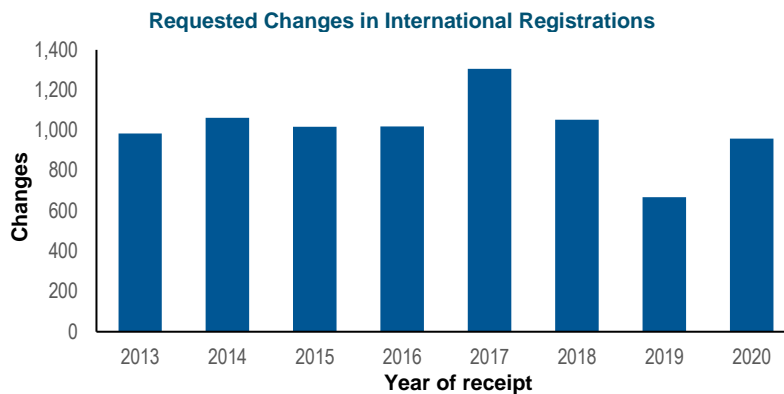


Source: Hague Registry, February 2021.

- 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.

¹⁴ Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in Program Performance Reports and in the Program and Budget for 2016/17, has now been corrected for the entire period 2013 -2016.

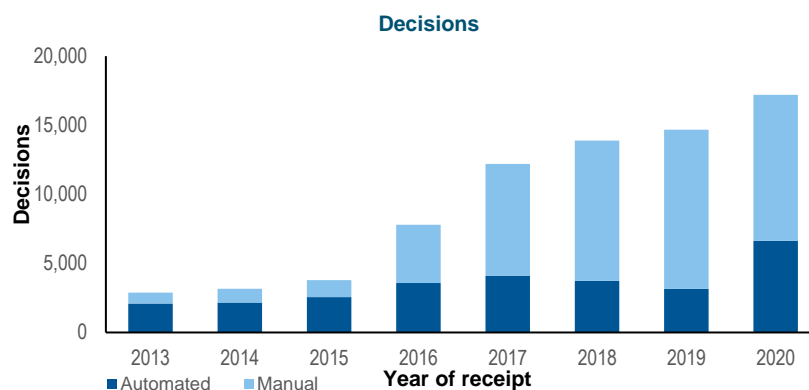
Changes



Source: Hague Registry, February 2021.

- The total number of requests for changes in international registrations in 2020 increased by 43.6 per cent from 2019 to 959 such requests. It is recalled that around 2017, for transactions that also contained a change in representative (i.e. renewal), the change in representative was processed within the main transaction, thus not accounted as a change.
- In 2020, in response to the pandemic, the International Bureau started notifying documents electronically, which led a new use case for requesting changes to the details of the appointed representative.

Decisions



Source: Hague Registry, February 2021.

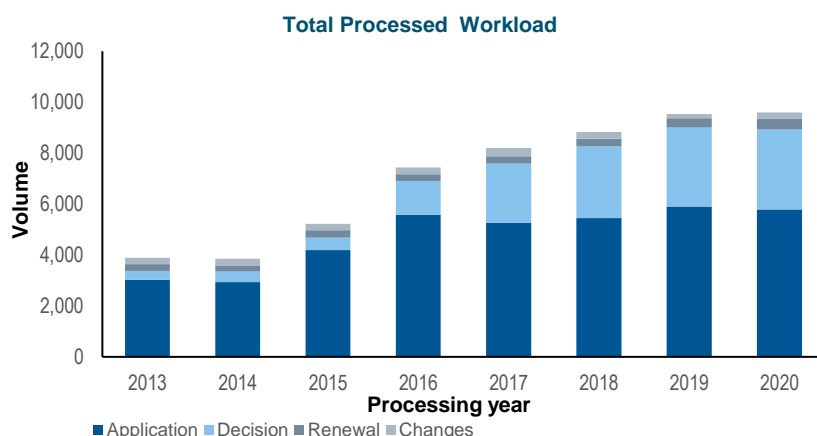
- The number of decisions received in 2020 increased by 17.2 per cent as compared to 2019, to 17,209 decisions. In 2020, 38.6 per cent of decisions were processed automatically. This represented a much higher share of automation than the one of 2019 which was particularly low due to a deliberate suspension of the automation of decisions to ensure that sufficient controls are in place.
- The list of documents accounted for as decisions is comprised of:
 - Grants of protection without a prior refusal;
 - Grants of protection following a refusal (including withdrawals of refusal);
 - Refusals of effects;
 - Invitations to pay the second part of the designation fee; and
 - Cancellation for non-payment of the second part of the fee

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 do 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, an examiner 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.



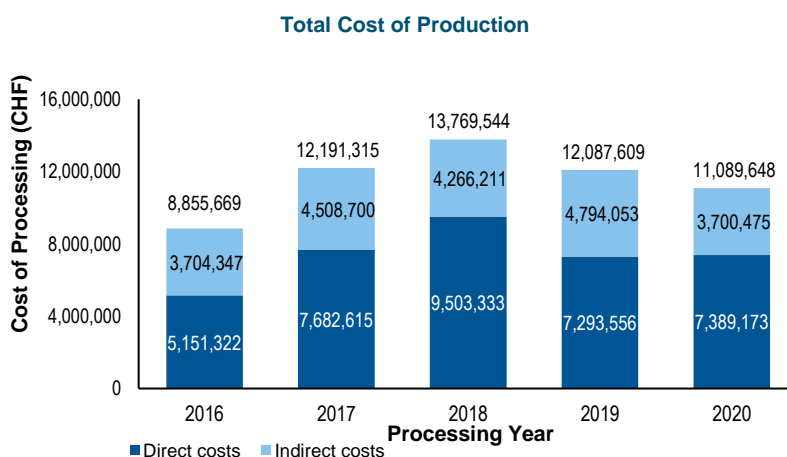
Source: Hague Registry and WIPO IP Statistics Database February 2021.

- In 2020, the 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.

Cost of Processing

The total cost of production comprises expenditure relating exclusively to the Hague System and expenditure of activities supporting the System.

Expenditure of activities supporting the Hague System comprises the expenditure of the following general 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 and AWS and share of cost of the Income Section in Finance) are directly attributed to the Hague System, whereas the remaining of such expenses attributable to the Hague System are calculated based on headcount (including fixed term staff, temporary staff, fellows and agency workers).



Source: Program Performance and Budget Division, March 2020.

- The total expenditure related to the processing of the Hague System is estimated at 11.1 million Swiss francs in 2020, representing an decrease of 8.3 per cent compared to the previous year.
- In 2020, the direct costs accounted for about 66.6 per cent of total expenditures.

Unit Cost

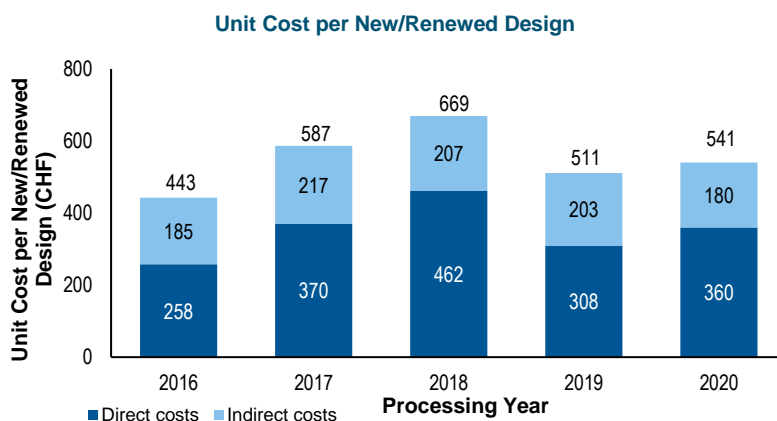
The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

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.¹⁵ The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

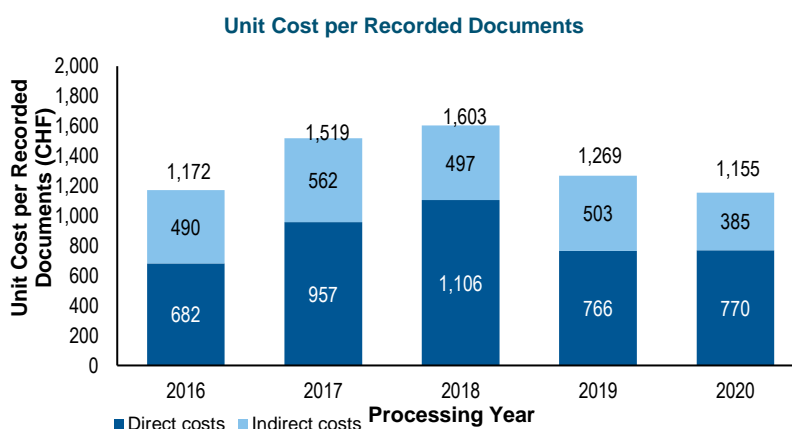


Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- 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).



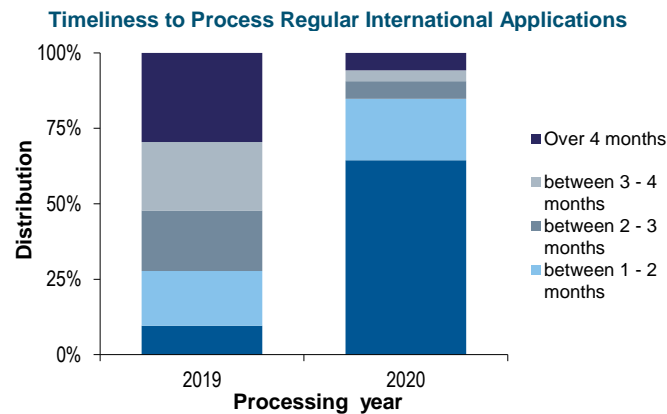
¹⁵ See the ratios for applications and renewals in “Total Processed Workload”, above.

Source: Hague Registry, Program Performance and Budget Division and WIPO IP Statistics Database, March 2020.

- 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.

Timeliness to Process International Applications

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, 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 VIII Funds-in-Trust Progress Report 2020

The FIT report in Annex VIII is an integral part of the WIPO Performance Report. The Annex follows the new format introduced in the WPR 2018/19, which provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2020, as compared to activities implemented, as well as financial information. The Annex reports on all the FITs listed in the table below, excluding FITs exclusively financing personnel and FITs under which no activities were implemented in 2020.

FUND-IN-TRUST	SECTOR
Australia	Regional and National Development Sector
China	Brands and Designs Sector
France (Industrial Property)	Regional and National Development Sector
Japan (Copyright)	Copyright and Creative Industries Sector
Japan (Global)	Infrastructure and Platforms Sector
Mexico	Regional and National Development Sector
Republic of Korea (Alternative Dispute Resolution)	Patents and Technology Sector
Republic of Korea (Building Respect for Copyright and Related Rights)	Global Challenges and Partnership Sector
Republic of Korea (Copyright)	Culture and Creative Industries Sector
Republic of Korea (Industrial Property)	Regional and National Development Sector
Republic of Korea (IP Education)	Regional and National Development Sector
Spain	Regional and National Development Sector

Funds -in Trust as at December 31, 2020
(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2019	Income 2020				Expenditure 2020				Reimbursements to donors / Transfer to a new FIT	Balance as of December 31, 2020
			Funds received	ULO/Other income	Exch. rate	Total	Staff	Other direct	Administrative	Total		
Accredited indigenous and local communities	W_IGC	37,836.31	-	-	-	-	-	1,102.80	-	1,102.80	-	36,733.51
Australia	WAUS2	173,765.99	-	-	-	-	-	-	1,550.60	1,550.60	172,215.39	-
Australia	WAUS3	537,792.40	-	-	-	-	-	90,431.67	11,756.10	102,187.77	-	435,604.63
China	WCNSP	288,050.52	263,133.47	2,270.02	-	265,403.49	-	62,401.38	7,817.10	70,218.48	-	483,235.53
China (HR)	WCNPR	188,363.93	467,248.00	-	-	467,248.00	304,959.15	-	39,644.70	344,603.85	-	311,008.08
France (Industrial Property)	WFRIP	158,200.00	300,000.00	6,167.27	-	306,167.27	-	39,357.76	4,314.80	43,672.56	-	420,694.71
Ibero-American Program on Industrial Property	WIBER	196,497.30	-	-	-	-	-	-	-	-	196,497.30	-
Italy	WITIP	43,799.12	-	-	-	-	-	-	-	-	-	43,799.12
Japan (Copyright)	WJPCR	477,900.12	468,646.00	2,295.96	-	470,941.96	121,334.60	144,315.27	33,022.65	298,672.52	-	650,169.56
Japan (Industrial Property)	WJPIP	581,382.26	-	-	-	-	-	-	-	-	581,382.26	-
Japan (Industrial Property/Africa - LDCs)	WJPAF	421,274.81	-	-	-	-	-	-	-	-	421,274.81	-
Japan (Industrial Property) Global	WJPIG	3,554,609.47	6,782,657.07	52,667.98	106.24	6,835,431.29	1,130,988.17	1,980,122.50	398,003.20	3,509,113.87	-	6,880,926.89
Japan (Junior Professional Officers)	WJPOJ	168,522.75	-	-	-	-	-	-	-	-	-	168,522.75
Mexico	WMEXI	138,079.71	-	-	-	-	-	1,830.12	237.90	2,068.02	-	136,011.69
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	450,244.75	265,818.08	-	-	265,818.08	-	89,600.32	4,480.00	94,080.32	-	621,982.51
Republic of Korea (Copyright)	WKRCR	762,782.64	341,766.10	6,168.65	-	347,934.75	-	83,397.62	3,861.45	87,259.07	-	1,023,458.32
Republic of Korea (Copyright/Professional Officers)	WKRPO	204,664.77	431,357.00	-	-	431,357.00	169,632.30	-	20,355.90	189,988.20	-	446,033.57
Republic of Korea (Industrial Property)	WKIPO	700,663.03	215,000.00	-	-	215,000.00	68,906.20	142,544.65	1,984.00	213,434.85	-	702,228.18
Republic of Korea (IP Education)	WKRED	645,607.44	286,500.00	67.92	-	286,567.92	-	207,511.16	10,372.15	217,883.31	-	714,292.05
Republic of Korea (Professional Officers)	WKRJP	508,406.89	533,621.00	-	-	533,621.00	295,014.51	31,820.45	39,220.20	366,055.16	-	675,972.73
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	305,331.51	165,566.69	-	-	165,566.69	-	96,153.16	8,637.80	104,790.96	-	366,107.24
Republic of Korea (Ministry of Justice)	WKRJH	44,890.35	234,296.00	-	-	234,296.00	159,134.35	-	19,096.10	178,230.45	-	100,955.90
Spain	WESCH	210,142.42	-	930.69	-	930.69	-	9,152.53	1,068.85	10,221.38	-	200,851.73
Trusted Intermediary Global Accessible Resources pilot project	WTIGA	76.02	-	-	-	-	-	-	76.02	76.02	-	-
United Arab Emirates	WDUAE	45,857.39	-	-	-	-	-	-	-	-	-	45,857.39
Uruguay	WUYCH	97,218.34	-	-	-	-	-	-	-	-	-	97,218.34
TOTAL		10,941,960.24	10,755,609.41	70,568.49	106.24	10,826,284.14	2,249,969.28	2,979,741.39	605,499.52	5,835,210.19	1,371,369.76	14,561,664.43

Australia

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Level of utilization of the IP benchbook by courts in the beneficiary countries	The project was launched in 2020 with the following steps having been undertaken: <ul style="list-style-type: none"> – Elaboration of the scope and structure of the IP benchbook; – Drafting of the chapters for the Philippines; – Substantive questionnaires launched in Indonesia and Viet Nam 	Indonesia, the Philippines, Viet Nam
	No. of hosting arrangements for developing country scientists, resulting in new knowledge with respect to research into neglected tropical diseases being generated and transferred back to home countries	An additional 6 scientists from developing and least developed countries were matched to be hosted by research institutions in Australia (3), Singapore (2) and the United States of America (1). The aforementioned arrangements were placed on hold due to the impact of COVID-19 on international travel restrictions.	Bangladesh, Indonesia, Kenya, Papua New Guinea, the Philippines
	ABC - no. of accessible books and educational tools produced by local partners/NGOs in the Asia Pacific region involved in capacity building projects	Through training and funding provided by ABC, partners/NGOs in 2 Asia-Pacific countries produced 925 books in accessible formats (Indonesia (400); Viet Nam (525)) In addition, 8 participants from Myanmar enrolled in the newly launched ABC online course on the production of books in accessible formats for people who are blind, visually impaired or otherwise print disabled.	Indonesia, Myanmar, Viet Nam
	Enhanced understanding of the Madrid System - its benefits, core principles and various operation processes - by IP professionals	Enhanced understanding through participation in the specialized DL course on the Madrid System for the International Registration of Marks (DL-303) of: <ul style="list-style-type: none"> – 121 government Officials and IP Office staff; and – 1,505 other interested stakeholders from the private sector and academia. The above beneficiaries came from 173 Member States.	All
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges		
	Enhanced awareness and understanding of technological options for treatment and valorization of palm oil mill effluent (POME) with environmental benefits No. of needs and technologies uploaded to WIPO GREEN related to POME treatment and valorization	The project was launched in 2020 with the following steps having been undertaken: <ul style="list-style-type: none"> – Identification of the thematic and geographic focus for POME; and – Groundwork, including outreach to relevant organizations and associations, for the creation of a catalogue of cutting-edge technologies relevant and available for POME treatment and valorization. 	Indonesia

China

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Enhance capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	As part of Phase III of the Project on the GI Koh Trung Pomelo, enhanced capacity of the Koh Trung Pomelo Producer Association for the collective management of the GI, in particular for control and certification, through continuing targeted coaching sessions.	Cambodia

	Performance Indicators	Key Results in 2020	Beneficiary Countries
		The initial phases for two additional projects to enhance capacity of local communities were launched: - GI Project on sea salt in the Kampot-Kep Province - GI Project on Madd de Casamance	Cambodia Senegal
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	Increased access to patent information in Chinese	Increased access to IP information in Chinese through the launch in January 2020 of a Chinese language version interactive e-Tutorial covering the foundations of patent documentation, patent search strategies, and patent analysis and its numerous uses. In its first year, the e-tutorial saw a total of 70 unique users and 490 unique page views.	China

France

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Participants using enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 55 participants from IP Offices, private sector, Governments, universities and R&D institutions in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; and (ii) technology transfers, licensing, IP commercialization and IP valuation as well as related European and international IP Law.	24 participants from: Benin, Belarus, Côte d'Ivoire, Cuba, Haiti, Madagascar, Moldova, Morocco
	% of trainees who are satisfied with WIPO Academy training programs	98% of the participants were fully satisfied with the WIPO-INPI-OMPIC Training Course on Trademarks and the WIPO-CEIPI Advanced Training Course on IP, Technology Transfer and Licensing with CEIPI	31 participants from 19 countries: Argentina, Botswana, Brazil, Egypt, Ethiopia, Georgia, India, Iran (Islamic Republic of), Kenya, Peru, the Philippines, Republic of Korea, Saudi Arabia, Sierra-Leone, Trinidad and Tobago, Tunisia, Uganda, Uruguay, Zambia
	No. of countries engaged in South-South Cooperation	25 developing countries benefited from the cooperation with OMPIC and OAPI in various capacity building programs	Algeria, Benin, Botswana, Brazil, Burkina-Faso, Cameroon, Côte d'Ivoire, Cuba, Djibouti, Egypt, Ethiopia, Georgia, Guinea-Bissau, Haiti, India, Kenya, Madagascar, Mali, Moldova, Morocco, Mauritania, Niger, Peru, Togo, Tunisia
	% of trainees who are satisfied using enhanced IP knowledge and skills in their work	85% of the participants who took part in the training program <i>Certificat d'Animateur propriété industrielle (CAPI)</i> in Casablanca, organized in collaboration with the WIPO Academy, indicated that they were using the acquired knowledge and skills in their work. The training programs aimed at: a) raising awareness of the IP System; and b) enhancing skills in the management of industrial property rights and the use of search tools, improving efficiencies in the management and valuation of intangible asset and raising awareness of challenges related to IP.	11 participants from Algeria, Djibouti Tunisia, and OAPI Member States (Burkina-Faso, Cameroon, Guinea-Bissau, Mali, Mauritania, Niger, Togo)

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	5 countries took measures to enhance their understanding of copyright frameworks for the effective promotion and management of copyright and related rights.	Bangladesh, Cambodia, Malaysia, Sri Lanka, Viet Nam

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs		
	% of participants providing positive feedback on the relevance of the capacity building and promotional events	100% of the participants provided positive feedback on the WIPO Workshop on Examination in the PCT National Phase	South Africa
II.6	Wider and more effective use of the Madrid System, including by developing countries and LDCs		
	% of participants providing positive feedback on the relevance of the capacity building and promotional events	91% of participants provided positive feedback on: <ul style="list-style-type: none"> – Advisory Workshop on the Madrid System – Sub-regional Meeting of IP Office Officials Responsible for Operating and/or Acceding to the Madrid System 	Bhutan Afghanistan, Bangladesh, Bhutan, Brunei, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Pakistan, Papua New Guinea, Singapore, Sri Lanka, Thailand, Viet Nam
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants satisfied with capacity building and training events	98% of participants were satisfied with capacity building and training events on: <ul style="list-style-type: none"> – Master's Degree in Intellectual Property (MIP) program offered jointly by WIPO, OAPI and University of Yaoundé II, Yaoundé, Cameroon and by WIPO, ARIPO and Africa University, Mutare, Zimbabwe, respectively – MIP Textbook Project at Africa University – Branding Projects – Long and Short-term Fellowships/Trainings/Practicums/ Internships in Japan – Commentary and Annotations Project on the Bangui Agreement of OAPI 	Benin, Burkina-Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Equatorial Guinea, Guinea, Mali, Niger, Senegal, Togo Botswana, Cabo Verde, Cameroon, Eswatini, Ethiopia, the Gambia, Ghana, Kenya, Liberia, Malawi, Nigeria, Rwanda, Sierra Leone, Uganda, United Republic of Tanzania, Zambia ARIPO Member States Botswana, Ghana, Kenya, Mauritius India, Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam Benin, Burkina-Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation		
	% of participants providing positive feedback on the relevance of capacity building programs	100% of the participants provided positive feedback on: <ul style="list-style-type: none"> – IP Advantage Initiatives online seminar – IP Textbook for Young People online seminar 	All countries All countries

	Performance Indicators	Key Results in 2020	Beneficiary Countries
		– Regional Meeting for Supporting Start-Ups in Africa in Tokyo, Japan	ARIPO, OAPI, Cote d'Ivoire, Egypt, Ethiopia, Kenya, Morocco, Nigeria, South Africa, Tunisia
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	% of participants providing positive feedback on the relevance of the programs	100% of participants provided positive feedback on the relevance of: WIPO Virtual Patent Drafting workshop Development of the ASEAN Regional TISC Network Developing a Sub-regional ARIPO TISC Network Creating an Enabling Intellectual Property Environment to Increase the Capacity of Countries for Technology Development, Management and Commercialization	Sri Lanka Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Viet Nam Botswana, Eswatini, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia, Rwanda, Sao Tome and Principe, Sierra Leone, Somalia, Sudan, United Republic of Tanzania, Uganda, Zambia, Zimbabwe Malaysia, the Philippines, Sri Lanka, Thailand, Viet Nam
IV.4	Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration		
	New features implemented for IP Offices in WIPO systems per year	<ul style="list-style-type: none"> - Automated two-way exchange module for Madrid decisions - WIPO File online filing implementation - WIPO Publish module to enable IP Offices to provide online access to published IP information and to facilitate the exchange of data and documents with international IP systems such as PCT and Madrid and with regional and international databases - Migration of the data feed to SFTP (Secure File Transfer Protocol) instead of FTP (File Transfer Protocol) to prepare future cloud-hosting infrastructure on ASEAN Patent Scope - Implementation of 6 projects for improving digital environment in individual IP Office <p>In addition, Spain joined WIPO CASE as a providing Office.</p>	<p>Cambodia</p> <p>Brunei Darussalam, Myanmar</p> <p>Bhutan, Malaysia, the Philippines, Thailand, Vanuatu, Vietnam</p> <p>All countries using ASEAN Patent Scope</p> <p>Ethiopia, Myanmar, Lao People's Democratic Republic, the Philippines, Viet Nam, Uganda</p> <p>All countries using WIPO CASE</p>
	% of participants providing positive feedback on the relevance of the program	92% of participants provided positive feedback on the "support to IP offices" program	India, Lao People's Democratic Republic, Myanmar
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges		
	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	9 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan. The University of Tokyo joined WIPO Re:Search as the first academic member from Japan.	All countries

Mexico

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants who expressed satisfaction with the content and organization of the event	85% of participants indicated that they were highly satisfied with the content and organization of the "Online Seminar on the combat against piracy in the digital environment", co-organized with the Mexican Institute of Industrial Property (IMPI)	Mexico
	% of participants with enhanced understanding of the enforcement of IP rights in the digital environment	85% of participants in the above seminar indicated that they had enhanced their understanding of the enforcement of IP rights in the digital environment	Mexico

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Over 1,600 participants from 79 countries enhanced their awareness of WIPO's ADR services through ADR, copyright and content-related webinars.	Albania, Algeria, Argentina, Armenia, Australia, Austria, Azerbaijan, Benin, Bolivia, Botswana, Brazil, Burkina Faso, Burundi, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cuba, Democratic Republic of the Congo, Dominican Republic, Ecuador, Egypt, El Salvador, France, Gabon, Gambia, Germany, Ghana, Guatemala, Guinea, Haiti, Honduras, India, Indonesia, Iran (Islamic Republic of), Italy, Ivory Coast, Japan, Jordan, Kenya, Lebanon, Luxembourg, Madagascar, Mali, Mauritius, Mexico, Morocco, Namibia, New Zealand, Nicaragua, Niger, Nigeria, Oman, Panama, Paraguay, Peru, Philippines, Qatar, Republic of Korea, Saudi Arabia, Senegal, South Africa, Spain, Sri Lanka, Switzerland, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, United States of America, Uruguay, Venezuela (Bolivarian Republic of), Viet Nam, Zimbabwe
	No. of responses from stakeholders ¹⁶ to the WIPO-MCST ¹⁷ Survey on the Use of Alternative Dispute Resolution (ADR) Mechanisms for Business to Business (B2B) Digital Copyright- and Content-related Disputes ¹⁸ to assess the current use of ADR mechanisms (e.g. mediation, arbitration) as compared to court litigation to resolve such disputes	Over 900 responses were received from stakeholders in 128 countries and more than 70 interviews were conducted. The Survey Report will be published in 2021.	Afghanistan, Albania, Algeria, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Comoros, Costa Rica, Ivory Coast, Croatia, Cuba, Czech Republic, Democratic Republic of the Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Hungary, India, Indonesia, Iran (Islamic Republic of) (Islamic Republic of), Iraq, Israel, Italy, Jamaica, Japan, Jordan, Kenya, Kuwait, Latvia, Lebanon, Liberia, Lithuania, Luxembourg, Malawi, Malaysia, Mali, Malta, Mauritius, Mexico, Morocco, Myanmar, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, North Macedonia, Oman, Pakistan, Panama, Paraguay, Peru, the Philippines, Poland, Portugal, Republic

¹⁶ Stakeholders include Center contacts, copyright- and content-intensive companies, online intermediaries and platforms, in-house and external counsel, creators, entrepreneurs, collective management organizations, mediators, arbitrators, industry associations, government bodies, and any other entities that may be involved in B2B digital copyright- and content-related disputes.

¹⁷ Ministry of Culture, Sports and Tourism of the Republic of Korea.

¹⁸ https://www.wipo.int/amc/en/center/copyright/copyright_survey.html.

	Performance Indicators	Key Results in 2020	Beneficiary Countries
			of Korea, Romania, Russian Federation, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Singapore, Slovakia, South Africa, South Sudan, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Togo, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, Tanzania, United States of America, Uruguay, Uzbekistan, Vanuatu, Venezuela (Bolivarian Republic of), Viet Nam, Yemen, Zambia, Zimbabwe

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

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Level of satisfaction of participants in WIPO training and capacity-building activities on enforcement of copyright and related rights and its challenges	Based on the evaluation of participants (representatives of copyright offices in 8 WIPO Member States as well as copyright officials of ARIPO) in the Webinar on Copyright Enforcement, jointly organized by WIPO and the Ministry of Culture, Sports and Tourism of the Republic of Korea (MCST), 98.5% of the participants were satisfied, and 100% found the webinar useful.	Cambodia, China, Indonesia, Kenya, Republic of Korea, South Africa, Sudan, Zambia
	Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement policy making	A study on the legal, technical and operational means of implementing website-blocking orders against Internet service providers was completed. It is expected to facilitate policy making in WIPO Member States considering legislative and regulatory measures aimed at mitigating online piracy and enhance the dialogue on these issues in WIPO fora. An introductory guide to copyright enforcement was completed. Adopting an international and comparative perspective and in line with WIPO Development Agenda Recommendation 45, the guide provides an overview of key topics and issues concerning the enforcement of copyright and related rights. It is premised on the value of IP for society at large and addresses both repressive and preventive measures. The guide will support training in the field of copyright and related rights at different levels and in different jurisdictions.	All
	Increased access to tools aimed at raising public awareness, in particular among youth, of the importance of respect for copyright.	Tools aimed at raising public awareness of the importance of respect for copyright were created/enhanced and launched to WIPO Member States for use in national awareness-raising campaigns directed at children, including: <ul style="list-style-type: none"> – Arabic, Chinese, Russian and Brazilian Portuguese language versions of the Picture Frenzy for Pororo episode of the children's animation series Pororo the Little Penguin; and – A new comic book and webtoon in the Korean Manhwa style, using an entertaining storyline to introduce children to the idea of copyright and the need to respect it. It will be made available on the WIPO website and in online and print versions in early 2021. 	All
VI.2	Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP		
	Universities engaged in dialogue on the importance of building respect for IP in legal education.	Succeeded in facilitating dialogue through an "Online Discussion on IP Enforcement and Building Respect for IP", jointly organized with the MCST, among 12 professors and lecturers, representing 7 universities that offer LL.M. in IP and MIP programs in cooperation with the WIPO Academy The Online Discussion introduced the participants to WIPO's development-oriented approach to IP enforcement and the concept of building respect for IP, assessed the role of IP enforcement and building respect for IP in the curricula of the represented LL.M. in IP and MIP programs, and analyzed students' particular areas of interest in the subject.	Universities from China, Indonesia, Italy, Poland, Republic of Korea, Turkey, Zimbabwe.

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	5 countries took steps to develop and strengthen copyright capacities with a view to building a well-functioning copyright system	Bangladesh, China, Malaysia, Mongolia, Myanmar

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Increased IP awareness among children	Enhanced use of dubbed versions of the Pororo IP Animation Series in Russian	Russian-speaking countries
	No. of countries that have taken measures to create an enabling environment for strengthening business competitiveness through brands and designs	5 countries took measures to strengthen business competitiveness through brands and designs	Bhutan, Cambodia, Iran (Islamic Republic of), Lao People's Democratic Republic, Samoa
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
	No. of responses to the WIPO Blockchain IP Ecosystem Survey to inform the preparation of a Blockchain Whitepaper on how blockchain technology can contribute to establishing a robust, streamlined, cost-effective, inclusive, and transparent IP ecosystem in the era of digital transformation	112 responses were received from IP ecosystem stakeholders. The Whitepaper will be published in 2021.	All

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of senior students, graduates, and young professionals from developing countries, LDCs and countries in transition relating to: (i) deeper knowledge of IP issues; (ii) understanding and tools for IP Management; and (iii) knowledge of the role and functions of WIPO (150 participants from 42 countries successfully completed a short term education program)	Albania (1), Argentina (1), Australia (2), Azerbaijan (1), Bangladesh (4), Belarus (1), Bulgaria (1), Cameroon (1), Canada (1), China (3), Colombia (1), Egypt (1), Georgia (2), Ghana (5), India (61), Indonesia (4), Iran (Islamic Republic of) (7), Jordan (1), Kenya (3), Korea, Republic of (1), Mauritius (1), Mexico (1), Myanmar (1), Nigeria (3), Nepal (1), Oman (4), Pakistan (10), Paraguay (1), Peru (1), the Philippines (5), Poland (1), Russian Federation (2), Saudi Arabia (1), Singapore (3), Spain (3), Syria (1), United Republic of Tanzania (1), Thailand (1), Tunisia (1), Ukraine (3), United Kingdom (2), United States of America (1)

	Performance Indicators	Key Results in 2020	Beneficiary Countries
		Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (14 participants - 6 female; 8 male - from 12 developing countries trained)	Afghanistan (1), Algeria (1), Bangladesh (2) Brazil (1), Cameroon (1), India (1), Malawi (1), Nigeria (2), Oman (1), the Philippines (1), Rwanda (1), United Republic of Tanzania (1)
		Enhanced knowledge and skills of educators, curriculum developers, and education policy-makers from developing countries or countries in transition in the field of youth IP education, creativity and innovation (30 educators - 16 female; 14 male)	Brazil (1), Cameroon (1), Egypt (2), the Gambia (1), Georgia (10), India (1), Jordan (1), Namibia (2), Nigeria (2), Oman (3), Spain (1), Trinidad and Tobago (4), Zambia (1)
		Enhanced capacities of 9 female laureates and rising talents from the L'Oréal-UNESCO for Women in Science programme in the field of IP and Science	Brazil (2), Egypt (1), Ghana (1), Japan (1), Jordan (1), Mexico (1), Turkey (1), United Kingdom (1)
		Enhanced capacities of IP officials working on designs from developing countries (16 officials - 6 female; 10 male from 13 countries trained)	Afghanistan (1), Ethiopia (2), Ghana (2), India (1), Indonesia (2), Jordan (1), Kenya (1), Nepal (1), Thailand (1), Trinidad and Tobago (1), Uganda (1), United Republic of Tanzania (1), Vanuatu (1)
		Enhanced knowledge and skills of trademark examiners from developing countries (16 trademark examiners - 5 female; 11 male - from 13 countries trained)	Afghanistan (1), Bangladesh (1), Bhutan (1), Egypt (1), Eswatini (1), Ethiopia (1), the Gambia (1), Ghana (3), Mauritius (1), Mongolia (1), Nigeria (1), the Philippines (2), Zimbabwe (1)
		Enhanced practical patent examination skills of patent examiners from developing countries (22 patent examiners - 12 female; 10 male - from 14 countries were trained)	Bhutan (1), Chile (1), Costa Rica (1), Egypt (3), Ethiopia (3), Indonesia (2), Iran (Islamic Republic of) (3), Jordan (1), Mongolia (1), Niger (1), Nigeria (2), Serbia (1), Thailand (1), Zimbabwe (1)
		Enhanced capacities of public and private sector professionals from developing countries, LDCs and countries in transition on advanced knowledge of IP: <ul style="list-style-type: none"> – 52 participants (29 female; 23 male) from 39 countries developing or in transition in the last live phase; – 1,674 participants in the online component of training 	Argentina (1), Azerbaijan (1), Belarus (1), Belgium (2), Brazil (1), Bulgaria (1), Colombia (1), Croatia (1), Egypt (1), Ethiopia (1), Ghana (1), India (6), Indonesia (1), Iran (Islamic Republic of) (1), Kenya (3), Korea, Republic of (1), Lebanon (1), Malawi (1), Malaysia (1), Mexico (1), Myanmar (1), Nigeria (3), Oman (1), Pakistan (1), Paraguay (1), Peru (1), the Philippines (3), Portugal (1), Rwanda (1), Saudi Arabia (1), Singapore (1), Spain (1), Sri Lanka (1), Thailand (1), Trinidad and Tobago (1), Turkey (1), Uganda (2), Ukraine (1), Viet Nam (1)
	Participants who were satisfied with the training programs	Of 99 respondents from 4 of the above training programs, 95% reported overall satisfaction	See above

Spain

Performance Data

	Performance Indicators	Key Results in 2020	Beneficiary Countries
III.2	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		
	% of participants in WIPO events who express satisfaction with the content and organization of WIPO capacity building workshops and find them relevant and useful	100% of 14 participants were satisfied with the content and organization of the events	Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Mexico, Panama, Paraguay, Peru, Uruguay, Venezuela
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	100% of the participants indicated that they would apply the skills learned in their work/enterprise in their daily work	See above

ANNEX IX Capital Master Plan Progress Report 2020

Introduction

Progress reports on all Capital Master Plan projects under implementation in 2020 are included as an annex to the WPR 2020.

This report provides Member States with an overview of progress made during the period January to December 2020, milestones reached and resource utilization rates under the following projects:

Capital Master Plan (CMP) Projects:

CMP 1	Security Enhancement: Data Encryption and User Management
CMP 2	Enterprise Content Management (ECM) Implementation
CMP 8	WIPO IP Portal - Phase I
CMP 9	PCT Resilient and Secure Platform - Phase I
CMP 10	Madrid IT Platform
CMP 11	Integrated Conference Services Platform (ICSP)
CMP 12	Multimedia Studio
CMP 14	Power Outage Mitigation in AB Building - Phase I
CMP 16	Elevators in AB Building - Phase I
CMP 17	Installation of Fire Doors and Walls in GB Building
CMP 18	Dynamic Incident Management (DIM)
CMP 19	Migration of Email to the Cloud
CMP 20	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications
CMP 21	WIPO IP Portal - Phase II
CMP 22	Hague Externalization Project
CMP 23	ECM Implementation - Phase II
CMP 24	Web CMS Technology Replacement
CMP 25	Treasury Management System (TMS)
CMP 26	Power Outage Mitigation (AB And GB Buildings) - Phase II
CMP 27	Modernization of Elevators Motorization Systems - Phase II
CMP 28	Fire and Gas Safety
CMP 29	Renewal of Critical Physical Security Systems Hardware
CMP 30	Upgrade of Critical SSCS Security ICT Systems

Capital Master Plan Projects as at December 31, 2020

(in thousands of Swiss francs)

	Project Budgets	Expenditure ¹			Remaining Balance	Budget Utilization
		Expenditure up to end 2019	2020 Expenditure	Total Expenditure		
<u>ICT Related Projects</u>						
WIPO IP Portal ²⁻³ - Phase I	4,547	3,390	176	3,566	981	78%
WIPO IP Portal ² - Phase II	6,960	-	2,536	2,536	4,424	36%
PCT Resilient and Secure Platform - Phase I	8,000	2,410	2,043	4,453	3,547	56%
Madrid IT Platform	6,000	-	58	58	5,942	1%
Hague Externalization Project	3,001	-	704	704	2,296	23%
Enterprise Content Management (ECM) Implementation ³	2,068	1,977	91	2,068	0	100%
ECM Implementation - Phase II	2,718	-	577	577	2,141	21%
Web CMS Technology Replacement	911	-	69	69	841	8%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications	2,095	452	1,030	1,482	613	71%
Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase II	560	-	-	-	560	-
Migration of Email to the Cloud	912	199	307	506	406	55%
Integrated Conference Services Platform (ICSP)	930	100	113	214	716	23%
Treasury Management System (TMS)	250	-	-	-	250	-
Enterprise Performance Management (EPM) 2nd Generation Cloud Based	825	-	-	-	825	-
Sub-total	39,776	8,528	7,705	16,232	23,544	41%
<u>Building Related Projects</u>						
Multi-Media Studio ⁴	2,360	1,969	338	2,308	52	98%
Power Outage Mitigation in AB Building - Phase I ³	700	61	382	444	256	63%
Power Outage Mitigation (AB and GB Buildings) - Phase II	1,750	1	781	782	968	45%
Elevators in AB Building - Phase I	430	73	111	184	246	43%
Modernization of Elevators Motorization Systems - Phase II	1,420	1	56	57	1,363	4%
Sub-total	6,660	2,106	1,669	3,775	2,885	57%
<u>Safety and Security Related Projects</u>						
Security Enhancement: Data Encryption and User Management	700	221	322	543	157	78%
Security Enhancement, Data Encryption and User Management Phase II - Identity Access Governance (IAG)	407	-	-	-	407	-
Installation of Fire Doors and Walls in GB Building ⁵	220	186	-	186	-	84%
Dynamic Incident Management (DIM)	400	29	71	99	301	25%
Fire and Gas Safety	325	-	48	48	277	15%
Renewal of Critical Physical Security Systems Hardware	602	-	353	353	249	59%
Upgrade of Critical SSCS Security ICT Systems	447	-	94	94	354	21%
Sub-total	3,101	435	887	1,322	1,744	43%
GRAND TOTAL	49,537	11,069	10,261	21,330	28,173	43%

¹ Expenditure refers to actual expenditure pre-IPSAS adjustments.

² The Global IP Platform has been renamed WIPO IP Portal.

³ These projects have been completed. They will be closed and their remaining budget balances will be returned to the Accumulated Surpluses.

⁴ Includes additional budget of 660,000 Swiss francs, approved in A/59 (document A/59/7) for the finalization of the project.

⁵ This project has been closed and the remaining balance has been returned to the Accumulated Surpluses.

Safety and Security-Related Project

CMP 1	SECURITY ENHANCEMENT: DATA ENCRYPTION AND USER MANAGEMENT
Project Manager:	Mr. R. Lane
Expected Result:	<i>IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</i>

Project Progress Report

Objectives, Scope and Approach - Background

This project serves three primary objectives: protecting the essential data, enabling more cost-effective sourcing options, and holistically managing user access rights.

WIPO has already taken multifaceted approaches in protecting confidential information. These approaches include traditional perimeter defense mechanisms, security information and event management systems, and intrusion detection and prevention, among others. However, in response to increasingly sophisticated security threats, information security best practices have now also put emphasis on protecting the source directly.

In addition, having cost-effective sourcing options available is a necessity in today's world of information technology management, which expects diversified and rapidly changing competencies on the one hand, and the ability to quickly mobilize the workforce in response to changing business priorities on the other. However, the increase of sourcing options also brings the increase of information security exposures.

Enterprise data encryption technologies can provide effective solutions in response to these two challenges. Such solutions complement other information security measures by encrypting the data source. They also allow more flexibility in choosing cost-effective service providers by keeping the encryption under tight control while enabling the service providers to perform their support functions.

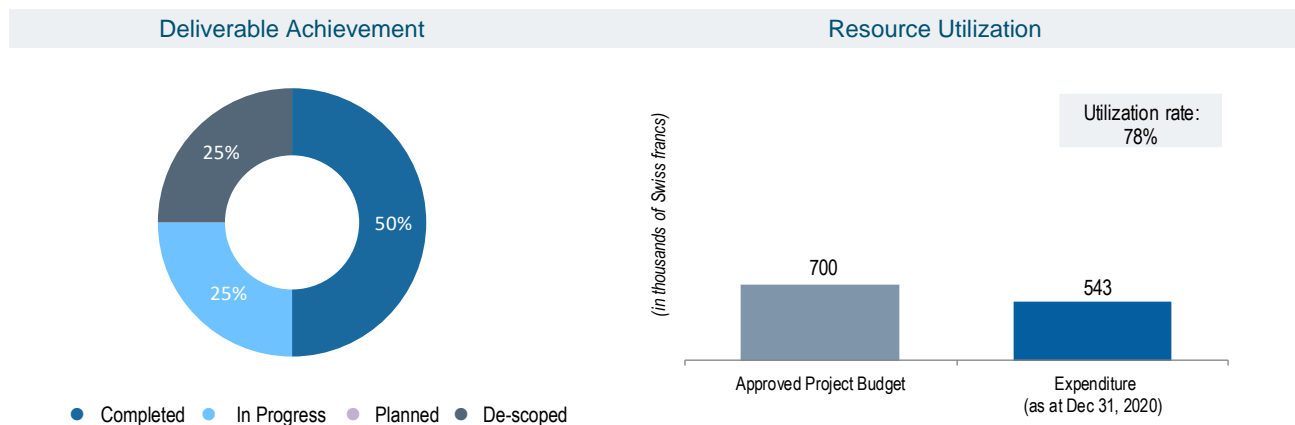
Effective access rights management further complements the investments in enterprise data encryption solutions. Traditionally, access rights management is focused on systems. That is, given a system, it should be clear who has access to what. This mechanism can be effective when the number of users and software applications is relatively small.

However, it is expected that, as WIPO continues to enhance its online services, the number of users will steadily increase in the coming years. Investments are needed for solutions that focus the access rights management on users. That is, given a user, it should be clear what access rights the user has across the entire spectrum of the systems.

In the future, technologies may become even more mature to manage access rights according to users' roles within and across complex systems, such as ERP. At present, it is difficult to forecast where and how such technologies will evolve. Therefore, this has not been included as part of the scope of this project.

Due to the higher-than-anticipated costs for the Identity and Access Governance (IAG) solution and associated professional services, the Public Key Infrastructure (PKI) technology that provides the encryption capability, was de-scoped from the project in 2019.

Project Progress Overview



Key Achievements in 2020

In 2020, the following progress was made:

- The procured IAG technical base platform was designed, configured and installed in the development, test and production environments;
- WIPO staff “Joiner, Mover and Leaver” (JML) processes were developed and approved for implementation, laying the foundation for the IAG solution to automate current manual processes whereby managers and staff at large can use a self-service portal to request/review and approve/deny access to certain applications;
- A “Birthright” entitlement model was developed and approved, whereby users are assigned certain access entitlements based on their role and whether they are joining, moving or leaving WIPO
- Based on the approved JML processes and birthright entitlements, accesses to some systems to be managed by the IAG solution were developed, and technical and functional testing were performed; and
- Initial integration with PeopleSoft HR, Finance and Procurement modules as well as Active Directory was completed.

Benefits Realization¹⁹

Benefits Delivered in previous years	Benefits Delivered 2020	Future Expected Benefits
The standardization of IAME reference security architectures was achieved for limited systems and applications that reused these architectures as a standard.	The IAM architectures were applied and reused for 4 cloud-based applications.	As part of the standardized IAM reference security architectures, the IAG solution will be fully integrated with PeopleSoft HR, Finance and Procurement systems as well as Active Directory for use by managers and staff at large.
The standardization and reuse of IAME reference security architectures was applied to 5 additional critical WIPO systems and applications.		
The standardization and reuse of IAME reference security architectures was applied to 2 critical WIPO systems and applications.		

¹⁹ Given the de-scoping of the PKI capability (encryption architectures), the expected benefit “The enhanced protection of sensitive information assets from unauthorized access and/or disclosure” previously reported is no longer applicable.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Lack of adequate budget to implement the full IAM and Encryption roadmap.	This risk occurred, PKI was de-scoped.	Phase II of the Security Enhancement, Data Encryption and User Management: Identity Access Governance (IAG) was approved in 2020 to deliver additional IAM capabilities and related benefits.	The realization of this risk resulted in the access management and data encryption elements not being implemented as planned in 2020.
The cloud first strategy will impact the type of encryption and authentication methods selected and may lead to several approaches being required. It may also result in delays owing to project interdependencies.	The risk exposure remained constant throughout the reporting period, as the ongoing move to the cloud and launch of new services continued to have a potential impact on people, processes and the choice of technology solutions. Additionally however, the various digital transformation strategies being undertaken by WIPO will also impact encryption choices.	Both mitigation measures were effective: (i) Cross-cutting information security architectures and design patterns were developed and security requirements factored into all cloud implementation decisions, vendor contracts, and the software development lifecycle (SDLC). (ii) The Security and Information Assurance (SIA) governance structure reviewed bi-directional project dependencies and provided a robust decision framework.	The mitigation measures had a positive impact, and the risk had not significantly affected the performance as at December 31, 2020.

Resource Utilization

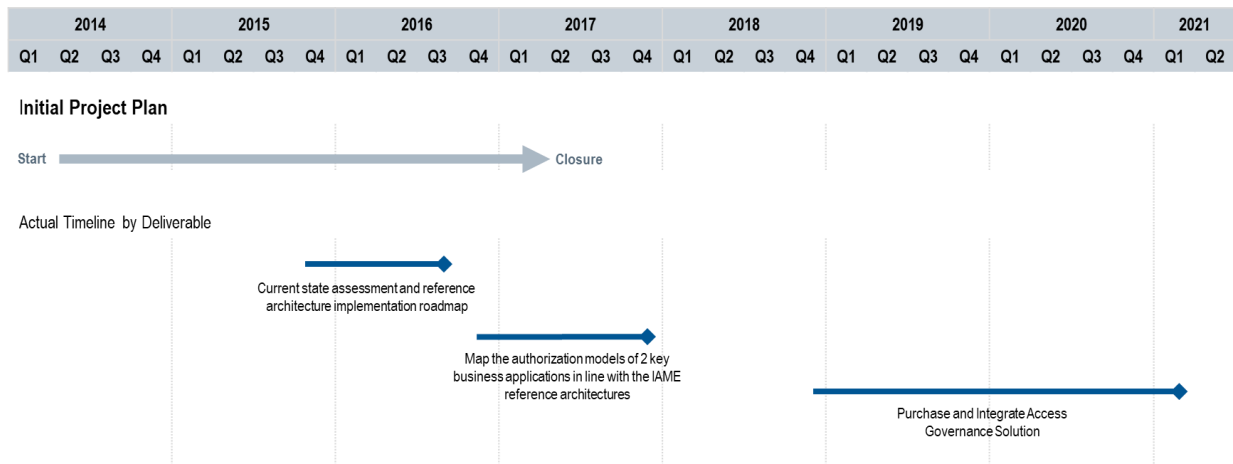
Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Current state assessment and development of IAME reference architectures, strategy and implementation roadmap	130,000	130,000	129,400	100%	100%
Map the authorization models of 2 key business applications in line with the IAME reference architectures	95,000	95,000	91,400	96%	100%
Purchase and integrate Access Governance solution	375,000	475,000	321,969	68%	70%
Internal Public Key Infrastructure (PKI) solution ²⁰	100,000	-	-	-	-
Total	700,000	700,000	542,769	78%	75%

The project will be formally closed in 2021. The remaining budgetary balance amounting to 192.01 Swiss francs will be subsequently returned to Accumulated Surpluses.

²⁰ As explained above, a decision was taken to remove this project element from the scope of CMP 1. The project budget was adjusted accordingly.

Project Timeline



Due to the impact of the COVID-19 pandemic, project implementation was delayed. The closure of the project was consequently pushed by one quarter.

Looking Forward

- The implementation of a self-service IAG solution, which represents a significant change management initiative for the Organization, was identified as a future challenge that will need to be carefully managed in order to ensure optimal success.
- To deliver a truly effective self-service capability, significant effort and collaboration with cross-functional teams to add meaningful, insightful and simple naming/descriptions in core systems such as PeopleSoft and Active directory, with which the IAG integrates, will be performed under Phase II.

ICT-Related Project

CMP 2 ENTERPRISE CONTENT MANAGEMENT (ECM) IMPLEMENTATION

Project Manager: Mr. G. Beaver

Expected Result: *IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results*

Objectives, Scope and Approach - Background

Project Closure Report

The project aims at introducing a central enterprise repository to store documents. This will enable users to work together (collaborate) on document creation, to search and access information more easily, and will allow documents to be linked to transactions in the ERP system as required.

During the planning phase of the implementation of the ECM project, changes to the approach and scope were proposed whilst maintaining the original objectives. These changes to approach and scope serve to further increase the probability of successful delivery of both the organizational changes and technical implementation elements of ECM. The revised approach is based upon a phased implementation with a number of 'early wins' (detailed below), where business benefits will be realized by specific business sectors, through the automation of a number of their document-centric processes, prior to the corporate level deployment of ECM.

The objectives of the ECM project are:

- the implementation of an organizational wide system for the storage, retrieval and management of WIPO documents, records and archives (the ECM application);
- the implementation of process-specific configurations of the ECM Processes within the ECM Application to support content rich business processes. These processes may be sector specific or organization-wide;
- integration with the sub components of the ERP to allow the linkage of supporting content (held in ECM) to transactional records (held in ERP) where the business processes implemented in ERP so require;
- the ECM application and supporting infrastructure will be hosted and managed in a manner to meet the service availability and security objectives of such a system based upon its business criticality;
- the implementation of the records and archives components of the ECM application and supporting processes will be compliant with the updated WIPO Records Management and Archiving Policy;
- end users will be trained in the use of the system, as well as the processes and procedures (ECM processes);
- the system will implement sufficient security controls to maintain compliance with the WIPO Information Security policies; and
- the ECM Application design, license procurement, implementation, base configuration, individual 'early win' project specific configurations, full organizational wide base ECM capability, user training and transition to live operation will be delivered within the budget allocated to the project under the Capital Master Plan (see WO/PBC/21/18, July 31,2013).

The project will be broken down into a number of phases/sub-projects, each delivering a set of business benefits to one or more business areas. Each sub-project will include:

- business analysis required to specify the business process and information management needs, which the ECM solution will support;
- the identification and documentation of the interfaces to existing systems, including the ERP system where required;
- the design of the ECM configuration based upon the business process and information management needs;
- the implementation of the ECM system configuration to support the business process and information management needs;
- the system testing and user acceptance testing of the ECM system configuration to support the business process; and
- the training for the end-users on the business process specific ECM configuration.

The sub-projects in order of implementation are:

Corporate Records and Archives—a sub-project to increase the functionality of the records and archive service, including the enhancement/replacement of document scanning processes, as well as the implementation of an incoming and outgoing mail scanning and tracking process (scan and workflow), and the implementation of automated records management functions based upon the WIPO records management policy (records & archive management).

Translation request—the automation of a document based workflow with tracking and reporting, for the allocation of documents to be translated by the Languages Division.

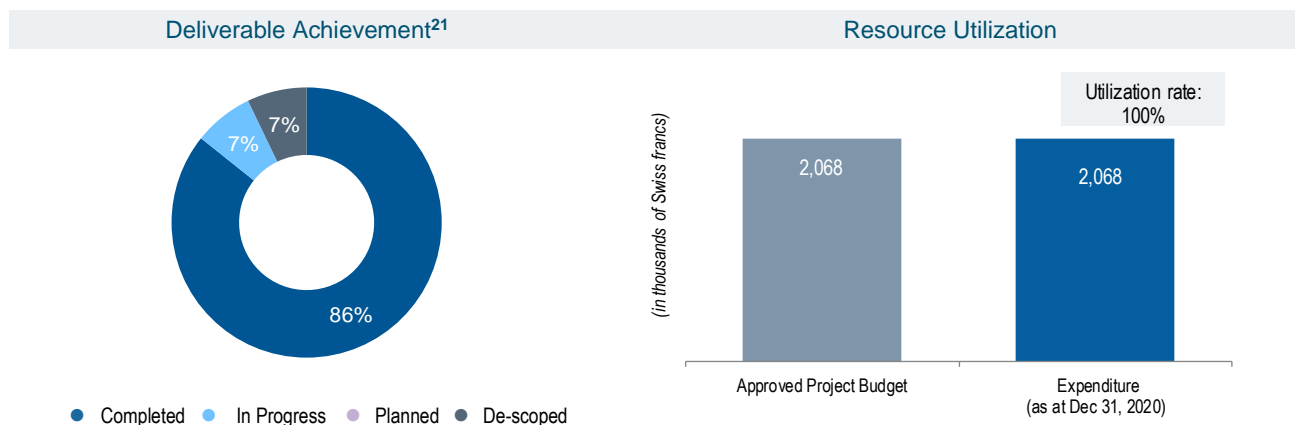
Vendor and Contract Management System—an ‘early win sub-project’ to implement a solution/processes to manage contract information, allowing for creation of contract documents (document management), the storage of documents related to a contract (case management), the reporting and alerting of events during the contract lifecycle (workflow and case management), and the searching against the contracts (search).

Human Resources (Staff eFile)—the creation of secure HR folders (cases) for each employee, to contain the electronic documents and records for that employee, with the inclusion of electronic scans of the existing paper records (imaging & scanning). HRMD staff will have the ability to search across the eFiles to identify and retrieve any required files (search).

Mission Reports—the management of the creation of mission reports (document management), the processes of review and publication of the mission report (work flow), and the searching of previous mission reports (search) based upon categorization (locations, personnel, topic and organizations visited).

Organizational wide ECM Capability—the integration of ECM into the standard WIPO Corporate Desktop so allowing all WIPO users to be migrated onto the ECM platform and perform Document Management (storage, categorization, search & retrieval, and version control) on user, unit and organizational created content. The content will include user desktop created content such as word processing files (e.g. Microsoft Word and PDF documents), spreadsheets (e.g. Microsoft Excel), presentations (e.g. Microsoft PowerPoint), diagrams (e.g. Microsoft Visio), project plans (e.g. Microsoft Project) emails. The sub-project will also deliver the tools and methodology for the migration and restructuring of existing content onto the ECM platform.

Project Overview



Key Project Achievements

- The existing records and archives were migrated from the original records and archives system to the new ECM Platform, with an improvement in the records management capability;
- The Translation request workflow was implemented, allowing the submission and tracking of translation requests from across WIPO to be processed by the Language Division;
- The Vendor and Contract management case management, with associated workflows, is in use across the organization allowing the appropriate staff members to access the relevant documents at the right time within the procurement process, and subsequent contract reviews;
- All current staff, and ex-staff who are entitled to a pension, have an eStaff file (the storage of electronic documents relating to their employment), allowing for search against this single repository by HR personnel; and
- The project delivered a set of tools and methodologies for the deployment of the ECM platform to the whole organization, as well as for the migration of content from the existing file shares to the new ECM Platform. These tools and methodologies were tested up on a number of pilot business units (Organization wide ECM capability).

²¹ The Missions Report deliverable will be completed under Phase II.

Overall Achievement versus Plan

- The schedule, as originally presented in 2015, was impacted by a number of delays and was subsequently revised, as reported in subsequent annual progress reports.
- The finalization of the WIPO Mission Documents sub-project was deferred to the Phase II of the project.

Lessons Learned

- Managing cultural changes and timely communication across the Organization need to be pro-actively taken into account in order to ensure a smooth project implementation.

Benefits Realization

Benefits Delivered in previous years	Benefits Delivered 2020	Future Expected Benefits – 2021 and onwards
<p>Following the operational deployment of the initial operating capability of the Corporate Records and Archives: The move from the management of paper-based bank statements (which were scanned) to full digitization (bank statements now being electronically searchable) reduced the time taken to respond to a query relating to an individual transaction from 4 minutes to 15 seconds.</p> <p>Following the operational deployment of the Translation workflow and status ECM configuration: The creation of document translation work flow and status tracking system for the Language Division resulted in:</p> <ul style="list-style-type: none"> - A reduction in the staff effort required to report on the status of the translation requests, as the system will produce automated reporting; - The ability to ensure the translation service levels are achieved through active monitoring and reporting of the status of each translation request <p>Following the operational deployment of the final operating capability of the Corporate Records and Archives: An 'early win' benefit was the enhancement of document scanning processes including for incoming mail scanning, resulting in a reduction in staff time required.</p> <p>The longer-term benefits will be realized following the operational deployment of the organizational-wide ECM configuration in 2018.</p>	<p>Following the operational deployment of the Organization wide ECM configuration: The implementation of ECM organization-wide will result in:</p> <ul style="list-style-type: none"> - The ability to search across the complete WIPO knowledge base, reducing the amount of duplicate knowledge creation and recording; - The ability to expand the compliance with the WIPO Records Management and Archiving Policy to a wider number of business units; - An ability to reduce the ongoing cost for physical archiving of documents as these documents become electronic; - A reduction in the cost of electronic storage of documents, as the ability to search across the complete organizational knowledge base will reduce the level of rework and duplication of the recording of knowledge. 	<p>Following the operational deployment of the Mission Reports ECM system configuration: The contents of Mission reports, as well as information relating to planned missions, will be searchable across the Organization. This will result in:</p> <ul style="list-style-type: none"> - A reduction in mission costs through early identification of potential overlapping trips and agenda items; - An enhanced ability for staff to prepare for missions, given the access to greater amounts of information relating to previous missions to a particular country or organization, which will ultimately increase the added value and productivity of missions.
<p>Following the operational deployment of the electronic HR staff record ECM system configuration: The HR Management Department will have a single repository for the storage of documents relating to staff, covering both historical documents, which will be scanned, as well as the capture of newly created documents. This will result in:</p> <ul style="list-style-type: none"> - The continued capture, management and preservation of key HR files and related documents. The single repository of information will reduce the time and HR staff effort required to identify and extract relevant documents in support of key organizational processes; - The latest version of each HR document relating to WIPO staff will be clearly identifiable thereby reducing the time and effort required in identifying the latest version of documents, and reducing the level of re-work. 		
<p>Following the operational deployment of the Contract & Vendor Management ECM system configuration: The Procurement Section will have a single searchable source of information relating to ongoing and concluded procurement tenders, resulted in:</p> <ul style="list-style-type: none"> - Reduction in the time taken to identify and retrieve current information; - Reduction in error and re-work by ensuring that the latest version of each document can be clearly identified. <p>The Procurement Section's single dashboard showing the progress of active tenders, as well as information on when existing contracts will need to be re-rendered, resulted in:</p> <ul style="list-style-type: none"> - Better forward planning of procurement activities and enhanced staff productivity. 		

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
A degree of re-work could be required, due to a dependency on the deliverables from other ongoing organizational initiatives, including the development of Records and Archives management policies as well as Information Security Classification and Handling policies.	The risk exposure gradually receded during the reporting period, in particular following the issuance of the Records and Archives and Information Security Classification and Handling policies.	The mitigation measures were effective and included the ECM team closely monitoring the progress in the development of the two policies, to ensure that the ECM design and implementation were aligned with the agreed principles of the policies.	There was no adverse impact on the project.

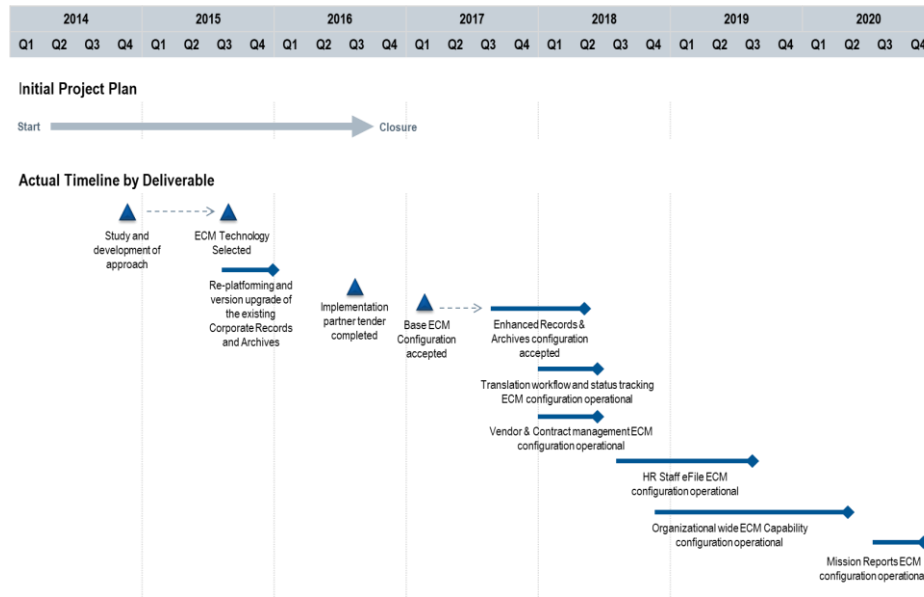
Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Study & development of approach, including the selection of the ECM technology	36,000	35,170	35,170	100%	100%
Re-platforming and version upgrade of the existing Corporate Records and Archives	42,000	40,000	40,000	100%	100%
Award of contract for Client side Project Manager and ECM Specialist	400,000	703,718	723,829	103%	100%
ECM hosting and maintenance fees	658,000	556,876	556,876	100%	100%
Infrastructure Installation	205,000	95,905	95,505	100%	100%
Corporate Records and Software Base Configuration		165,948	165,948	100%	100%
OpenText Upgrade	-	60,612	60,612	100%	100%
Project 1: Translation request management	58,000	112,735	112,735	100%	100%
Project 2: ODG Incoming Mail ²²	80,000	-	-	-	-
Project 3: Vendor & Contract management	46,000	53,128	53,128	100%	100%
Project 4: Mission Reports	37,000	58,805	49,118	84%	95%
Project 5: HR Staff Case Files	140,000	53,805	53,805	100%	100%
Project 6: Organizational wide ECM Capability	46,000	83,805	83,914	100%	100%
Project Completion Milestone Payment	-	37,167	37,168	100%	100%
Miscellaneous and Unforeseen	320,000	10,326	-	-	-
Total	2,068,000	2,068,000	2,067,808	100%	98%

²² The sub-project was removed from the scope. Please refer to the WPR 2018 Overview of Progress Section for more details.

Project Timeline



Project Follow-up

Anticipated Recurring Operational Costs

The annual recurring costs are foreseen as follows:

- Hosting costs amounting to 230,000 CHF;
- License maintenance fees amounting to 258,000 CHF; and
- Solution support and maintenance fees amounting to 196,000 CHF.

ICT-Related Project

CMP 8 WIPO IP PORTAL – PHASE I

Project Manager: Mr. K. Natsume

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Closure Report

Objectives, Scope and Approach - Background

The program is aimed at introducing a single-entry portal to users of WIPO digital services, in particular, fee-paying services. The WIPO IP Portal connects multiple federated IT applications of WIPO's fee-paying services such as PCT, Madrid, and the Hague Systems (WIPO Global IP Protection systems), each of which has been developed and operated as a separate IT application. The WIPO IP Portal integrated WIPO's standard payment processing system and connects IT systems supporting services provided by the WIPO Arbitration and Mediation Center (AMC). The WIPO IP Portal provides a single-entry portal to users of WIPO Global IP Protection systems services and AMC services via a single WIPO Account for each user and implements a user-friendly navigation policy, a common user interface and a central payment portal.

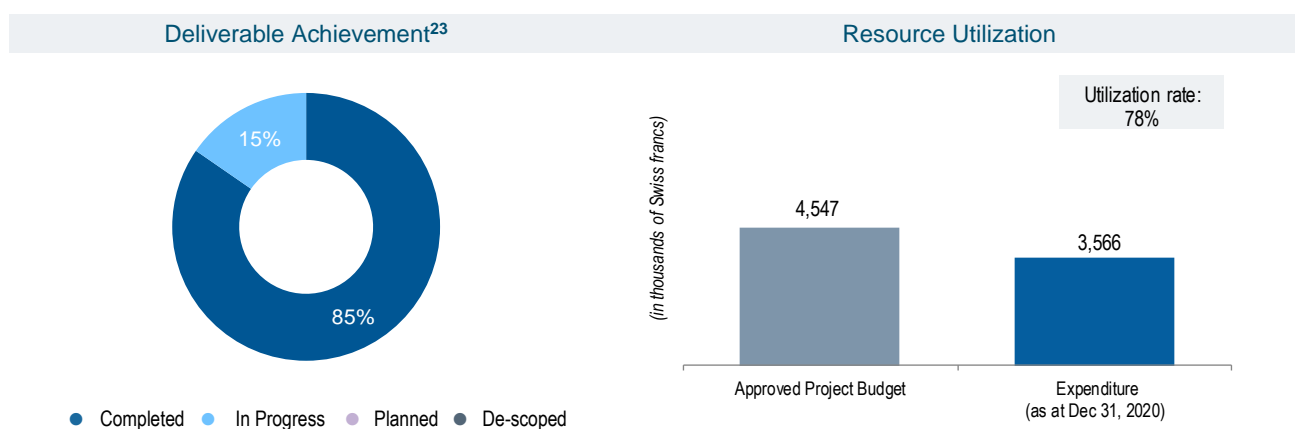
In order for the International Bureau (IB) of WIPO to cope with a significant increase in the quantity and variety of IP data managed across different business areas, the integration of these federated applications was urgently needed. As use of the Global IP Protection systems increases, a more integrated approach to data processing is being taken to mitigate the processing overheads that would otherwise be associated with fragmented and independent data processing solutions within each service's IT systems.

The WIPO IP Portal builds upon ICT investments WIPO has made so far and provides opportunities to make more strategic cross-sector ICT decisions. Through strategic process and architectural standardization, the WIPO IP Portal facilitates cost containment in ICT investments across business lines and has improved the degree of scalability in business solutions, while assuring operations and data quality are not compromised.

The single-entry portal, which includes a modernized payment system, enables novice customers such as universities, SMEs and individual businesses, particularly in developing countries and LDCs, to better access WIPO's services with little prior knowledge of IP and to easily manage fee payments.

Phase I aimed at establishing and validating a design; deploying an initial showcase portal; defining a plan and framework for IT systems to migrate to the portal during later phases; and developing procedures and policy to ensure greater convergence in data processing and IT solutions across business lines.

Project Overview



²³ The two deliverables reflected as "In progress" will be completed under Phase II.

Key Project Achievements

- Delivery of an initial showcase version of the WIPO IP Portal, including a common navigation bar with over 40 WIPO applications integrated, a customizable dashboard of 16 widgets, standard payment processing functionality and over 20 applications implementing a common user interface;
- Extensive customer engagement and communication activities to take customer needs into account during the development of the WIPO IP Portal and promote the product internally and externally once launched;
- Implementation of standard and consistent web analytics across WIPO IP Portal applications;
- Preliminary undertaking for the establishment and implementation of a design for Application Program Interface (API) management;
- Establishment and development of a common pipeline for software development, converging developer practices and increasing the adoption of advanced techniques across the Organization; and
- Significant increase in the degree of alignment to common technical standards across the Organization.

Overall Achievement versus Plan

- Phase I of the WIPO IP Portal Program successfully established the presence of the IP Portal within the Organization's online IP service portfolio and has implemented a move towards greater harmonization across the Organization in terms of customer focused activities and technical convergence. The establishment of multiple fora addressing business needs in a converged fashion is bringing early benefits to the Organization in terms of efficiency and demonstrates one of WIPO's core values, Working as One.
- Early stakeholder disengagement, due to the challenge of historical silo-based working practices and proposed changes to the way that business areas conduct their activities, was overcome via extensive definition of the scope and design of the IP Portal with the early assistance of a design consultancy in order to determine the specific nature of integration activities and consult broadly on the proposal.
- The establishment of Stakeholder Engagement Events served to keep colleagues informed and enabled a mechanism for continual feedback, ensuring the communications plan remained effective.
- An Independent Assurance assessment took place in Q4 2019 in order to provide the necessary assurance that the MSP framework had been applied properly. Recommendations from this exercise will be taken into account for Phase II.
- While initial progress was made towards the establishment of a standard API Management solution, this deliverable was transferred to Phase II in order for a full analysis of the requirements to be performed and for the implementation roadmap to be carefully planned.
- The project closure was slightly delayed by one quarter as compared to the initial plan due to the unforeseen disruption in resourcing and to allow for the adequate preparation for Phase II.

Lessons Learned

- Allowing additional time in the planning for document approvals where there are multiple stakeholders involved enables the necessary validation before progression to the next stages while avoiding schedule slippage.
- Maintaining detailed documentation and planning that is communicated across teams enables colleagues to react in a timely manner when unforeseen events occur.
- Efficient change request management enables business, technical and testing teams to collaborate effectively to achieve the necessary deliverables in a timely manner.

Benefits Realization

Benefits Delivered in previous years	Future Expected Benefits
Increased organizational efficiency through the implementation of a program management framework.	Increased positive perception of WIPO services and brand recognition.
A cohesive and uniform user experience across the breadth of WIPO's external facing ICT systems.	Enhanced customer data quality and customer relationship management.
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems.	Increased number of visitors and users to the services integrated with the WIPO IP Portal.

Benefits Delivered in previous years	Future Expected Benefits
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information.	Increased customer satisfaction with WIPO's service provision.
Increased cost efficiency and operational efficiency for IT development teams through synergies across business lines and IT applications.	
Increased sustainability of the WIPO IP Portal and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted.	
Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries.	

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The WIPO IP Portal will not adequately respond to customers' needs/expectations and that it could worsen the customer's experience including through the creation of confusion or frustration.	The inherent risk impact remains static, however the likelihood has been decreased through the mitigation planning.	In order to mitigate the risk, a customer journey exercise has been undertaken prior to the launch of the WIPO IP Portal, with the participation of Business Units. Additionally, a customer feedback mechanism will be in place in order to receive continuous feedback from customers and improve the WIPO IP Portal services. A review of the customer journey and a customer survey is planned for 2020.	There was no adverse impact on the project.
The benefits of the program will not be fully sustained after the program's closure.	The risk exposure has remained static.	Planning for transition of project outputs into ongoing operations is foreseen for the 2020-21 biennium.	There was no adverse impact on the project.
WIPO's policy/strategy on data privacy might affect the implementation/success of the analytics project.	This risk continues to be monitored closely, and is dependent on the Organization's approach to data policy/strategy.	A working group has been established in WIPO to understand challenges/solutions relating to data management of WIPO customers.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

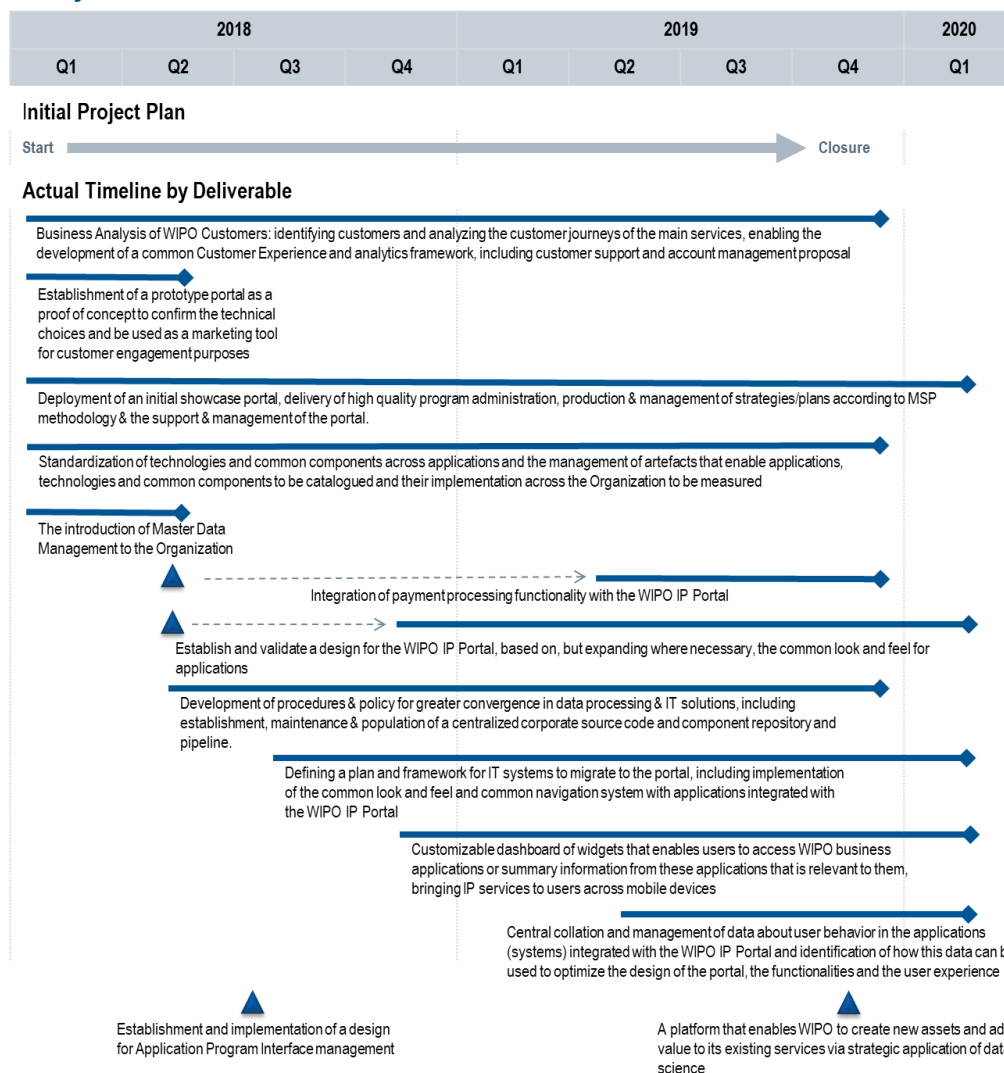
Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Business Analysis of WIPO Customers: identifying customers and analyzing the customer journeys of the main services, enabling the development of a common Customer Experience and analytics framework, including customer support and account management proposal	314,050	302,492	96%	100%
Establishment of a prototype portal as a proof of concept to confirm the technical choices and be used as a marketing tool for customer engagement purposes	81,406	81,406	100%	100%
Deployment of an initial showcase portal, delivery of high quality program administration, production & management of strategies/plans according to MSP methodology & the support & management of the Portal.	1,583,298	1,272,028	80%	100%
Standardization of technologies and common components across applications and the management of artefacts that enable applications, technologies and common components to be catalogued and their implementation across the Organization to be measured	23,817	23,568	99%	100%
The introduction of Master Data Management to the Organization	-	-	-	100%
Integration of payment processing functionality with the WIPO IP Portal	14,954	15,854	106%	100%
Establish and validate a design for the WIPO IP portal, based on, but expanding where necessary, the common look and feel for applications	145,375	283,332	195%	100%
Development of procedures & policy for greater convergence in data processing & IT solutions, including establishment, maintenance & population of a centralized corporate source code and component repository and pipeline.	349,614	305,449	87%	100%
Defining a plan and framework for IT systems to migrate to the portal, including implementation of the common look and feel and common navigation system with applications integrated with the WIPO IP Portal	263,668	491,237	186%	100%

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Customizable dashboard of widgets that enables users to access WIPO business applications or summary information from these applications that is relevant to them, bringing IP services to users across mobile devices	547,897	467,343	85%	100%
Central collation and management of data about user behavior in the applications (systems) integrated with the WIPO IP Portal and identification of how this data can be used to optimize the design of the portal, the functionalities and the user experience	707,494	311,728	44%	100%
A platform that enables WIPO to create new assets and add value to its existing services via strategic application of data science*	400,000	5,752	1%	5%
Establishment and implementation of a design for Application Program Interface management*	115,427	5,427	5%	5%
Total	4,547,000	3,565,616	78%	97%

* Deliverables will be completed under Phase II.

The project will be formally closed in 2021. The remaining budgetary balance amounting to 981,383.54 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline



The collation and management of user data was continued into Q1 2020 in order to prepare for the expansion of this work under Phase II.

Project Follow-up

Follow-up Actions

- The WIPO IP Portal and associated products will continue to be managed in a project capacity throughout Phase II.
- The benefits delivered by the project will also be monitored throughout Phase II by the Program Management Office and the Senior Business Officers responsible.

Anticipated Recurring Operational Costs

The mainstreaming of the first batch of deliverables from the WIPO IP Portal into ICT operations is foreseen in the biennium 2022/23 resulting in the following biennial recurring costs:

- Analytics licenses amounting to 10,000 CHF;
- Hosting costs for the IP Portal amounting to 38,000 Swiss francs

In addition, 2 FTE data analytics resources have been mainstreamed into the ICT regular budget.

ICT-Related Project

CMP 9 PCT RESILIENT AND SECURE PLATFORM - PHASE I

Project Manager: Mr. G. Bos

Expected Result: *II.2. Improved productivity and service quality of PCT operations*

Project Progress Report

Objectives, Scope and Approach - Background

The Patent Cooperation Treaty (PCT) is a cornerstone of WIPO's assets, as it provides WIPO with its main source of revenue.

Resilience of the PCT's services is therefore critical to the business operations of PCT applicants and Offices. Service interruptions have the potential to lead to backlogs at WIPO, as well as backlogs and/or loss of rights for WIPO's customers. Medium to large scale service disruptions are likely to damage WIPO's reputation and income. As organizations become increasingly more digitized, an assured continuity of services is a critical means to maintain the confidence of users of the PCT's services and to attract new customers.

Currently, the PCT infrastructure is sharing its core services with other WIPO corporate services. Any potential threat impacting WIPO (cyber attack, natural disaster, major technical failure) may therefore impact the PCT.

In order to be responsive, efficient and ensure the highest level of security, WIPO needs to make sure that it builds a responsive communications interface between itself and its Member States, customers and key stakeholders. This implies:

- increasing the security of the systems storing and processing WIPO's sensitive and critical PCT data;
- increasing the availability and resiliency of WIPO's critical PCT business processes and related systems;
- improving data identification, classification and protection; and
- improving PCT business systems agility and uniformity.

The Resilient and Secure Platform proposes a "System high" approach for PCT production data, with segregation of the PCT information and information systems (where possible, taking into consideration external facing applications constraints such as ePCT) from the rest of WIPO's corporate network. The highly confidential network will be protected using a high security segregation solution, with connections to other PCT environments (TEST, DEV) tightly controlled.

Phase I of the project aims at establishing a first Data Center (DC1), replacing the current Primary Data Center during the biennium 2018/19. This will include an Application Architecture design project, a User Access project, and a Data Architecture review project.

During the implementation of Phase I, the Secretariat continuously monitored ICT developments in the external environment to ensure that the technology choices foreseen for the project remained the best-of-breed and, at the same time, financially sustainable in the long term. Following the detailed analysis and design phase, it was determined that a solution based on emerging industry trends would be able to provide the same high security features as compared to the physical data centers originally envisaged by the project, as well as a more cost-effective solution for recurring costs.

Phase I now aims at delivering a secure desktop environment and a hybrid cloud infrastructure for the PCT, taking into account the architectural design and organizational transformation model, already delivered, which are expected to underpin the emerging solution.

Due to the COVID-19 pandemic, the Virtual Desktop Infrastructure (VDI) project, was adapted to deliver a fully secure, remote working solution.

Whilst the implementation of the first phase of the program had already started, during the September 2020 PBC session, further clarifications were requested by Member States as to the hosting of PCT highly confidential information in a public cloud environment. The related part of the implementation of Phase I was therefore put on hold, pending further discussions with Member States.

Project Progress Overview



Key Achievements in 2020

In 2020, the following progress was made:

- Tranche 1: a Virtual Desktop Infrastructure (VDI) was rolled out in Q1 2020 with additional remote working capabilities and progressively updated, allowing PCT internal staff to securely access PCT resources and services remotely with no interruption and full productivity; and.
- In the framework of the Organizational Transformation, a change management structure was developed, ensuring centralized and coordinated IT-related changes to the PCT IT.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Remote working capabilities ensuring that the processing of PCT applications could continue in an uninterrupted manner.	Reduced likelihood of malicious or accidental disclosure of sensitive data. Reduced likelihood of cyber-attacks in PCT IT network.

Risk and Mitigation Actions

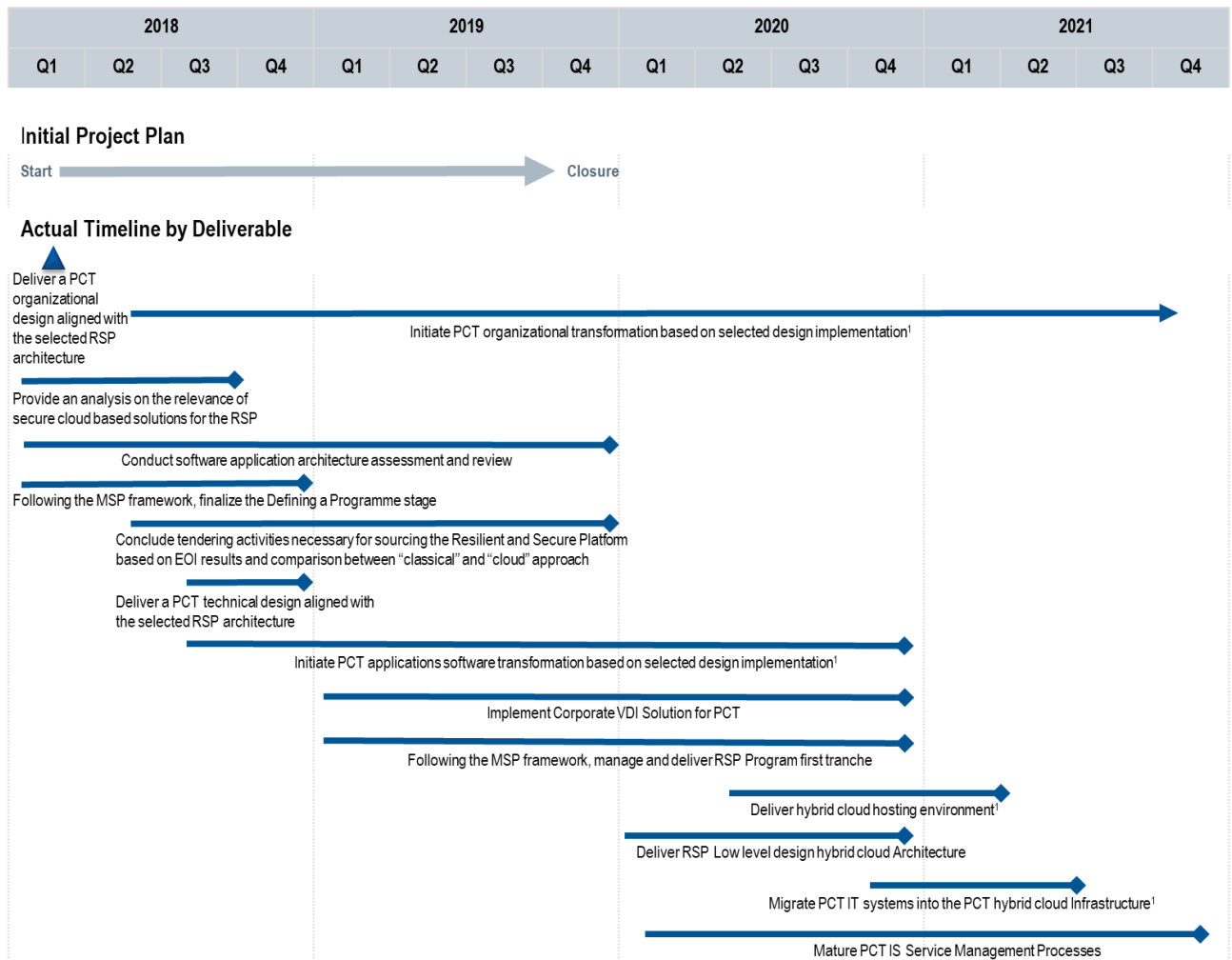
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The RSP program will use a number of external service providers, which increases the risk of losing management control over the external environment, potentially leading to a compromise (or loss) of PCT information and information systems, hence impacting PCT's applicants, WIPO's revenue stream, and reputation.	Although the likelihood of the risk occurring was reduced during the reporting period, the risk still remained in terms of maintaining control over the management of the environments.	Following the business decision to adopt a public cloud strategy, cloud capabilities will be selected, resulting in a more limited number of services required, as compared to the full RFP.	There was no adverse impact on the project.
WIPO's public cloud infrastructure initiative is building in momentum. By the time of the DC delivery, PCT could potentially wish to move some of its applications or components in the public cloud, but Managed Services contract (Lot 2 under RFP) might not allow to sustain this change.	The risk materialized.	WIPO adopted a public cloud strategy for PCT during Q3 2019, which led to the cancellation of the RFP (all lots).	The materialization of the risk resulted in deliverables being postponed.
VDI solution will be provided by UNICC, which might create a vendor/provider lock-in situation.	The risk remained stable during the reporting period.	The business decision to adopt a public cloud strategy, with AWS as the cloud service provider, effectively mitigated the risk, transforming it into an opportunity for vendor diversification.	There was no adverse impact on the project.
Due to the COVID-19 pandemic, the vast majority of staff are tele-working. This new setup might result in delays in the implementation of the project.	The risk materialized.	Following an efficient transition to a remote working solution, the impact on project delivery remained limited.	Software Transformation and Cloud infrastructure projects delayed by 2-3 months.
During the September 2020 PBC session, further clarifications were requested by Member States as to the hosting of PCT highly confidential information in a public cloud environment. Depending on the outcome of the discussions, alternative strategies to the public cloud could be adopted for the PCT, leading to a critical impact to the program and its strategy.	The risk materialized.	Current public cloud solution as well as alternative options are being studied.	Public cloud migration activities for PCT highly confidential information have been put on hold.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Deliver a PCT organizational design aligned with the selected RSP architecture	164,475	164,475	164,475	100%	100%
Initiate PCT organizational transformation based on selected design implementation	860,199	860,199	534,135	62%	100%
Provide an analysis on the relevance of secure cloud based solutions (Infrastructure as a Service, Platform as a Service, Software as a Service) for the Resilient and Secure platform	285,671	285,671	285,671	100%	100%
Conduct software application architecture assessment and review	134,659	134,659	83,913	62%	100%
Following the MSP framework, finalize the Defining a Programme stage	62,065	62,065	62,065	100%	100%
Conclude tendering activities necessary for sourcing the Resilient and Secure Platform based on EOI results and comparison between "classical" and "cloud" approach	220,426	220,426	162,463	74%	100%
Deliver a PCT technical design aligned with the selected RSP architecture	98,359	98,359	98,359	100%	100%
Initiate PCT applications software transformation based on selected design implementation	1,009,562	1,746,733	1,586,897	91%	29%
Implement Corporate VDI Solution for PCT	486,500	639,811	603,644	94%	100%
Following the MSP framework, manage and deliver RSP Program first tranche	147,000	164,531	164,531	100%	100%
Deliver hybrid cloud hosting environment	300,000	303,925	312,851	103%	76%
Deliver RSP Low level design hybrid cloud Architecture	500,000	249,508	249,508	100%	90%
Migrate PCT IT systems into the PCT hybrid cloud Infrastructure	3,731,084	3,012,775	90,500	3%	10%
Mature PCT IS Service Management Processes	-	56,863	54,252	95%	45%
Total	8,000,000	8,000,000	4,453,265	56%	64%

Project Timeline



The COVID-19 pandemic impacted the project timeline, as a number of technical resources were redirected to provide remote working capabilities via the VDI project and other support to PCT Staff.

Looking Forward

Future challenges identified are the following:

- Questions have been raised on the use of a public cloud environment for hosting PCT highly confidential information. Until those questions have been answered, infrastructure updates will be limited to modernization using existing assets.

ICT-Related Project

CMP 10

MADRID IT PLATFORM

Project Manager: Mr. F. Scappaticci

Expected Result: *II.6. Improved productivity and service quality of Madrid operations*

Project Progress Report

Objectives, Scope and Approach - Background

The Madrid IT modernization program was completed in 2016, achieving the goal of migrating IT systems based on outdated 1990s legacy approach to a more modern IT technology and adding functions to enable selected electronic transactions. However, this IT system continues to be based on processes and administrative practices that have evolved over the long history of the Madrid Registry, rather than designed specifically to take advantage of the possibilities offered by state-of-the-art technological solutions. There is, therefore, a need for a technological leap forward that can support optimized, efficient, resilient and flexible IT business processes that are customer-focused.

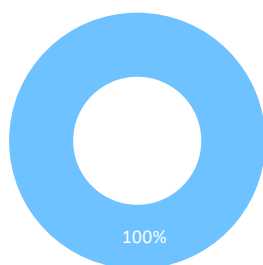
The objective of the Madrid IT Platform project is to design, plan and implement the core components of a comprehensive, robust and agile business solution for all Madrid System services. In addition, it is expected to enable future integration of the Madrid System into the WIPO IP Portal, through adopting, where possible, common architecture and “look and feel”, and achieving efficiencies through the provision of common functionalities in areas such as identity management, security and financial administration. The completed project is further expected to promote alignment between the ICT systems of national Offices and the International Bureau (IB), thereby improving the quality of data interchange and minimizing manual intervention.

The Madrid IT Platform is expected to constitute a single, resilient hub for international trademark registrations and for interaction between the IB and the Offices of Madrid System members. The Madrid IT Platform is therefore expected to provide the following longer-term benefits:

- Improve the customer experience: Customers can effectively and intuitively monitor, manage and pay for their portfolio of registrations in self-service fashion and, as much as possible, in real time through a single online entry point;
- Increase the efficiency of the IB: The IB can process more service requests, quicker and at a lower unit cost while being able to make improvements to the system and processes in an agile and efficient way;
- Improve data exchange between the IB and National/Regional offices: Data exchange is more consistent, transparent and efficient;
- Improve the quality of IB outputs: Robust technical and functional control mechanisms are put in place to reduce error rates and establish consistent reporting and auditing capacities; and
- Increase the competitiveness of the Madrid System in the market place: The IB has a greater capacity to propose new value added services to customers and national/regional offices.

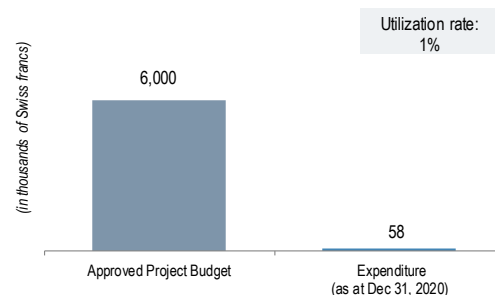
Project Progress Overview

Deliverable Achievement²⁴



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



²⁴ Deliverables currently defined are in all in progress, additional project deliverables will be defined following the completion of the analysis and planning stage.

Key Achievements in 2020

In 2020, the following progress was made:

- A new functionality to pay an international trademark application via credit card was activated for Switzerland in Q1 2020, and for an additional 81 countries in Q4 2020;
- The Madrid Application Assistant, an electronic version of the official MM2 form offering user-friendly validation and translation tools to improve the quality of incoming international trademark applications, went live. This application was also made available to Member States that have not yet fully incorporated the eFiling solution;
- An online form for limitation of goods and services went live;
- Intermediate level business specifications for an identity and portfolio management system, a pre-requisite to real-time and self-service functionalities, were produced;
- A new notification system based on an event-driven architecture with cloud native infrastructure was launched; and
- The procurement process to select the consultant team that will assist the Madrid Registry in analyzing and confirming the technical feasibility of the New Madrid IT Platform approach and in establishing a more detailed project road map was completed.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
<p>Improved customer experience:</p> <ul style="list-style-type: none"> - New application and limitation of Goods and Services (G&S) online forms delivered; and - Possibility to pay with credit card for new applications from 82 countries and for limitation of G&S was enabled. 	<p>Improved customer experience:</p> <ul style="list-style-type: none"> - Customers can access all Madrid services and relevant information through a single online entry point; - Customers can effectively manage their portfolio of registrations in self-service fashion and in real time as much as possible; - Customers are guided through required steps for Madrid services via a simple and effective user interface; - Customers can at any time determine the status of their request and the (dynamically calculated) estimated time to completion, including when request is in a step managed by an IP Office, in real time; and - Customers can seamlessly pay for services using a consistent payment interface.
<p>Increased efficiency of the International Bureau:</p> <ul style="list-style-type: none"> - Elimination of data entry step for limitation of G&S transaction due to introduction of online form; - New notification system requires less manual operation; and - Preliminary results for online limitation of G&S form: 38% pendency decrease compared to paper submission and 31% pendency decrease compared to PDF submissions. 	<p>Increased efficiency of the International Bureau:</p> <ul style="list-style-type: none"> - Reduced unit cost of processing service requests; - Reduced pendency of service requests; - Increased IB throughput capacity without increase human resource count; and - Improvements to system and processes can easily and quickly be made by a diverse (business and technical resources) group of authorized personnel.
<p>Improved data exchange between IB and national/Regional offices:</p> <ul style="list-style-type: none"> - Madrid Application Assistant produces higher quality MM2 form submission. 	<p>Improved data exchange between IB and national/Regional offices:</p> <ul style="list-style-type: none"> - Improved consistency, usability and quality of data exchanged between IB and offices; and - Improved transparency to offices about the status of their actions with the IB covering all transactional aspects (including fees).
<p>Improved quality of IB outputs:</p> <ul style="list-style-type: none"> - Preliminary results for online limitation of G&S form: >90% reduction in irregularities; and - Reduction of notification errors due to new system. 	<p>Improved quality of IB outputs:</p> <ul style="list-style-type: none"> - Reduced error rates; and - Improved capacity of IB to implement technical and functional control mechanisms.
	<p>Increase competitiveness in the market place:</p> <ul style="list-style-type: none"> - Improved capacity of IB to propose new value added services to customers and national/regional offices

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Difficulty in securing technical resources to work on the project could impact project timelines.	This risk continues to be monitored closely.	The mitigation strategy of collaborating with other business units in order to share competent technical resources was partially successful as one development resource was obtained, however a solution architect proved difficult to source.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Project Name	Project Budget ²⁵	Expenditure	Budget Utilization	Implementation Progress Rate
Madrid IT Platform	6,000,000	57,886	1%	20%

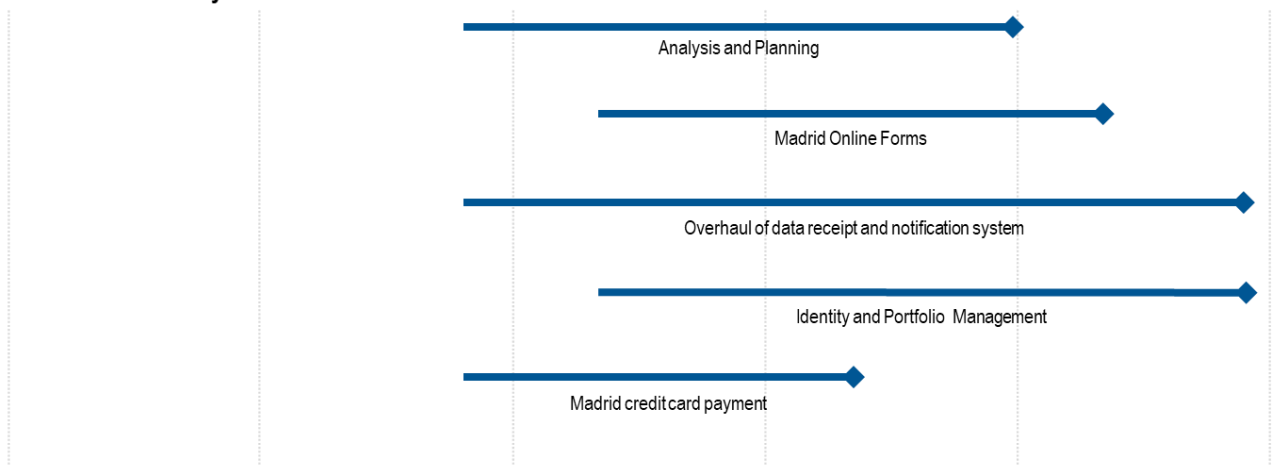
Project Timeline²⁶

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

Initial Project Plan



Actual Timeline by Deliverable



Due to the COVID-19 pandemic, the procurement process to select the consultant team was temporarily placed on hold for most of 2020. In addition, the original planning was revised, *inter alia*, to accommodate the rapidly escalating need for digital exchange with users and Offices. The enhancements included Madrid online forms, credit card payment functionalities, an improved notification system, and intermediate level business specifications for an ID and portfolio management system. As a result, the project timeline has been amended accordingly.

²⁵ The Project Budget by Deliverable will be reported on once the Analysis and Planning Stage of the project has been completed.

²⁶ Additional project deliverables will be defined following the completion of the analysis and planning stage.

Looking Forward

The future challenges foreseen are the following:

- A pre-requisite to achieving the objectives of the New Madrid IT Platform requires that an identity and portfolio management system is put in place that robustly identifies users interfacing with the Madrid System and that eventually allows for an experience that is tailored to the information associated with the user's account. This is dependent on finding a common core ID and Portfolio management solution for all of WIPO's main business in order to ensure WIPO users benefit from a coherent customer experience. This may require some additional time to find a solution that meets the needs of multiple business areas which might affect the schedule of the project's deliverables.
- Knowledge about and experience with the existing IT system is overly concentrated in a few individuals. Efforts need to be made in establishing a mature and maintainable development and maintenance model for Madrid Systems. This requires additional personnel to be added to the development and operations teams with appropriate skills and experience. Most notably, a solution architect, to ensure that ongoing and future development is well designed, documented, and adheres to organizational standards and strategies is a critical resource. In the longer term, a concrete resource plan for operation and maintenance of the newly developed platform must be integrated into the planning of the project to ensure that project deliveries lead to expected business benefits.

ICT-Related Project

CMP 11 INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)

Project Manager: Ms. E. March

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

Conference management is a core WIPO function, supporting virtually all other domains of WIPO activity. The quality of our conference services has a direct impact on the experience of key customers, notably Member State delegates, and hence on their perceptions of WIPO.

WIPO's conference management activities, which include the WIPO Assemblies, meetings of governing bodies, and all other official meetings, are currently supported by a set of stand-alone conference services systems and databases. These have been developed and maintained in-house over a number of years but are now reaching their end-of-life. They lack key functionalities and integration capabilities, are not scalable, and are built on tools that are not part of WIPO's enterprise-level solutions. The ongoing maintenance of these disparate systems and databases is becoming increasingly difficult and expensive, and the lack of integration hinders efficiency and results in data re-entry in multiple systems.

The current systems include the Meeting Documents & Contacts System (MDCS); the WebReg online registration application; the Electronic Documentation (E-docs) repository for web-publishing; and the Conference Room Booking (CRB) tool²⁷. In 2013, an internal audit report highlighted the challenges of working with such stand-alone IT tools in the conference services area, and recommended the development/identification of an integrated, high-performance conference management solution for WIPO.

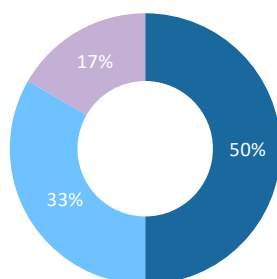
This project addresses the requirements, analysis, design, acquisition and implementation of an appropriate solution, which will be referred to as the Integrated Conference Services Platform (ICSP). The project will also address other high-level strategic considerations and business requirements relating to facilitating integrated access to the external outputs of WIPO's conferences, including user-friendly access to video recordings of WIPO conferences.

The objectives of the project are to: (a) enhance the customer experience of the delegates to WIPO conferences; (b) improve integrated access for delegates to external outputs of meetings; (c) deliver internal efficiencies; and (d) generate insights from improved analytics.

The scope was expanded in 2020 to migrate UPOV to the new platform at the same time as WIPO, rather than in a subsequent phase as originally planned. This was due to a significantly increased risk that the MDCS application (used by both WIPO and UPOV for meeting and contact data) would become unavailable since the underlying MS ACCESS technology, on which it is based, is no longer supported.

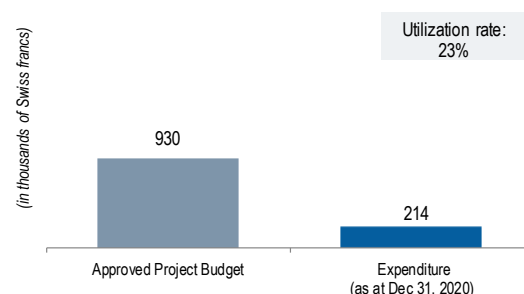
Project Progress Overview

Deliverable Achievement²⁸



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



²⁷ Based on the business and stakeholder analysis, it was concluded that the upgrading/integration of the Interpreter Contacts and Skills Database (IRCS) tool will be excluded from the project scope.

²⁸ Does not include cross-cutting deliverables (e.g. project management) or contingency, unallocated or change budgets.

Key Achievements in 2020

In 2020, the following progress was made:

- The information model and security architecture were delivered;
- Licenses were procured;
- The design phase was completed;
- The instances were created, and the portal installed on the new tenant. Core components were coded;
- Main data fields were mapped between the existing applications and the new platform;
- Data-cleaning was undertaken to prepare for the migration phase; and
- Initial analysis of the technical integration work was completed.

The acquisition and implementation of MS Dynamics (the main platform technology) was delayed by several factors in 2020, notably due to the unforeseen complexity relating to the cloud storage of data and the impact of the COVID-19 pandemic on both the implementation team and conference service priorities. In addition, the inclusion of UPOV in the scope of the project increased the timeline for completion of data migration and transition of business processes to the new platform. As a result, the delivery of the benefits realization and project timeline were amended accordingly.

Benefits Realization

Benefits Delivered in previous years	Benefits Delivered 2020	Future Expected Benefits
Delegates enabled to navigate Video-on-Demand (VoD) by agenda items and speakers.	Throughout the pandemic, the new webcasting/VoD solution (i.e. the first ICSP Project deliverable, launched end 2019) enabled stakeholders to follow WIPO conferences from anywhere, in all six interpretation languages. (The old system provided only the language of the floor and English). It also proved to be a valuable fall-back for any delegates experiencing technical or connectivity issues with the remote-participation conferencing platform.	Delegates and entities provided with a single entry-point where they have consolidated access to their contact details and registering for conferences.
Reduction in staff time required for extraction of general statements and other video clips for WIPO Assemblies.		Reduction in the average time taken for a returning customer (delegate) to complete online registration. Reduction in the number of non-pre-registered participants. Elimination of duplicate entry of contact data in different repositories. Reduction in the number of paper-based processes for conference-related services. Ability to send automated in-session notifications to registered delegates, utilizing a single system.

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Division/Conference Section staff essential to the project are constrained in meeting the competing demands of conference-servicing and active participation in the project planning and implementation. This could result in project delays and excessive work-pressures on staff.	The risk exposure increased as the Conference team was diverted to meet the urgent priority of implementing virtual conferencing in order for WIPO meetings to resume during the COVID-19 pandemic.	In order to mitigate the risk, other available in-house staff were sought and temporarily assigned to support the project, thus enabling the data clean-up activities to progress.	The materialization of the risk delayed project progress.
The legacy stand-alone conference tools, based on technologies, which are no longer supported, could fail irretrievably, resulting in more pressure for the project to enter in the production phase.	While the incidence of crashes increased during the reporting period, legacy tools continued to be operational.	Regular back-ups ensured data would not be lost, and the project scope was revised to include UPOV migration in the current project phase.	The mitigation measure to analyze and incorporate UPOV requirements resulted in project implementation delays.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Architectural Blueprint and Transition Roadmap	-	-	-	-	100%
Selection of the main platform technology and implementation partner	-	-	-	-	100%
Implementation of indexable webcasting/Video-on-Demand solution	155,500	109,300	100,226	92%	100%
Main platform implementation: Online registration; contact data management; room-booking; and reporting	272,800	330,400	76,541	23%	30%
Digitization/automation of conference support processes; conference documents repository	140,000	140,000	-	-	10%
Conference Portal for delegates and for staff	50,000	50,000	-	-	-
Project management	150,000	200,000	36,928	18%	N/A
Contingency budget	65,100	-	-	-	-
Change budget	46,500	46,500	-	-	-
Unallocated	50,100	53,800	-	-	-
Total	930,000	930,000	213,695	23%	45%

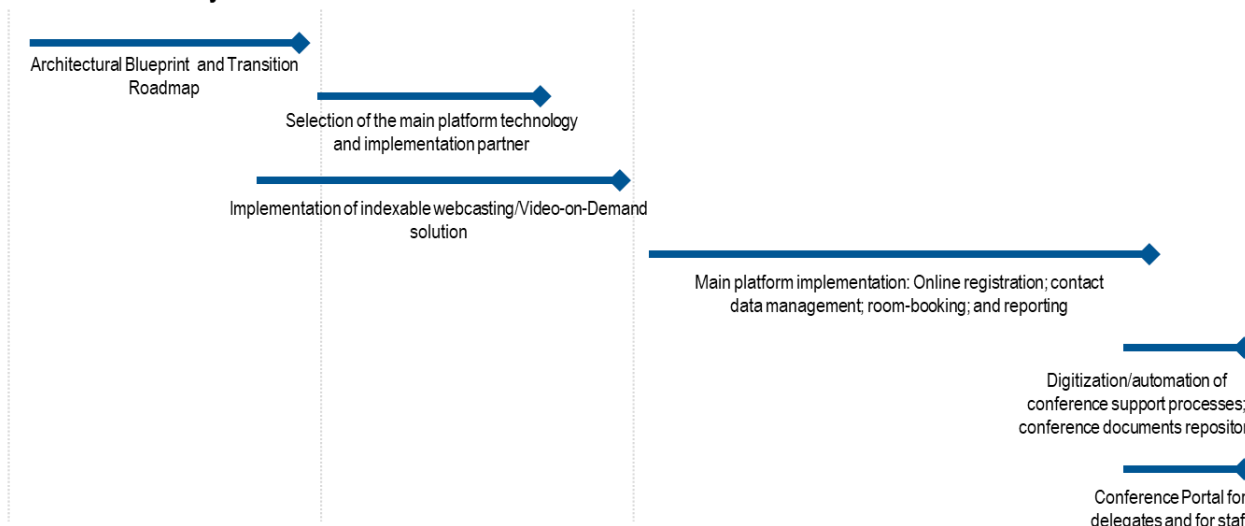
Project Timeline

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

Initial Project Plan



Actual Timeline by Deliverable



Looking Forward

- New business requirements regarding the potential integration of delegate sign-in authentication processes with the Interprefy virtual conferencing platform will need to be examined and incorporated into the original design of the project.

Building-Related Project

CMP 12 MULTIMEDIA STUDIO

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

With the increasing importance and power of video as an effective external and internal communication tool, demand within the Organization for video productions and photos has increased. A multimedia studio is an essential tool to complete the modernization of resources required to position WIPO's communications operations effectively for the future²⁹.

The objectives of the Multimedia Studio are to:

- enhance WIPO's reputation as an innovative organization by distributing engaging video/visual communication using contemporary visual tools and techniques;
- increase the level of public interest generated in WIPO events/achievements through the use of video and other visual assets; and
- deliver more effective communication to WIPO's key stakeholders as well as the informed public about WIPO's role and activities.

A wide variety of video footage will be produced by the Multimedia Studio, including productions suitable for:

- News: Institutional video messages, public interest announcement videos;
- "Current affairs" productions: WIPO initiated panel discussions, debates and interviews, footage for inclusion in news and documentaries;
- Promotion, publicity material and marketing videos: explainer videos, corporate videos, testimonials, event announcements, promotion and filler pieces;
- Audio recordings for use in video, radio and podcast productions;
- Learning/training tutorials; and
- Live session recordings for the website/social media, duplex mode, live feeds etc.

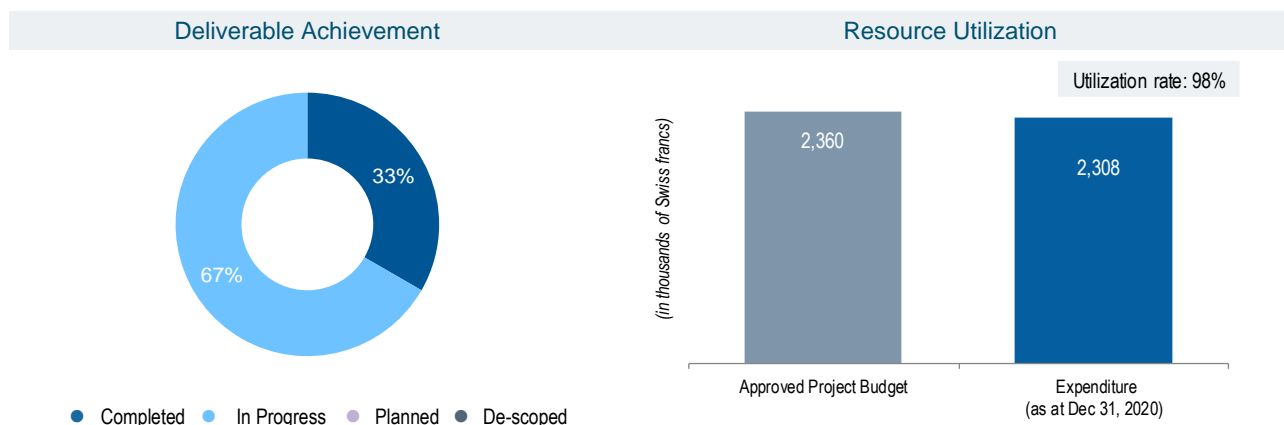
The Multimedia studio includes:

- studio floor/film set including a video recording and a photo shooting area;
- recording booth with sound proofing;
- a video, audio control and editing room; and
- a VIP-type waiting room and other amenities (restrooms, storage area, etc.).

Following the Member States approval in October 2019 of the additional budget to finalize the studio, the architect was tasked with redesigning the VIP area to meet the business requirements.

²⁹ It is recalled that the basic foundation structure for the Multimedia studio was built in 2014 in order to benefit from worksite opportunities on the occasion of the adjacent worksite for the New Conference Hall project.

Project Progress Overview



Key Achievements in 2020

In 2020, the following progress was made:

- Infrastructure works for the VIP area were completed in Q1 2020;
- A number of WIPO users were provided with specialized trainings on audio-visual equipment;
- The opening of the multimedia studio took place in Q1 2020 and has been operational since;
- Testing, small correction works, as well as acoustic improvements of the recording booth were subsequently undertaken;
- A total of 29 studio sessions were completed, producing content for a wide range of uses, including recorded messages, live events, and press conferences; and
- A new architectural proposal was developed for the VIP area, to include a solid partitioning of the different sections.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits ³⁰
Improved engagement through the WIPO website	Improved engagement through the WIPO website (10% increase)
Improved engagement of content on WIPO's social media channels: Twitter, YouTube, Flickr	Improved engagement of content on WIPO's social media channels: Twitter, YouTube, Flickr (10% increase for Twitter and YouTube; +500,000 views annually for Flickr)
Improved engagement through media, press agencies and TV networks around the world	Improved engagement through media, press agencies and TV networks around the world (increase in the number of WIPO productions that appear on national and international broadcasters; stakeholder and partner distribution channels)
Increased number and diversity of video and photo products to support marketing, promotion efforts and media outreach	Increased number and diversity of video and photo products to support marketing, promotion efforts and media outreach (10% increase)

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Given the need for a dust-free environment, the presence of dust could result in reduced life expectancy for the AV equipment and/or the deterioration of AV signal quality over time.	The likelihood of the risk decreased as project implementation progressed.	Completed areas were sealed off between the delivery phases to prevent dust infiltration, and an additional cleaning of the premises and AV equipment was carried out after the completion of the works to remove any residual dust.	There was no negative impact on project deliverables, owing to the mitigation taken.

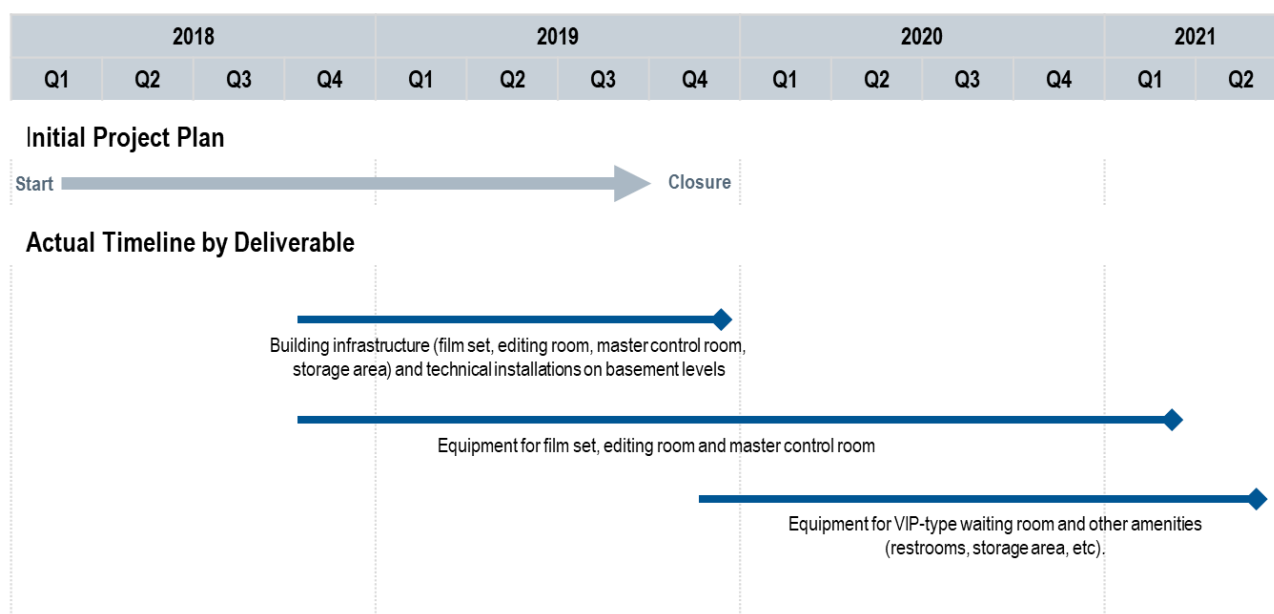
³⁰ Targets as compared to the end 2018 baselines.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget ³¹	Expenditure	Budget Utilization	Implementation Progress Rate
Building infrastructure (film set, editing room, master control room, storage area) and technical installations on basement levels	1,000,000	1,460,000	1,322,841	91%	100%
Equipment for film set, editing room and master control room	700,000	700,000	898,571	128%	95%
Equipment for VIP-type waiting room and other amenities (restrooms, storage area, etc)	-	200,000	86,282	43%	80%
Total	1,700,000	2,360,000	2,307,694	98%	98%

Project Timeline



The COVID-19 pandemic caused the following implementation delays in:

- Conducting meetings with the architect, engineers and companies, technical visits and testing following the suspended access to the WIPO Campus; and
- Planning of small correction works became more complex with some interventions postponed due to the constraints related to the use of the studio since Q1 2020.

The need to modify the initial proposal of the architect for the VIP area also had an impact on the project timeline.

³¹ The total budget of the Multimedia studio was originally estimated at 1.7 million Swiss francs. Following the in-depth studies and updated quotes performed by the architects, engineers and specialists, including for the audio-visual equipment, an additional 660,000 Swiss francs was estimated to be required for the finalization of the studio. The latter amount was approved by Member States at the WIPO Assemblies in 2019.

Building-Related Project

CMP 14 **POWER OUTAGE MITIGATION IN AB BUILDING - PHASE I**

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Closure Report

Objectives, Scope and Approach - Background

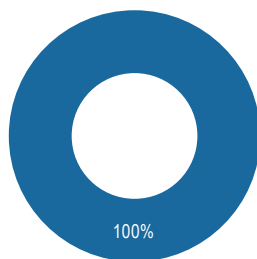
The primary objective of the project is to upgrade the standby power systems in the AB Building to the level of those in recently-completed buildings, through the installation of a larger power generator to connect the entire network, to mitigate power outages and to add redundancy for additional equipment and installations. In addition to guaranteeing a higher level of mitigation, the upgraded systems will also reduce the technical maintenance and ad hoc interventions otherwise required.

The main components of the upgraded power system would include:

- a new standby generator;
- the modification of the dedicated room for the main power distribution (“TGBT” room); and
- connection of the installations currently secured by the existing generator and related systems.

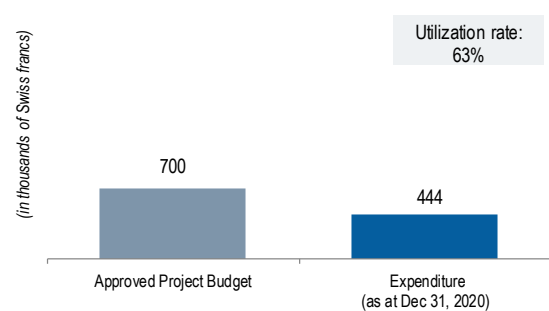
Project Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Project Achievements

The standby power systems in the AB Building were successfully upgraded to the level of those in recently-completed buildings. Work included:

- The acquisition and installation of a new generator on the roof of the AB Building and the decommissioning and dismantling of the existing one;
- The extension of the existing main power distribution room (“TGBT” room) in the AB Building basement;
- The connection of all the critical installations currently secured on the previous system to the new standby system, without interruption; and
- The non-critical installations currently secured on the previous system, except for the first 10 seconds after the power cut.

Overall Achievement versus Plan

- All project deliverables were successfully completed.
- The detailed technical studies identified that existing spaces and infrastructure could be used, in particular, by extending the existing room for the main power distribution board as opposed to creating a new room as initially planned, resulting in cost avoidance and faster implementation.

Benefits Realization

Benefits Delivered 2020

New more powerful generator for the AB Building able to sustain increased capacity needs in future years

New life-cycle of the new generator for the AB Building

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Accumulated delays of more than one month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk did not materialize during the implementation phase of the project.	Mitigation actions were not necessary as the risk did not materialize.	N/A
Unforeseen technical problems discovered during installations/interventions.	The risk did not materialize during the implementation phase of the project.	Mitigation actions were not necessary as the risk did not materialize.	N/A

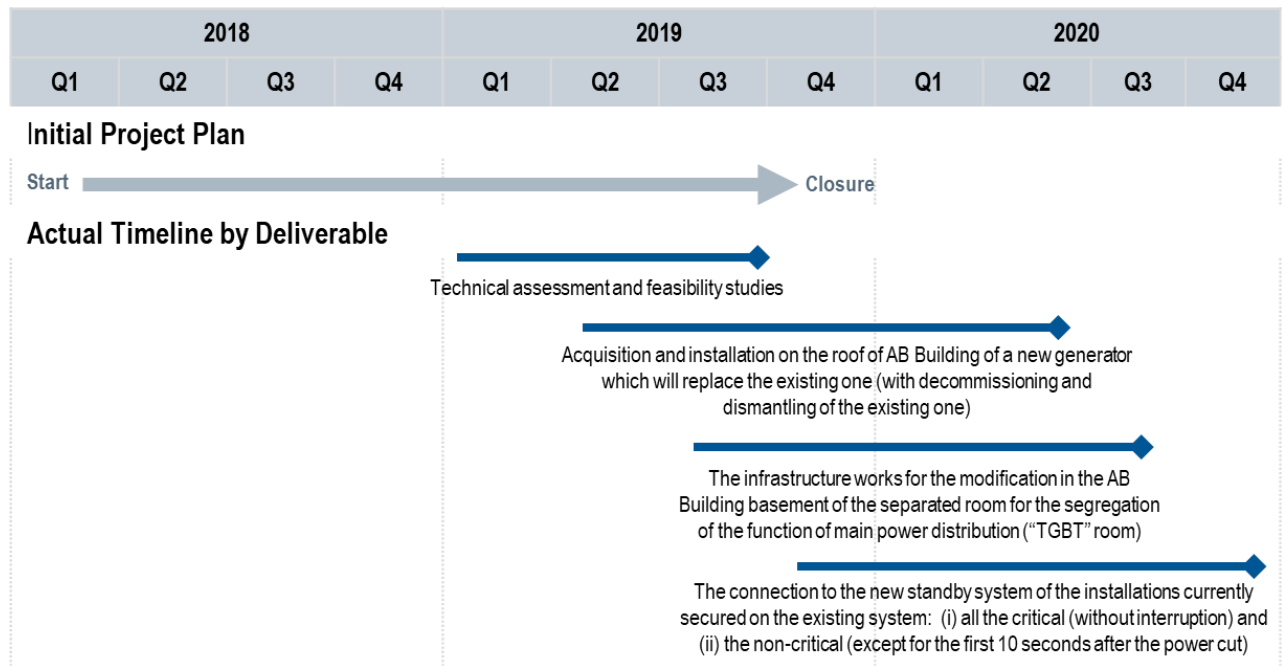
Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Technical assessment and feasibility studies	38,000	39,576	104%	100%
Acquisition and installation on the roof of AB Building of a new generator which will replace the existing one (with decommissioning and dismantling of the existing one)	467,000	306,975	66%	100%
The infrastructure works for the modification in the AB Building basement of the separated room for the segregation of the function of main power distribution ("TGBT" room)	130,000	42,257	33%	100%
The connection to the new standby system of the installations currently secured on the existing system: (i) all the critical (without interruption) and (ii) the non-critical (except for the first 10 seconds after the power cut)	65,000	54,710	84%	100%
Total	700,000	443,518	63%	100%

The project will be formally closed in 2021. The remaining budgetary balance amounting to 256,481.90 Swiss francs will be subsequently returned to Accumulated Surpluses.

Project Timeline



The COVID-19 pandemic caused the following implementation delays in:

- Conducting worksite meetings and technical visits following the suspended access to the WIPO Campus;
- The manufacturing, transportation and delivery, of certain equipment and goods required for project implementation; and
- The planning and sequencing of works becoming more complex due to additional sanitary measures and constraints (physical distancing, number of workers limited, etc.).

Project Follow-up

Follow-up Actions

- The installations will be closely monitored during the 2-year guarantee period to ensure that potential issues are addressed within that period.
- Monthly functional tests will be carried out on the standby power installation.

Anticipated Recurring Operational Costs

- The annual operational maintenance cost for the power generator following the 2-year guarantee period (25 years from 2023) will amount to 1,900 Swiss francs.
- In line with industry recommendations, it is estimated that 10 years from the date of commissioning, between 2,000-10,000 Swiss francs will be required annually to replace various components.

Building-Related Project

CMP 16 ELEVATORS IN AB BUILDING - PHASE I

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

The project aims to modernize the automation control systems of certain elevators in the AB Building to ensure full continuity of elevator service and start a new lifecycle.

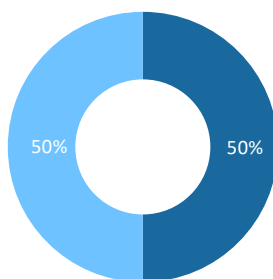
The objectives of the project are to:

- reduce the number, frequency and cost of technical interventions;
- improve elevator availability for all users, employees and delegates; and
- start a new lifecycle of the automation control system..

Following detailed feasibility studies conducted in early 2019, the respective scopes of Phase I and Phase II of the project were adjusted versus the Capital Master Plan for Premises, Safety and Security for the Period 2018-2027, in order to accommodate technical constraints. As a result, the modernization of the elevator motorization system of only one elevator in the AB Building is included as part of Phase I, with the work on the four central elevators in the AB building included as part of Phase II³².

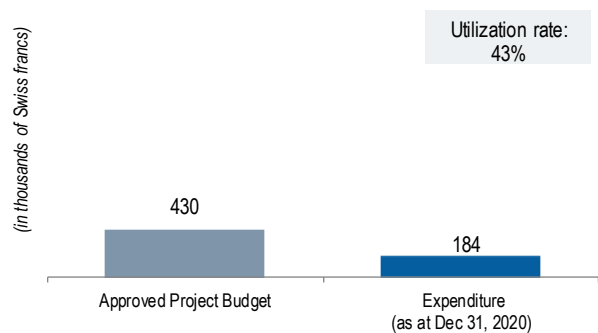
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2020

In 2020, the following progress was made:

- Award of contract to the selected supplier for the elevator in the AB building;
- Components of the new elevator motorization system were ordered, manufactured and delivered; and
- The decommissioning and dismantling of the existing motorization system was initiated in Q4 2020.

³² Please refer to document WO/PBC/30/11 for the Phase II proposal (CMP27).

Benefits Realization

Future Expected Benefits – 2021 and onwards

Improved responsiveness of one elevator in the AB Building.

New life-cycle of the elevator motorization system for one elevator in the AB Building.

Risk and Mitigation Actions

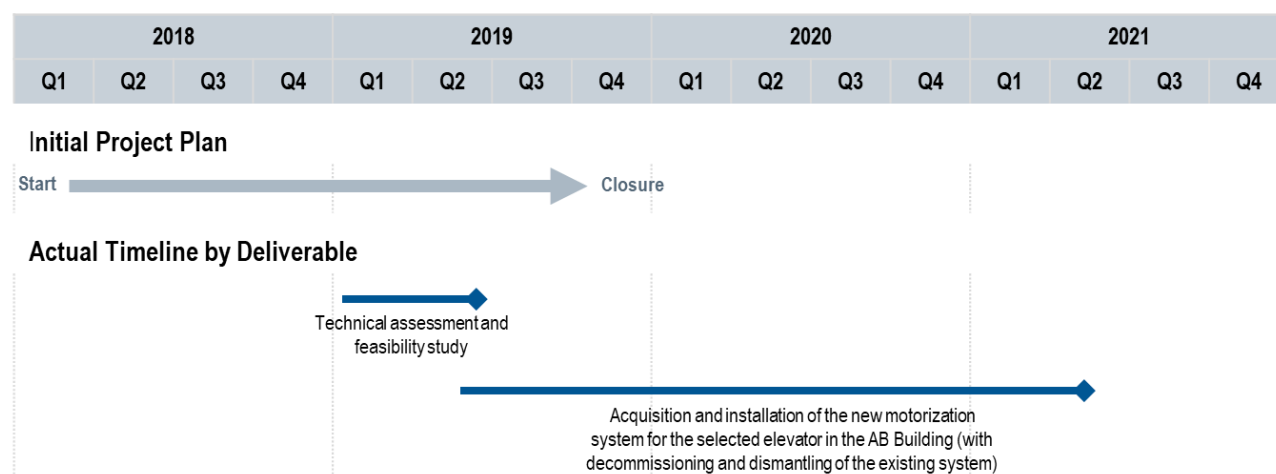
Risk	Risk Evolution
Accumulated delays of more than one month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk pertains to the implementation phase of the project, planned for 2021.
Unforeseen technical problems discovered during installations/interventions.	The risk pertains to the implementation phase of the project, planned for 2021.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Technical assessment and feasibility study	20,000	12,200	61%	100%
Acquisition and installation of the new motorization system for the selected elevator in the AB Building (with decommissioning and dismantling of the existing system)	410,000	171,743	42%	60%
Total	430,000	183,943	43%	65%

Project Timeline



Due to the COVID-19 pandemic, production and delivery of the new motorization system by the manufacturer was delayed. The project timeline was amended accordingly.

Safety and Security-Related Project

CMP 17 **INSTALLATION OF FIRE DOORS AND WALLS IN GB BUILDING**

Project Manager: Mr. O. Bruyere

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Closure Report

Objectives, Scope and Approach - Background

Following a safety and security audit carried out by a specialized institute at the request of WIPO in 2010, a number of recommendations related to safety and fire protection measures were identified for implementation in older WIPO buildings, specifically the GB I and GB II building.

CMP 7 'Safety and Fire Protection Measures' was a multi-year project spanning 2014 to 2017, centered on the compartmentalization of fire protection measures between the AB and GB buildings. The focus of CMP 17 addresses a package of work that was de-scoped from CMP 7 due to project complexity and cost constraints.

The work was identified with the goal of ensuring that WIPO buildings are compliant with the Swiss Federal *Association des Etablissements cantonaux d'Assurance Incendie* (AEAI) 2015 approved rules and regulations. Through the installation of updated safety and fire protection measures, WIPO will be better equipped to isolate fire or smoke, and protect staff and assets during an incident and evacuation procedure.

CMP 17 aligns with the implementation of strategies aimed at enhancing physical safety and security and protection of staff, visitors and delegates as indicated by the Strategic Security Plan (SSP) 2016-2021.

The project objectives are to:

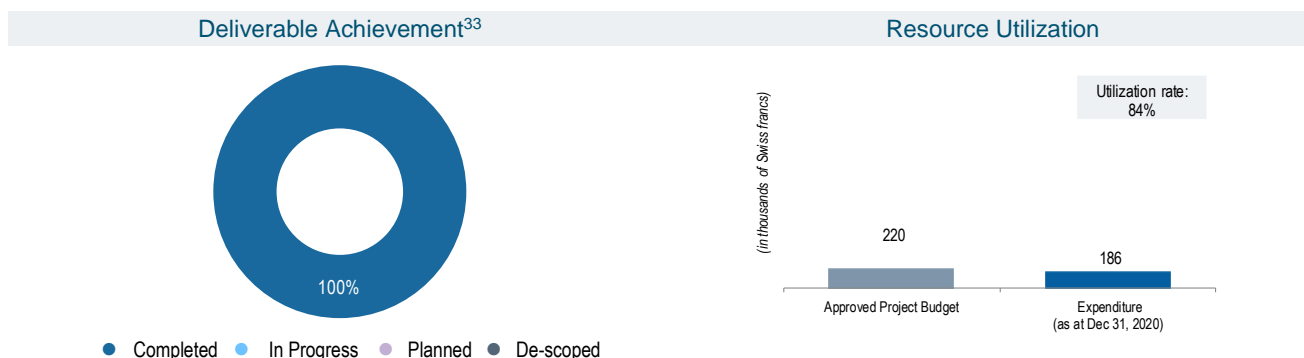
- enhance business resilience through isolation and mitigation of fire incident impacts;
- ensure compliance with AEA1 2015, align with UN Fire Safety Policy and Geneva Canton Fire Safety Standards and adopt industry best practices; and
- improve workplace safety for WIPO HQ staff, visitors and third parties through better-quality fire safety management and building materials.

The scope of the project is to:

- implement a two-layered compartmentalization consisting of fire protective walls and fire doors on each floor in the WIPO Headquarter GB I and GB II building, to better isolate a single area or part of a building in case of a fire or resulting smoke which may spread during an incident; and
- install fire dampers in selected areas. The building partition will be done by modifying and upgrading building infrastructure and/or adding or changing specific doors in existing corridors or pathways in alignment with automatic fire incident management systems.

The technical assessment completed by a certified external fire safety expert in Q1 2019 indicated that a comprehensive redesign of the interiors of GB I and GB II buildings would be required to align with current AEA1 2015 standards. Several options and cost benefit analyses were presented to the WIPO Construction Committee. The chosen solution consisted of installing fire partitioning in the GB I and GB II basement to allow for the safe exit of personnel in case of a fire/smoke event. The installation of smoke extraction systems in each emergency staircase were subsequently removed from the scope of the project.

Project Overview



Key Project Achievements

- A full fire hazard and risk assessment of the GB I and GB II buildings with options to ensure compliance with current AEAI regulations was completed;
- All offices and rooms in the GB I and GB II basement were equipped with fire doors compliant with AEAI (2015) and connected to the main fire detection management panel;
- Ventilation in the GB II building was upgraded compliant with AEAI (2015);
- Fire dampers compliant with AEAI (2015) were installed in the GB II basement and connected to the main fire detection management panel in order to contain smoke from a fire in the basement infiltrating the rest of the building;
- Emergency lighting and evacuation signage were upgraded to reflect the new evacuation paths;
- A new fireproof wall was installed in the GB II basement to contain a storage area and the ventilation room; and
- AEAI certification for the elements installed was obtained in Q1 2020.

Overall Achievement versus Plan

- All milestones were met and the vast majority of the work was completed by end 2019, as planned. The final deliverables, namely the AEAI certification and quality control report, were issued with a slight delay in Q1 2020 due to the unavailability of an external Subject Matter Expert.

Lessons Learned

- Engagement with all stakeholders should be carried out as early as possible following the definition of the project in order to streamline implementation and ensure dependencies with activities outside the project are duly taken into account.

Benefits Realization

Benefits Delivered in previous years	Benefits Delivered 2020
Improved workplace safety for staff by ensuring safe access to emergency exits, in line with duty of care responsibilities, and reduced risk to staff and visitors and other users of the buildings	Enhanced business resilience through the upgrade and installation of AEAI 2015-compliant fire compartmentalization that will help isolate and mitigate the impact of a fire incident in the GB I and GB II basement

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Unanticipated discoveries during the case studies or technical needs assessments may prompt significant changes in the project approach, affecting scope, cost or time.	The risk materialized in 2019.	The mitigation plan to engage highly qualified experts to advise, integrate and manage the technical objectives of the project, combined with ongoing monitoring and evaluation of progress	The project scope was significantly reduced, as described above, resulting in AEAI 2015 certification limited to the basement of the GB I and GB II, as was partially effective at reducing impact, however opposed to full certification for the two buildings.

³³ Does not include the risk budget.

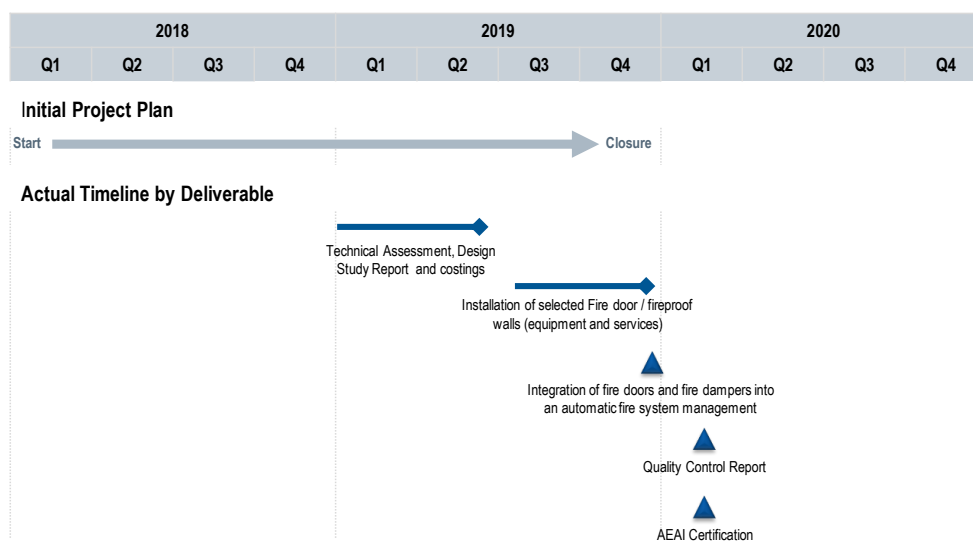
Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Project coordination/support	11,489	11,495	100%	100%
Technical Assessment, Design Study Report and costings	37,500	23,057	61%	100%
Installation of selected Fire door / fireproof walls (equipment and services)	134,298	151,287	113%	100%
Integration of fire doors and fire dampers into an automatic fire system management	14,000	-	-	100%
Quality Control Report	2,744	-	-	100%
AEAI Certification	3,000	-	-	100%
Risk budget	16,969	-	-	N/A
Total	220,000	185,839	84%	100%

The project was formally closed in 2020. The remaining budgetary balance amounting to 34,161.25 Swiss francs was subsequently returned to Accumulated Surpluses.

Project Timeline



Project Follow-up

Follow-up Actions

- Annual safety risk assessments will be conducted to ensure appropriate risk mitigation measures, if required, for the GB I and GB II buildings. These will also ensure continued compliance with Swiss regulations.

Anticipated Recurring Operational Costs

- Due to the nature of the scope of the project, no additional recurring operational costs are anticipated.

Safety and Security-Related Project

CMP 18 DYNAMIC INCIDENT MANAGEMENT (DIM)

Project Manager: Mr. F. Deschamps

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach - Background

The Strategic Security Plan (SSP) 2016-2021 describes the strategy for the Organization to become better prepared for future risks and opportunities. This is consistent with the goals set out in the WIPO Medium Term Strategic Plan (MTSP) 2016-2021 and follows consultations with senior management, external experts, United Nations Security Management System (UNSMS) personnel, and other stakeholders within WIPO.

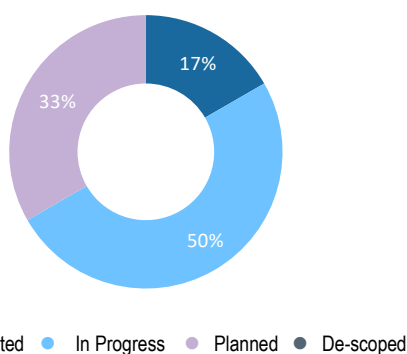
It is essential that the roll-out of CMP 18 is done in tandem with, and as part of, the wider SSP and in consultation with those responsible for creating a culture of security within the Organization to ensure maximum compliance, minimum disruption and sustainability of the DIM solution in the long-term.

The objectives of the project are to:

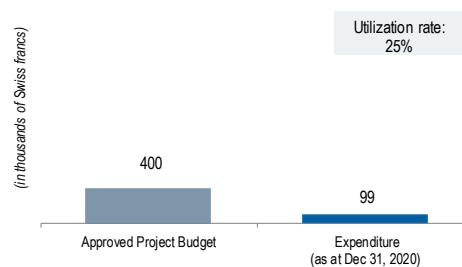
- enhance organizational capabilities to manage and respond to critical incidents anywhere they impact WIPO staff i.e. at HQ, External Offices, overseas conferences, events and staff travel;
- improve organizational resilience in relation to dynamic security incidents by ensuring that WIPO is better informed, prepared and empowered to address dynamic incidents;
- enhance the WIPO deterrence mitigation posture (fully licensed by the competent authorities);
- enhance the WIPO incident management platform (roles & responsibilities, process, practice); and
- improve awareness and preparedness levels throughout the organization (to include all staff).

Project Progress Overview

Deliverable Achievement³⁴



Resource Utilization



³⁴ Does not include the cross-cutting deliverable: Project management.

Key Achievements in 2020

In 2020, the following progress was made:

- The Everbridge emergency notification and communication system (email, text) was upgraded;
- The Gunshot Detection System (GDS) was installed;
- Concept of Operations processes and documentation were finalized; and
- Testing of the automated response management system, integrated with the “public address” system (internal WIPO campus speakers) was completed.

Benefits Realization

Future Expected Benefits

Reduced risk level for active shooter and associated incidents

Reduced business impact, loss of life and recovery times post-incident

Improved awareness and preparedness levels throughout the Organization (to include all staff)

Reduction in organizational risk related to terrorism as noted in WIPO’s risk heat map

The expected benefits will be delivered following the implementation of all deliverables and training of WIPO staff.

Risk and Mitigation Actions

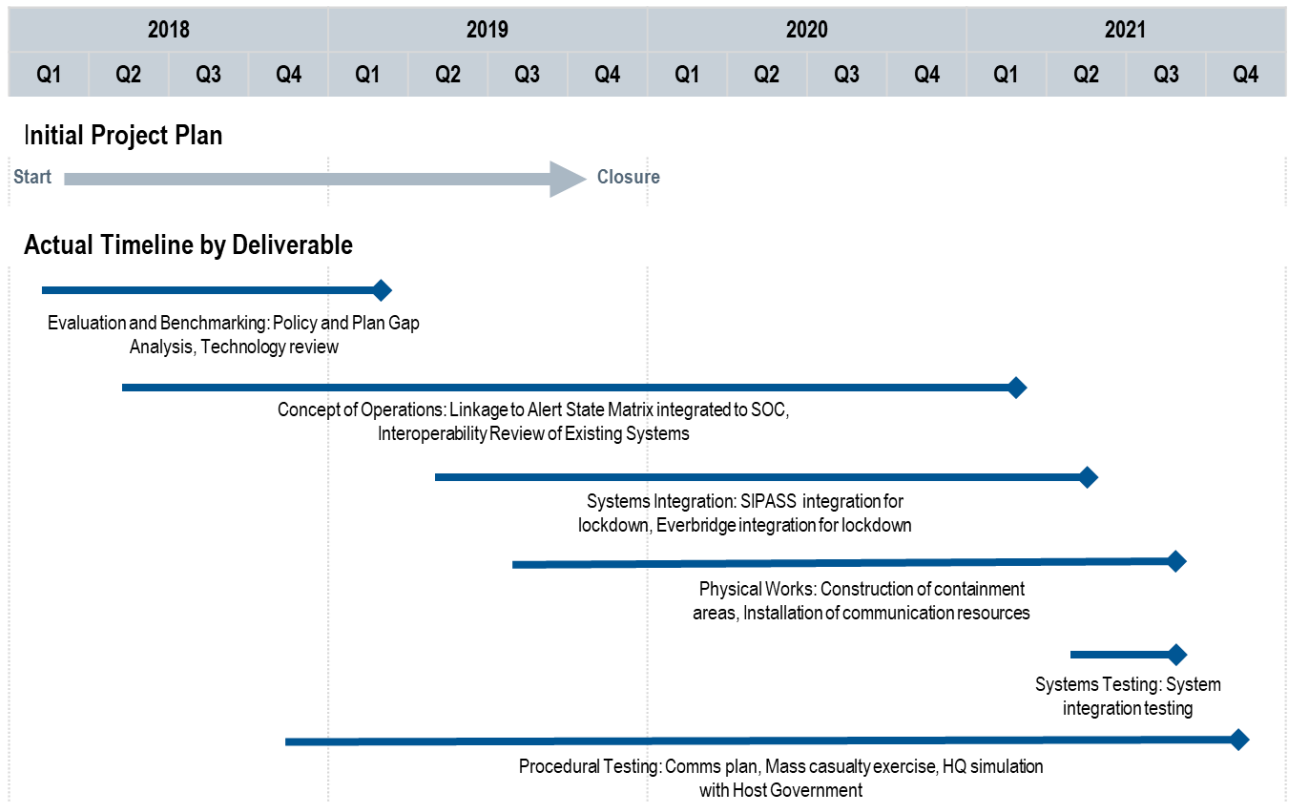
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Delays to the project schedule resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk was realized in 2020 due to the COVID-19 pandemic whereby it was not possible for the physical works to be assessed or delivered.	N/A	The project schedule has been delayed by approximately 9 months.
The cost of the physical works may exceed the initial estimates resulting in the full scope of the project not being implemented.	The risk has not occurred in 2020 but remains a risk in 2021.	Design and implementation of physical works that would address majority of the scope in the most cost efficient manner	There was no adverse impact on the project in 2020.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Evaluation and Benchmarking: Policy and Plan Gap Analysis, Technology review	17,100	17,100	100%	100%
Concept of Operations: Linkage to Alert State Matrix integrated to SOC, Interoperability Review of Existing Systems	7,422	7,422	100%	95%
Systems Integration: SIPASS integration for lockdown, Everbridge integration for lockdown	79,073	36,538	46%	65%
Physical Works: Construction of containment areas, Installation of communication resources	264,000	38,315	15%	15%
Systems Testing: System integration testing	-	-	-	-
Procedural Testing: Comms Plan, Mass casualty exercise, HQ simulation with Host Government.	15,000	-	-	-
Project Support	17,405	-	-	N/A
Total	400,000	99,375	25%	70%

Project Timeline



Significant delays to physical works and systems integration were experienced due to the COVID-19 pandemic. As systems and procedural testing are downstream dependencies of systems integration these were also delayed.

Looking Forward

- Conducting the final HQ simulations with Host Government participation, which will depend upon the operational demands of the Host Government security forces, was identified as a future challenge.
- Procedural testing (including communications, training, a mass casualty exercise, and HQ DIM simulation with host government) may be further delayed if the COVID-19 work from home situation continues beyond Q2 2021.
- Constant monitoring and assessment of the dynamic incident threats and the resulting mitigation measures are needed to ensure that WIPO remains adequately prepared to address the risk in an effective, efficient, and timely manner.

ICT-Related Project

CMP 19	Migration of Email to the Cloud
Project Manager:	Ms. C. Reymond
Expected Result:	<i>IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</i>

Project Progress Report

Objectives, Scope and Approach - Background

WIPO relies upon an email system as its primary means for daily internal and external communication, between its staff, customers, Member States and other stakeholders. This has therefore become critical to the everyday business operations of WIPO. Any disruption to this service has a significant impact upon WIPO's ability to operate.

Currently the WIPO email service is hosted on a dedicated environment at the UN International Computer Center (UN-ICC).

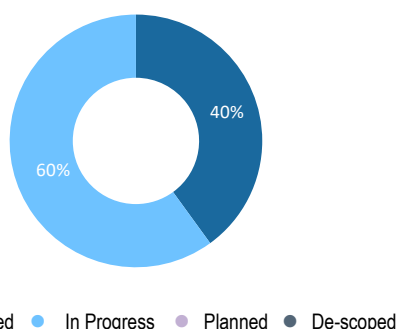
The objective of the project is to successfully migrate all the contents of the email system, including the archive function, to a cloud based email service. Such a diversification strategy reduces the exposure on reliance on one sole service provider for IT infrastructure.

The implementation of a cloud based email system will also allow WIPO to take advantage of the reduced recurring operational costs for email services. In addition, it will allow WIPO to realize greater levels of service resilience, as the hosting of the email service can be split across multiple datacenters with a greater geographical distribution than the current service. This increased distribution will allow for the ongoing operation of the email service to support a number of WIPO operations even if there was a significant incident within the Geneva area. Additionally, WIPO will be able to leverage the in-built security mechanisms provided by the cloud-based service provider to further protect its email service against cyber threats.

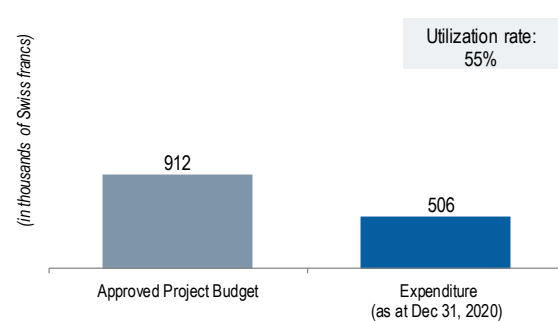
In 2020 the scope of the project was broadened to include two additional information security requirements which were identified as prerequisites prior to initiating the mailbox migrations. These included the implementation of a third party backup solution, in order to mitigate the risk of mailbox corruption or malevolent encryption, and additional protection mechanisms to restrict the possibility for users to download content from WIPO's email system.

Project Progress Overview

Deliverable Achievement³⁵



Resource Utilization



Key Achievements in 2020

In 2020, the following progress was made:

- The MDM/Airwatch solution that manages mobile devices and fulfills the cloud solution requirements was upgraded;
- The two legacy Active Directories were consolidated, and a temporary two-factor authentication for Outlook Web Access to fulfill security requirements was introduced;
- Strong security controls on the Office365 tenant were established;

³⁵ Does not include unallocated budget.

- The Hybrid Environment required to migrate the mailboxes and the archives to the cloud was created and a backup solution for the migrated mailboxes (the Spanning product) was analyzed and procured;
- The final two-factor authentication solution with Open AM was implemented;
- Access to cloud email was limited to web-only for devices not controlled by WIPO; and
- The first batch of users' migration was successfully piloted.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Improved service resilience for the limited number of mailboxes migrated	Decrease in operational costs
Improved security for the limited number of mailboxes migrated	Cost avoidance
	Improved service resilience for all mailboxes
	Improved security for all mailboxes

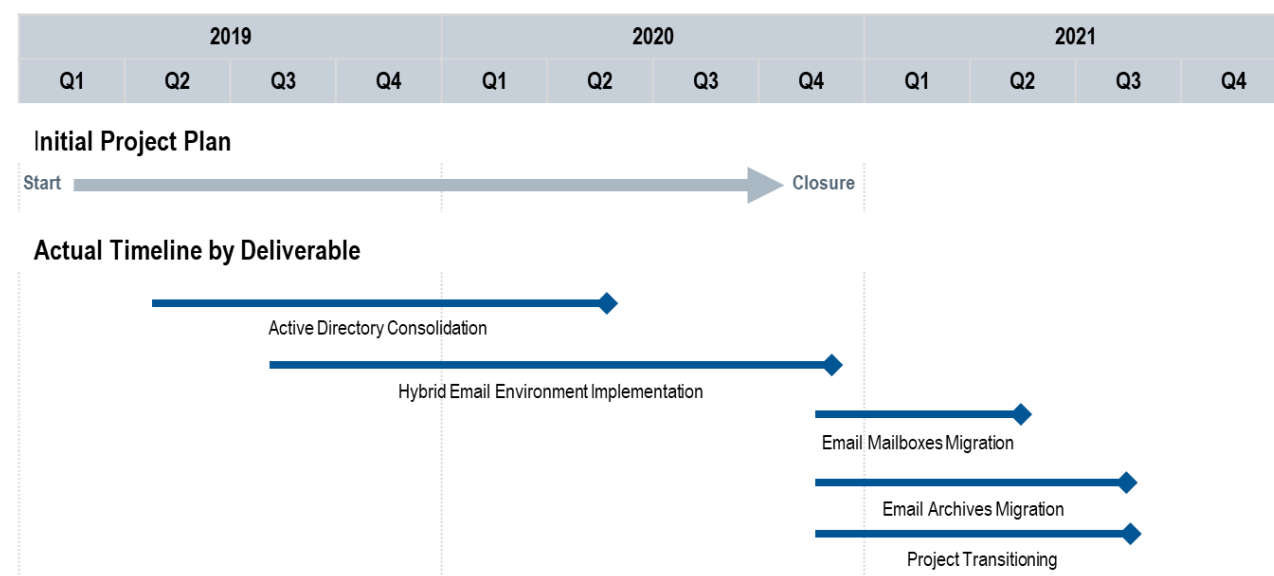
The benefits will be realized later than expected due to the project implementation delays.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable)
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Active Directory Consolidation	81,500	91,500	75,169	82%	100%
Hybrid Email Environment Implementation	115,250	130,250	100,906	77%	100%
Email Mailboxes Migration	138,750	163,750	87,980	54%	15%
Email Archives Migration	212,750	237,750	85,340	36%	10%
Project Transitioning	263,750	288,750	156,200	54%	40%
Unallocated	100,000	-	-	-	-
Total	912,000	912,000	505,595	55%	58%

Project Timeline



In the first part of 2020, the following factors caused implementation delays:

- The COVID-19 pandemic delayed most of the project activities as the project teams, both on the WIPO and ICC side, were engaged in other priority activities (i.e. providing remote access services to the users);
- The Microsoft O365 tenant creation suffered delays due to administrative challenges on WIPO's Microsoft LAR (Large Account Reseller - in this case, SoftwareONE); and
- Insufficient clarification/lack of agreement of some requirements and an underestimation of the time required to integrate the Microsoft products into the WIPO environment.

Looking Forward

Future challenges identified are the following:

- To ensure the sustainability of the cloud migration, specific business requirements not fully covered by the standard O365 offering will need to be addressed. This is the case, for example, with some folders that are used as document repositories and grew to a size that is not compatible with a straightforward migration to the cloud.
- A prolonged transition process and subsequent retention of certain on-premise services, if required, will need to be carefully managed. The requirements concerning the retention time for the current on-premise archive system, Enterprise Vault, will have a non-negligible impact on the future operational costs and thus the benefit realization.

ICT-Related Project

CMP 20 ESTABLISHMENT OF LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS

Project Manager: Ms. M. Dedu

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach - Background

Starting in 2017, the Secretariat investigated options for improving the cost effectiveness, resilience, security and agility of providing ICT infrastructure to support a wide range of business services. A landscape survey of service providers was conducted in 2017 and a tender process was completed in 2018 to contract cloud service providers for ICT infrastructure and related services. The strategy consisted of signing contracts with multiple service providers so that risk could be diversified and the most appropriate service provider could be used for each service.

At the time of commencing the project, there were more than 100 ICT applications maintained by the Secretariat, of which around 60 provided services to external users such as the Global IP systems (PCT, Madrid and the Hague), online databases, platforms for data exchange, public-private partnerships and other applications. These were almost exclusively hosted by the UN International Computing Centre (UN-ICC) at two data centers in Geneva.

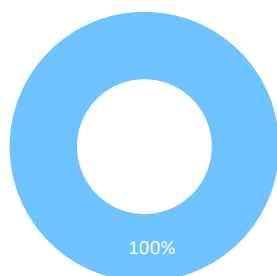
Since the adoption of the “cloud first” strategy and the establishment of contracts with cloud service providers, WIPO embarked on utilizing cloud services and preparing a strategy for full or partial cloud migration for its ICT applications.

The overall objectives for cloud migration are the following:

- **Increased agility and flexibility:** It will be possible to quickly provision ICT infrastructure for new applications, one-off needs (e.g. resources for AI) and for unplanned changes in demand;
- **Improved service delivery to external stakeholders:** By distributing services worldwide on the cloud, response times will be improved;
- **Improved business continuity:** Correct utilization of cloud infrastructure will enable backup and recovery to be implemented quickly and cheaply. Dependencies on single service providers will be reduced; and
- **Cost optimization:** Costs should be saved by reducing the amounts currently spent on support, maintenance and management of ICT infrastructure. Costs can also be optimized by right-sizing the resources allocated in the cloud.

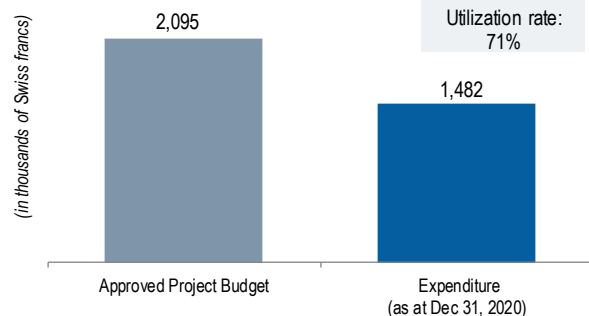
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2020

In 2020, the following progress was made:

- Strategies were established for the following: (i) Backup; (ii) Disaster Recovery; and (iii) Monitoring;
- Amazon Web Services “AWS” Savings Plans contracts were concluded, and a 23 per cent saving on computing expenditure was realized;
- Eighteen additional applications were migrated to the WIPO AWS Cloud in production;
- AWS Direct Connect network service was enabled, providing secure and private connections to AWS for workloads which require higher speed or lower latency than the internet; and
- Specialized AWS training through the “A Cloud Guru” platform was introduced, allowing accelerated access to online cloud training to staff (technical and business).

Benefits Realization

Benefits Delivered in previous years	Benefits Delivered 2020	Future Expected Benefits
Reduced cost of application hosting.	Reduced risk of cyber attacks and malicious data breaches by decreasing the threat surface, encrypting everything, achieving unified compliance as code and automated compliance checks, putting in place cost management measures to avoid cloud resource exhaustion.	Increased Organizational efficiency through the ability to automate processes and scale resources. Reduced risk of unavailability of international registration systems.

Risk and Mitigation Actions

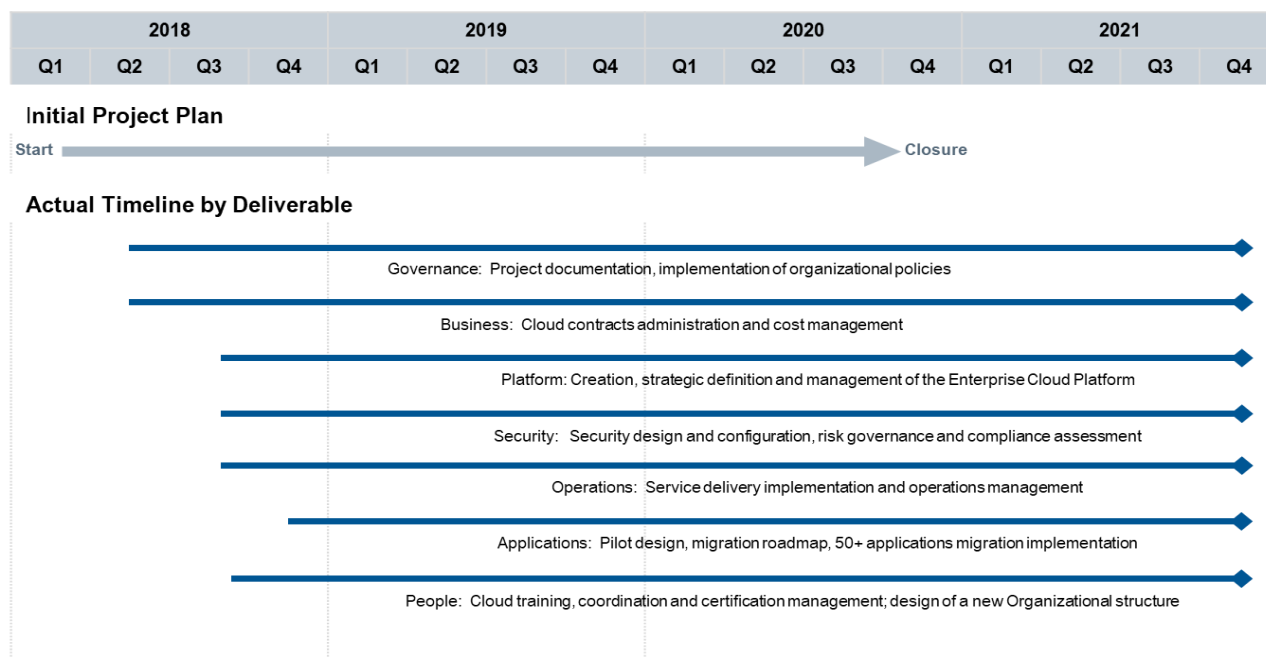
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The Organization’s readiness for adopting a cloud environment may be overestimated potentially leading to delays in the implementation of the project.	This risk did not materialize.	The Organization-wide Cloud First policy has not been widely adopted, with some business units invoking urgent business needs to favor on premise implementation over cloud implementation. Although cloud training for all internal development teams was provided, standards were adopted and experienced cloud experts were hired to build an increasingly mature cloud environment, the risk was only partly mitigated.	The mitigation strategies were partially effective resulting in delays in the implementation of the project.
In-house and offshore DEV Teams are not prepared to support migrated cloud applications.	The risk remained stable during the reporting period.	Continued guidance and assistance from the Central Cloud Team, proposal of standards and best practices to accelerate cloud migrations, tailored training exercises and access to the online cloud training platform, have enabled internal DEV Teams to gain cloud hands-on experience. Additionally, a new partner strategy is planned to be developed at the organizational level that aligns to WIPO Cloud, applications and business unit portfolio, giving access to “born in the cloud” partners to support migrations.	The mitigation strategies were partially effective resulting in the delay of some cloud migrations.
Internal ICT and Information Assurance teams are not ready for Operational Handover.	The likelihood of the risk decreased as project implementation progressed.	Operational Handover for the completed deliverables was initiated with Knowledge Transfer workshops and weekly alignment meetings between the Central Cloud Team and the Operations Teams; additional resources with cloud skills and capabilities were also integrated into the Operations team.	The mitigation measures had a positive impact on the transition to operations.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Governance: Project documentation, implementation of organizational policies	-	-	-	80%
Business: Cloud contracts administration and cost management	69,500	21,652	31%	80%
Platform: Creation, strategic definition and management of the Enterprise Cloud Platform	42,900	24,713	58%	77%
Security: Security design and configuration, risk governance and compliance assessment	293,000	304,359	104%	81% ³⁶
Operations: Service delivery implementation and operations management	34,000	33,891	100%	55%
Applications: Pilot design, migration roadmap, 50+ applications migration implementation	1,462,400	898,897	61%	58%
People: Cloud training, coordination and certification management; design of a new Organizational structure	192,700	198,742	103%	70%
Total	2,094,500	1,482,254	71%	72%

Project Timeline



The implementation of Phase I has been delayed due to the slower than anticipated migration of applications to the cloud.

Looking Forward

- The smooth operationalization and long-term sustainability of the migrated cloud applications was identified as a future challenge. To address this, a detailed operating framework will be put in place in 2021.

³⁶ Implementation rate decreased from 85 per cent as reported in 2019, following the maturity assessment of AWS professional services.

ICT-Related Project

CMP 21 WIPO IP Portal - Phase II

Project Manager: Mr. K. Natsume

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach – Background

WIPO is investing in an IP Portal that will provide a seamless and consistent experience for users across all of our Global Systems. The WIPO IP Portal, assuring a uniform customer interface across all of the global systems and providing integrated financial and identity management services, is being deployed using a phased implementation strategy.

A new consolidated and more uniform customer experience is being achieved through the implementation of Phase I, being essential given the growth in the number of users of WIPO services and the enhanced reliance by the Organization on ICT for providing its services. Phase I will provide a single, simple and effective portal for WIPO's customers to be informed of and to use WIPO's full range of services, including novice customers such as SMEs and individual businesses, particularly in developing countries.

Phase II will build on the foundations established in Phase I, focusing on further digital transformation activities, increasing automation in software development processes, addressing the need for greater understanding of customer entities and introducing more self-service capabilities for customers.

Objectives

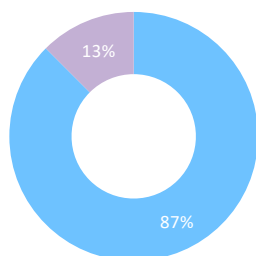
The WIPO IP Portal aims to introduce a single entry portal to users of WIPO fee-paying digital services. The WIPO IP Portal connects multiple IT platforms of WIPO's fee-paying services such as PCT, Madrid, and the Hague Systems (WIPO Global IP Protection systems), each of which has been developed and operated as a separate IT platform. The WIPO IP Portal would provide a single-entry portal to users of WIPO Global Protection systems services and Arbitration and Mediation Center (AMC) services via a single WIPO account for each user and implement a user-friendly navigation policy, a common user interface and a central payment portal.

The integration of multiple platforms is urgently needed for the International Bureau (IB) to cope with a significant increase in the quantity and variety of IP data managed across different business areas. As use of the Global IP systems increases, a more integrated approach to data processing is required to mitigate the processing overheads that would otherwise be associated with fragmented and independent data processing solutions within each service's IT systems.

The WIPO IP Portal is building upon ICT investments and providing opportunities to make more strategic, cross-sector ICT decisions. Through strategic process and architectural standardization, the WIPO IP Portal will facilitate cost containment in ICT investments and improve scalability in business solutions, while assuring operations and data quality are not compromised.

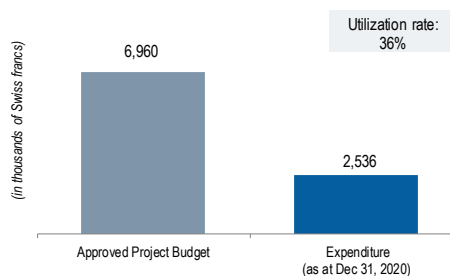
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2020

In 2020, the following progress was made:

- The first version of an enterprise-oriented data analytics platform, incorporating customer related data sets, with the capacity to collect, store and analyze structured and unstructured data was successfully deployed;
- A web analytics tracker in 39 IP Portal-integrated applications and the WIPO website was implemented, enabling the establishment of interactive dashboards to measure standard web analytics, user satisfaction with load times, and overlap of service use, and providing the capability to develop an initial 5 user behavior study;
- The capacity to use data science tools and methods to identify potential new users of WIPO services was demonstrated;
- Knowledge transfer to operational teams was initiated, enabling the extraction of business value from web analytics;
- WIPO IP Portal features were further developed, including an improved version of the menu of applications and enhanced capabilities of the common messaging system;
- Six additional WIPO applications were integrated with the WIPO IP Portal;
- Nine additional new or preexisting WIPO applications were migrated to the common look and feel. A Working Group was established in order to coordinate the implementation of the common look and feel among the online services;
- UX designs of three new landing pages of new or preexisting IP online services were created, according to a relevant procedure that was established;
- Outreach and promotion of the WIPO IP Portal, both internally and externally, via training sessions, webinars, bilateral meetings and online articles was undertaken;
- An 'Alerts & Messages' mobile app technical prototype to be used for business discussions on the feasibility of such an initiative was delivered;
- The common software development and deployment pipeline was expanded to integrate an additional 35 business applications, with the incorporation of new technologies for code collaboration and application security scanning and the capability to manage deployments to cloud based infrastructure;
- A central component library for the common user interface, based on advanced web technology, and a one-stop-shop documentation platform for implementing the interface, enabling consistent standards to be applied and maintained across business applications, were delivered;
- Several IT fora were coordinated and contributed to an increased technical alignment across the Organization via architectural evaluations and the proposal of technology standards; and
- A technical Proof-Of-Concept based on an Open-Source API Management platform was initiated.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Increased organizational efficiency through the implementation of a program management framework, a unified support model and standard payment processing	Increased ease of use and improved customer experience for users of WIPO's external-facing ICT systems
A cohesive and uniform customer experience across the breadth of WIPO's external-facing ICT systems	Increased positive perception of WIPO services and brand recognition
Increased cost efficiency and productivity for IT development teams through synergies across business lines and IT platforms	Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information
Increased sustainability of the WIPO IP Portal Platform and of WIPO's ICT systems by improving the scalability and resilience of IT solutions adopted	Enhanced customer data quality and customer relationship management
	Increased use of the services integrated with the WIPO IP Portal
	Increased customer satisfaction with WIPO's service provision
	Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries

Risk and Mitigation Actions

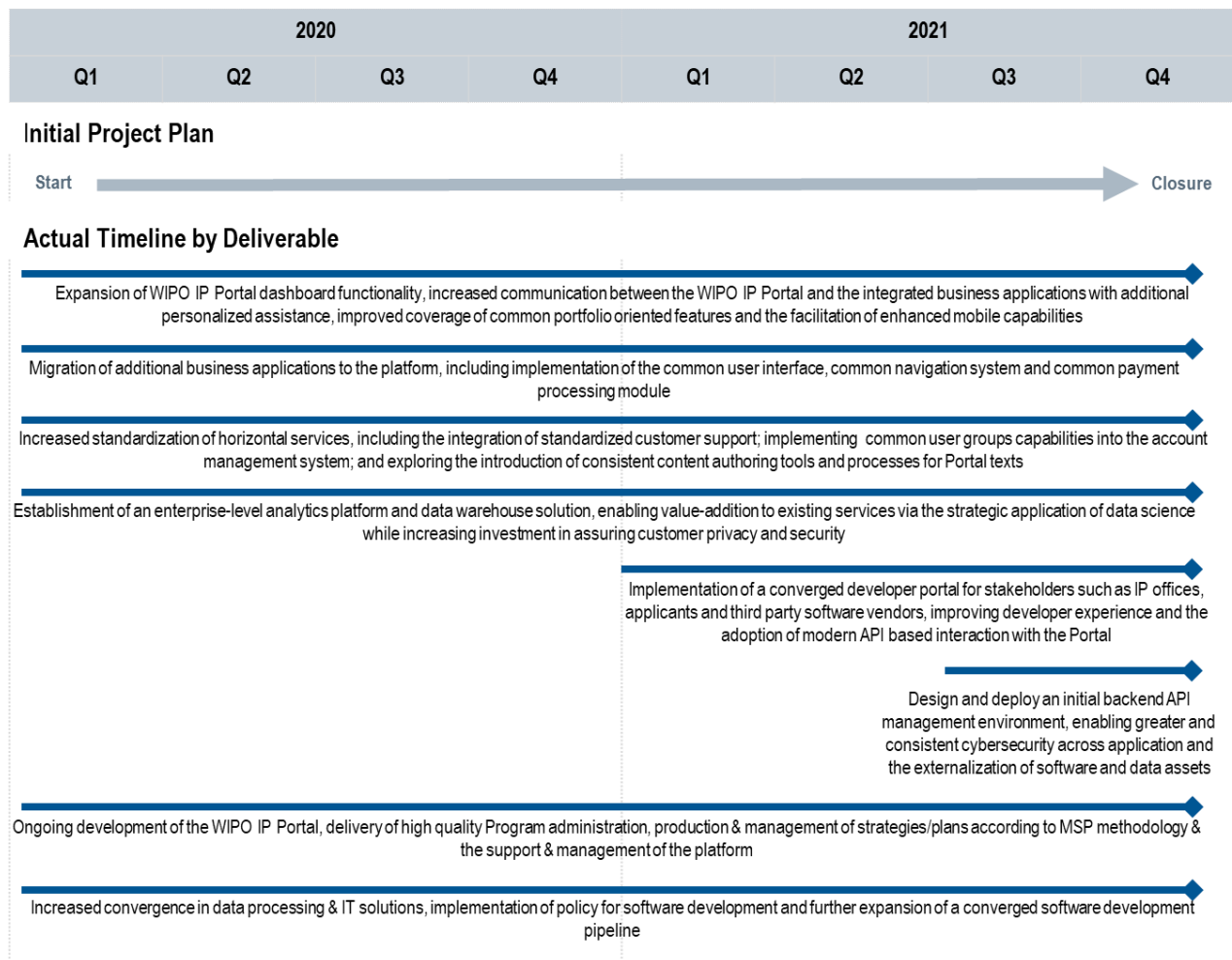
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The benefits of the Program will not be fully realized without identifying how the WIPO IP Portal will be managed after the Program's closure.	This risk continues to be monitored closely.	Transition planning is foreseen in 2021 and the benefits realization plan is revised regularly.	There was no adverse impact on the project.
WIPO's policy/strategy on data privacy might affect the implementation/success of the analytics project.	This risk continues to be monitored closely, and is dependent on the Organization's approach to data policy/strategy.	A working group has been established in WIPO to understand challenges/solutions relating to data governance and data privacy.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Expansion of the WIPO IP Portal dashboard functionality, increased communication between the WIPO IP Portal and the integrated business applications, with additional personalized assistance, improved coverage of common portfolio-oriented features, and the facilitation of enhanced mobile capabilities	1,308,000	379,194	29%	45%
Migration of additional business applications to the platform, including implementation of the common user interface, common navigation system, and common payment processing module	1,206,000	741,754	62%	55%
Increased standardization of horizontal services, including the integration of standardized customer support; implementing common user groups capabilities into the account management system; and exploring the introduction of consistent content authoring-tools and processes for Portal texts	540,000	324,388	60%	50%
Establishment of an enterprise-level analytics platform and data warehouse solution, enabling value-addition to existing services via the strategic application of data science while increasing investment in assuring customer privacy and security	1,412,000	620,930	44%	50%
Implementation of a converged developer portal for stakeholders such as IP Offices, applicants and third party software vendors, improving developer experience and the adoption of modern API-based interaction with the Portal	192,000	-	-	5%
Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across applications and the externalization of software and data assets	768,000	-	-	-
Ongoing development of the WIPO IP Portal, delivery of high quality Program administration, production and management of strategies/plans according to MSP methodology and the support and management of the platform	1,294,000	334,715	26%	50%
Increased convergence in data processing and IT solutions, implementation of policy for software development and further expansion of a converged software development pipeline	240,000	134,560	56%	50%
Total	6,960,000	2,535,541	36%	42%

Project Timeline by Deliverable



The API Management deliverables progressed slower than initially planned due to unforeseen challenges in recruiting the necessary expertise.

Looking Forward

The future challenges foreseen are the following:

- Fully meeting the expectations for the API Management deliverables in a shorter than planned timescale, due to unforeseen challenges in recruiting the necessary expertise, will require timely collaboration from internal business areas.
- Changes to the WIPO Account system represents a significant change management initiative for the Organization as this business critical system is widely relied upon across WIPO and will need to be carefully managed in order to ensure optimal success.

ICT-Related Project

CMP 22 HAGUE EXTERNALIZATION PROJECT

Project Manager: Mr. G. Bisson

Expected Result: *II.4 Improved productivity and service quality of the Hague operations*

Project Progress Report

Objectives, Scope and Approach – Background

The Hague System has undergone profound transformation in recent years, as its sudden expansion to territories where substantive examination of designs is undertaken has added complexities to its usage and administration.

To address the increasing workload and complexities of the Hague System, the Hague Registry undertook a project over the course of 2017 and 2018 to modernize its core back office IT system based on modern micro-service technology. From a business perspective, the clear and specific goal of the project was to reproduce the basic functionality and processes of the legacy system, while achieving benefits in terms of increased data granularity (ST.96), resilience and reliability – while still ensuring the integrity of existing registry data. The new Hague Platform was completed at the end of 2018.

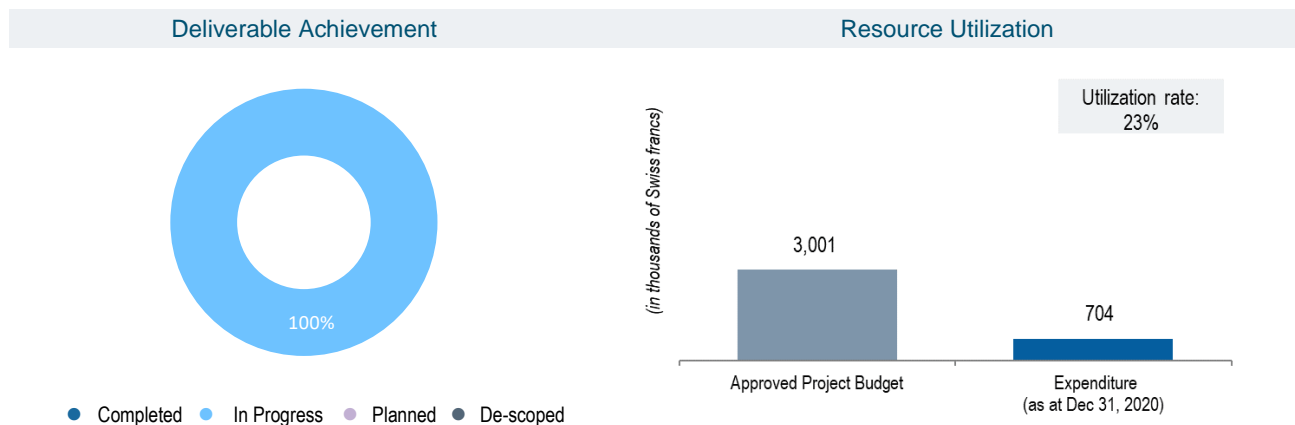
Functionality improvements, including enhanced services and features for Offices, applicants, and third parties were not included as part of the Hague Platform Project. Thus, the Hague Externalization Project (HEP) is a user-focused project that aims at delivering sustainable, user-driven services and enhanced standardized integrations with Offices. It seeks to address the IT developments required for modernizing and streamlining of all external-facing business functions, in particular by addressing the need for:

- real-time and direct synchronous access to all information and data relating to international applications registration based on a differentiated access right management system;
- improved options for real-time and direct synchronous data exchanges with Offices;
- alignment between the ICT systems of national Offices and the IB resulting in improved, transparent and more efficient data exchanges;
- launch of modern, scalable and robust electronic notifications for internal and external users that would start to reduce processing delays and reliance on paper and physical mailing costs and lead to increased user satisfaction;
- enhanced, clear, user-driven quality services through online eForms to help users improve the quality of their submissions, reduce deficiencies and increase their efficiencies; and
- ensuring that the Hague system continues to adapt to user needs and expanding technical options.

The objectives of the HEP are to:

- ensure that the International Bureau is equipped to manage the expected increase in application volume and international registrations, particularly in light of future growth and expansion of the Hague System and the evolutions in design law;
- meet applicant expectations for what has become an industry norm: where requests and communications can be actioned easily and quickly electronically; and
- improve the Hague's services to WIPO's stakeholders and the international IP community, as well as further integrate user and Office perspectives in the delivery of services.

Project Progress Overview



Key Achievements in 2020

In 2020, the following progress was made:

- A new eHague landing page, the gateway to the Hague System's online services and future self-services was delivered;
- A new electronic notification capability that covers all Hague official notifications was established;
- Hague eRenewal service was integrated into the Hague Platform, and, due to the normalization and granularization of registry information, renewals can now be managed automatically from submission to publication; and
- Confidential copy distribution processes were optimized, resulting in error reductions and better adherence to distribution schedules.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits – 2021 and onwards
<p>Improved productivity and efficiency for external and internal users:</p> <ul style="list-style-type: none"> - Elimination of manual renewal uploads; - Reduction of manual renewal examination by Hague Operations; - Improved management of documents submitted through Hague Document Upload; - Centralized resending and forwarding capabilities for electronic notifications; and - Eliminates off-platform processes along with the resulting manual steps in Hague Operations. <p>Increased responsiveness to users and Offices:</p> <ul style="list-style-type: none"> - Change records notifications sent electronically instead of paper mailing. <p>Capability to provide better service through a user-driven approach:</p> <ul style="list-style-type: none"> - All Hague official notifications sent electronically. <p>Greater quality in application submissions:</p> <ul style="list-style-type: none"> - Improved quality due to up-to-date registry data resulting from the integration of eRenewal and the IB System. <p>Improved security related to data exchange between the IB and users:</p> <ul style="list-style-type: none"> - Optimization of confidential copy distribution process (error reduction and better adherence to distribution schedule). 	<p>Improved productivity and efficiency for external and internal users:</p> <ul style="list-style-type: none"> - Alignment between the ICT systems of national Offices and the IB resulting in improved, transparent and more efficient data exchanges. <p>Increased responsiveness to users and Offices:</p> <ul style="list-style-type: none"> - Real-time and direct synchronous access to all information and data relating to international applications and registrations based on a differentiated access right management system. <p>Capability to provide better service through a user-driven approach:</p> <ul style="list-style-type: none"> - Increase range of self-service options available to external users through increased direct access to and management of their own data. <p>Greater quality in application submissions:</p> <ul style="list-style-type: none"> - Integration of business rules validations for online submissions to eliminate most irregularities. <p>Improved security related to data exchange between the IB and users:</p> <ul style="list-style-type: none"> - New services for real-time and secure synchronous data exchanges with Offices.

Risk and Mitigation Actions

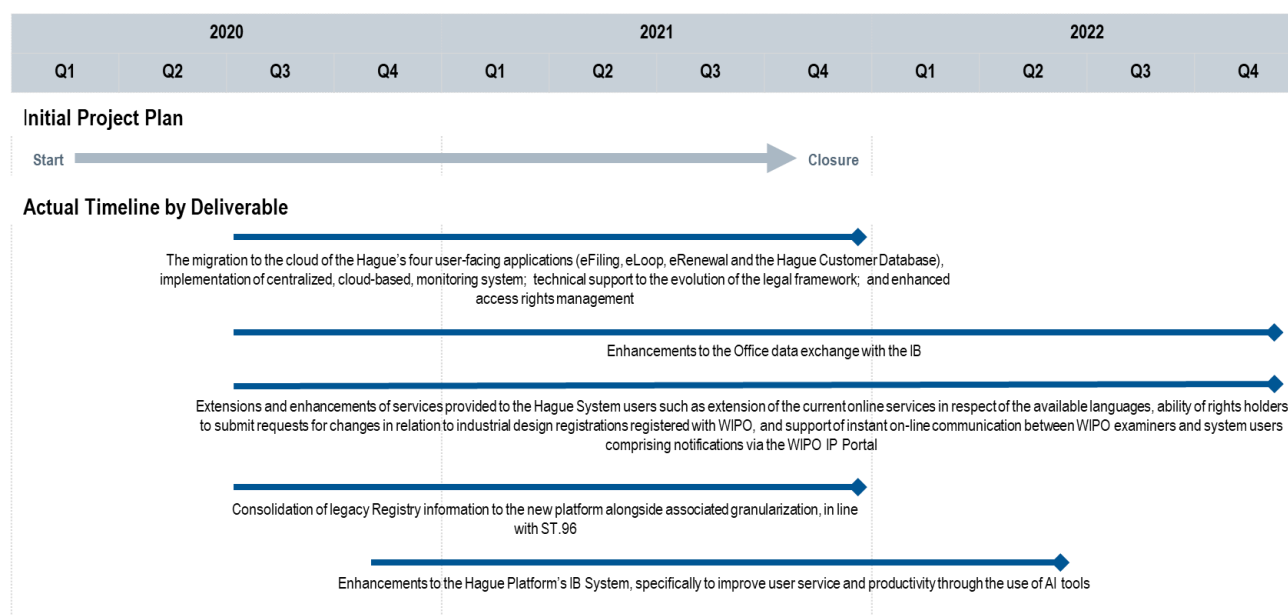
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Dependency on the timely completion of IP Portal deliverables could cause delays in project implementation.	This risk continues to be monitored closely.	Iterative delivery plans for the main deliverables were effective in mitigating delays.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
The migration to the cloud of the Hague's 4 user-facing applications (eFiling, eLoop, eRenewal and the Hague Customer Database), implementation of centralized, cloud-based, monitoring system; technical support to the evolution of the legal framework; and enhanced access rights management	232,822	127,110	55%	60%
Enhancements to the Office data exchange with the IB	784,298	84,940	11%	20%
Extensions and enhancements of services provided to the Hague System users such as extension of the current online services in respect of the available languages, ability of rights holders to submit requests for changes in relation to industrial design registrations registered with WIPO, and support of instant on-line communication between WIPO examiners and system users comprising notifications via the WIPO IP Portal	1,100,597	267,859	24%	25%
Consolidation of legacy Registry information to the new platform alongside associated granularization, in line with ST.96	511,598	158,007	31%	35%
Enhancements to the Hague Platform's IB System, specifically to improve user service and productivity through the use of AI tools	371,598	66,560	18%	20%
Total	3,000,914	704,476	23%	28%

Project Timeline by Deliverable



The planning process took longer than expected; the project timeline has been amended accordingly.

ICT-Related Project

CMP 23 ECM IMPLEMENTATION - PHASE II

Project Manager: Mr. G. Beaver

Expected Result: *IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results*

Project Progress Report

Objectives, Scope and Approach – Background

The Phase I of an ECM Implementation project to introduce “a central enterprise repository to store documents.” (WO/PBC/21/18) was approved by the WIPO Assemblies in 2013. It focused primarily on implementing a set of “early win” ECM sub-projects, each using different capabilities of the ECM solution to address a specific need. Phase I has successfully implemented the underlying technical infrastructure of the ECM application, including the base configuration of the document repository (compliant with digital records management and information security requirements), as well as five business-process-specific sub-projects. A sixth sub-project, (eCourier) planned to digitize mail management in the Office of the Director General was postponed from Phase I to Phase II in order to allow expansion of the scope and benefits. The finalization of the mission document sub-project was also extended into Phase II.

Phase II and Phase III of the ECM project will progressively migrate the majority of WIPO business units onto the ECM platform and equip staff Organization-wide with the tools and knowledge to leverage its capabilities. Building on the foundation and experience of Phase I, Phase II will accelerate the digital transformation of core internal information and document management capabilities, thereby improving productivity, process efficiency, knowledge sharing, records management and information security.

There are four major deliverables in this Phase:

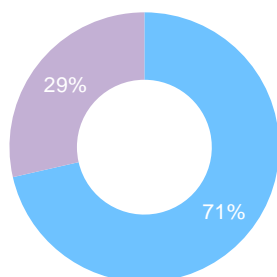
- The ongoing cleansing of, restructuring, and application of Records Management, and migration of the existing content based on the Organization’s file shares into the ECM Platform.
- The implementation of eMemo sub-project, which will allow the electronic approval, routing and tracing of memoranda within WIPO, replacing the paper based physical routing of memoranda.
- The implementation of eCourier sub-project, which will allow for the creation of, electronic routing, editing and tracing of letters which are in response to correspondences received by WIPO.
- The main streaming of the ECM platform and capabilities into the organizations “every day” working environment and processes.

The objectives of the Phase II of the project are to:

- enable WIPO to digitally manage the vast volumes of records and information which are generated daily across WIPO in diverse formats; and
- enable business units to meet their core needs for capturing, sharing, searching, leveraging and preserving the knowledge contained in documents.

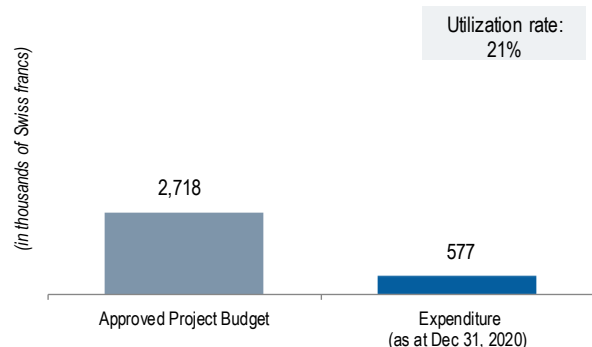
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2020

- The development and deployment of the initial operating capability of the eMemo and eCourier was completed, in response to the new remote working practices resulting from the COVID-19 pandemic.

Benefits Realization

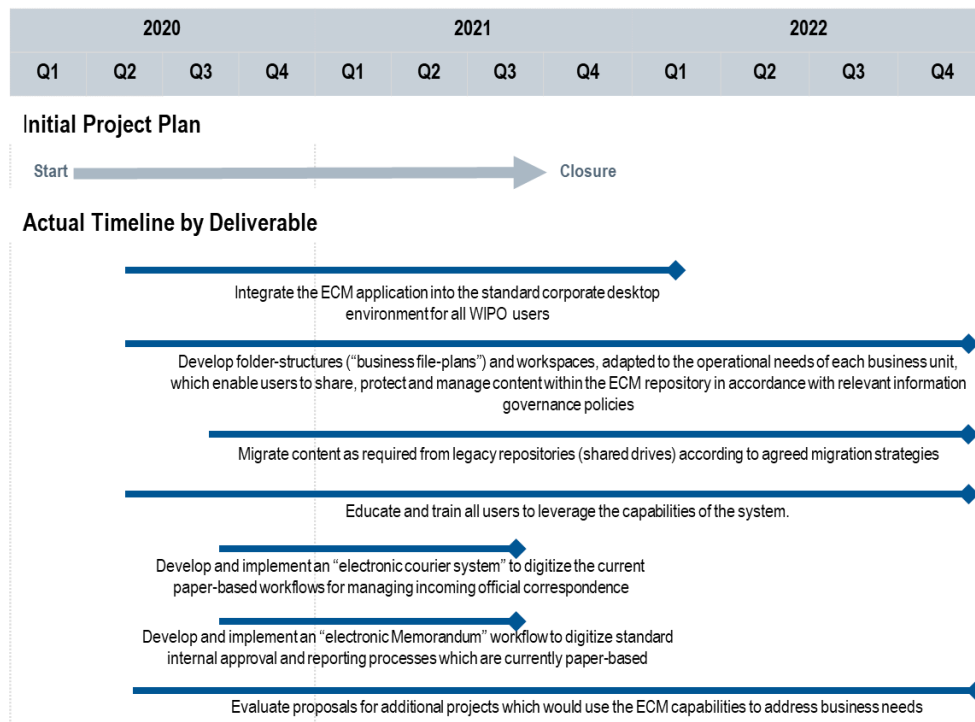
Benefits Delivered 2020	Future Expected Benefits
Increased productivity and improved response times to customers, for the business units which were migrated in 2020	Better access to corporate knowledge, prevention of loss of institutional knowledge when individuals leave, and reduction of unnecessary re-work
Enhanced business efficiency and associated cost savings, for the business units which were migrated in 2020	Increased productivity and improved response times to customers
	Ensured protection of WIPO's valuable records and archives, while facilitating the timely disposal of content that has passed its retention period
	Enhanced ability to apply security classifications and protect sensitive information
	Enhanced business efficiency and associated cost savings
	Reduced volume of data, associated cost and environmental impact of data storage

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Integrate the ECM application into the standard corporate desktop environment for all WIPO users	573,000	463,944	81%	80%
Develop folder-structures ("business file-plans") and workspaces, adapted to the operational needs of each business unit, which enable users to share, protect and manage content within the ECM repository in accordance with relevant information governance policies	1,056,000	-	-	5%
Migrate content as required from legacy repositories (shared drives) according to agreed migration strategies	626,800	-	-	5%
Educate and train all users to leverage the capabilities of the system.	268,000	40,000	15%	20%
Develop and implement an "electronic courier system" to digitize the current paper-based workflows for managing incoming official correspondence	80,000	45,000	56%	35%
Develop and implement an "electronic Memorandum" workflow to digitize standard internal approval and reporting processes which are currently paper-based	80,000	20,000	25%	35%
Evaluate proposals for additional projects which would use the ECM capabilities to address business needs	34,000	8,000	24%	25%
Total	2,717,800	576,944	21%	25%

Project Timeline



The eMemo and eCourier project delivery schedules were brought forward, as the benefits of these two sub-projects were recognized as being of a higher priority due to the remote working conditions resulting from the COVID-19 pandemic.

The prioritization of the eMemo and eCourier sub-projects, delays in appointing key project personnel, changes to the working environment due to the COVID-19 pandemic, and a need to re-work methodology and migration tools based on the learnings from Phase I, resulted in a delayed start to the major work with business units which is required to cleanse, structure, and apply Records Management to their content, prior to the migration to the ECM platform.

ICT-Related Project

CMP 24 WEB CMS TECHNOLOGY REPLACEMENT

Project Manager: Ms. M. De Icaza

Expected Result: *VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role*

Project Progress Report

Objectives, Scope and Approach – Background

WIPO currently uses OpenCMS as the web content management system (WCMS) to manage the web content and publishing workflow of the following sites:

- www.wipo.int
- www.accessiblebooksconsortium.org
- <http://intranet.wipo.int/portal/en/>
- www.upov.int

An external market survey concluded that OpenCMS is no longer the best WMCS solution for a modern content management system for WIPO. Maintaining the OpenCMS workflow requires technical skills (knowledge of HTML) for each of the steps, which can lead to long waits for large updates and make regular updating/cleanup both difficult and time-consuming. For example, any layout changes need to be coded in HTML, and more complex functions such as faceted search, can only be coded manually by our developer. In addition, upgrading the current version of OpenCMS used by WIPO to a newer version would result in a loss of key functionalities.

A modern content management system for WIPO should be modern, flexible, user-friendly and functional and would include the following functionalities:

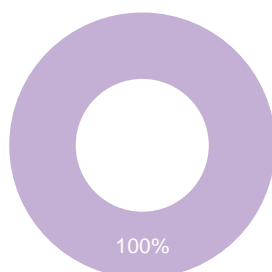
- ability to store web content as modules (bits of content that can include a mix of differently formatted text and multimedia) rather than as individual pages;
- more user-friendly methods of building pages with advanced functionality (through “drag & drop” possibilities to add different content modules straight into the page and insert functionalities such as sorting of data and faceted search with a couple of clicks); and
- out-of-the-box solutions for inclusion and managements of “social features” such as forums and user functionalities such as customized dashboards.

The objectives of this project are to:

- provide a cutting-edge web experience to WIPO's external audience, including more, and more frequently updated content in all official languages; and
- facilitate both the support and the integration with other WIPO web-based applications.

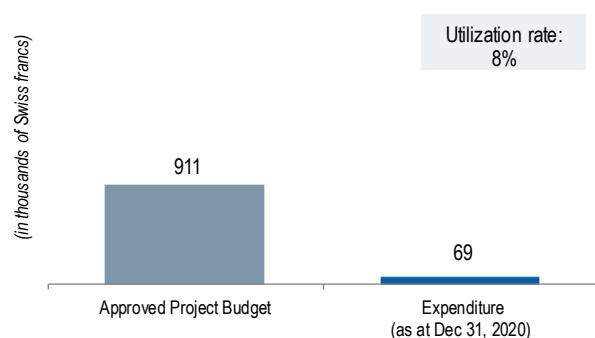
Project Progress Overview

Deliverable Achievement³⁷



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



³⁷ Does not include the cross-cutting deliverables (e.g. Project management) or licensing, maintenance and support costs.

Key Achievements in 2020

In 2020, the following progress was made:

- The Project Initiation Document (PID) was approved and a project manager was selected and appointed; and
- A business and technical requirements gathering exercise was concluded.

Benefits Realization

Future Expected Benefits

Reduced risks associated with using a WCMS that is not widely used.

Enabled decentralization of web publishing through a user-friendly interface for web publishers that does not require knowledge of CSS/HTML code. This would enable the owners of web content to keep their web pages up to date without having to wait for availability of a central web publisher.

Keep up with technology by modernizing the web structure, functionality and design, allowing the rest of the "static" web to adopt a more complementary design to the WIPO IP Platform look and feel.

Risk and Mitigation Actions

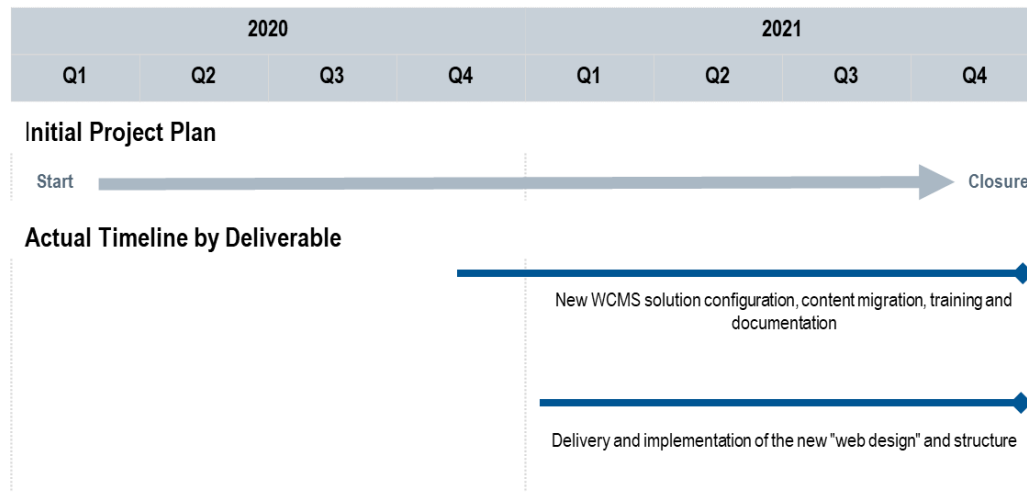
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
The best CMS solution for most of the sites may not be compatible with all web applications hosted by the current CMS.	The risk continues to be monitored and evaluated.	The mitigation strategy to ensure that applications are universally compatible, including the conversion of internal applications to communicate with the website through WIPO-standard API was effective in mitigating the risk.	There was no adverse impact on the project.
Given the fast pace of change in the web CMS field, there could be a possibility that the technology advances faster than this project progresses and that the technology selected and implemented is not the latest generation.	The risk continues to be monitored.	A technical form intended for querying the technical state of the proposed solutions has been included as part of the prepared RFQ to be published and sent out to the shortlisted vendors.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
New WCMS solution configuration, content migration, training and documentation	400,000	-	-	-
Delivery and implementation of the new "web design" and structure	140,000	-	-	-
Licensing, maintenance and support cost of the new WCMS system	130,500	-	-	-
Project management	240,000	69,333	29%	N/A
Total	910,500	69,333	8%	10%

Project Timeline by Deliverable



Looking Forward

The future challenges foreseen are the following:

- The content to be migrated from the old website to the new one will need to be checked and either updated or archived. To address this, a robust process for updating and a technical solution for archiving will be developed.
- The technical solution that will be rolled out will present a significant challenge in terms of deployment and content migration. To address this, all processes will be documented and focal points thoroughly trained prior to the roll-out.

ICT-Related Project

CMP 25

TREASURY MANAGEMENT SYSTEM (TMS)

Project Manager: Mr. S. J. Chen

Expected Result: *IX.2. An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results*

Project Progress Report

Objectives, Scope and Approach – Background

In 2013, a study was performed by FTI Treasury, an independent specialist treasury service provider, on the treasury activities undertaken by WIPO. The study highlighted weaknesses in the current treasury infrastructure (“current-state”), specifically with regard to the level of integration with and automation within the ERP system throughout the treasury transaction life cycle. The accuracy of recording and the subsequent reconciliation of treasury transactions, including the timeliness of reporting, were highlighted as risk areas in the “current-state” treasury. In order to mitigate these risks, and based on the treasury activities managed in 2013, the FTI study recommended that WIPO undertake a non-committal and indicative assessment of a Treasury Management System (TMS) solution via a Request for Information to system vendors and service providers.

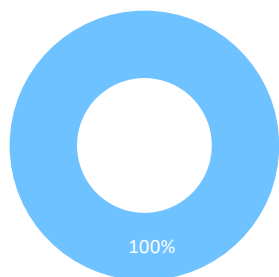
In 2017, the volume and value of investment-related treasury transactions increased significantly following the implementation of WIPO’s Policy on Investments. Furthermore, the on-going management of currency risks related to foreign exchange hedging transactions will continue to be required over the life of these investments. Consequently, an adequate treasury infrastructure would need to be established in order for WIPO to enhance the management and monitoring of risks associated with investments and related activities.

In 2018, the number of currencies under treasury management increased following the implementation of the PCT Netting Pilot. The volume of treasury transactions related to foreign exchange activities grew accordingly. In April 2019, an internal audit report on the PCT Netting Pilot highlighted the challenges in working with a number of sources of information in order to obtain a global view of currency exposures for the Organization. The audit report highlighted the advantages of replacing the current treasury-related tasks being undertaken manually with an automated solution in order to mitigate risks associated with netting operations.

The objective of the treasury management project is to enable WIPO to effectively monitor and manage the risks that are intrinsic to treasury operations.

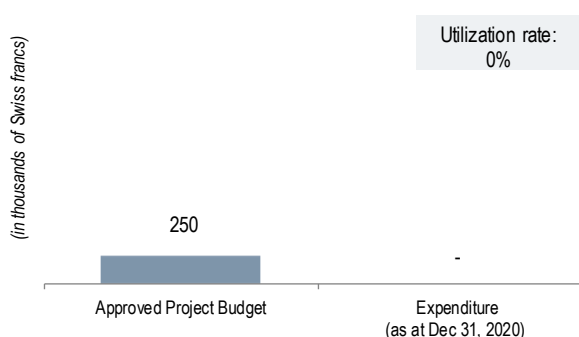
Project Progress Overview

Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2020

In 2020, the following progress was made:

- Following a successful review and assessment stage with internal and external stakeholders, the design for the 'future-state' treasury processes and the required software infrastructure in order to manage these activities was completed; and
- The procurement process for the Treasury Risk Management System (TRMS) was successfully completed in December 2020.

Benefits Realization

Future Expected Benefits

Improved security and reduced risk of error or payment fraud

Improved cash visibility

Improved efficiency in payment processing

Improved deployment of cash for investment purposes

Improved visibility and management of currency risk exposures

Improved management of counterparty credit risk exposures.

Reduced cost of bank connectivity services.

Risk and Mitigation Actions

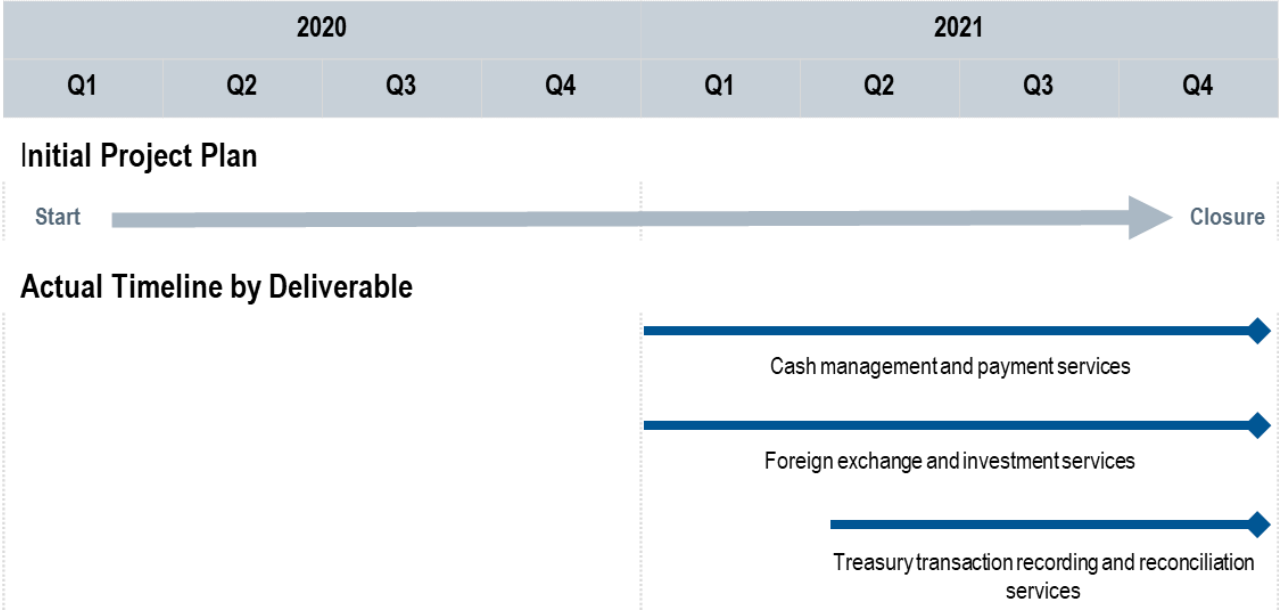
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
TRMS solutions might not be compatible with pre-existing organizational choices regarding technology (security, authentication) which could impact project implementation.	This risk continues to be monitored closely.	The Project Board comprises participants from Information Security in order for security related requirements to be fully integrated in the final solution.	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Cash management and payment services				
- new treasury technology in the area of payment algorithm and payment sanction filter	125,000	-	-	10%
- automated workflow that meets WIPO's cash management requirements				
Foreign exchange and Investments services				
- real-time visibility and straight-through processing of WIPO's foreign exchange activities and investment transactions through integration with FXall, Custody Bank and Bloomberg	75,000	-	-	6%
- automated transaction confirmations				
Treasury transaction recording and reconciliation services				
- automated workflows with AIMS that will cover recording and reconciliation for all treasury related transactions	50,000	-	-	4%
Total	250,000	-	-	20 %

Project Timeline by Deliverable



Building-Related Project

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

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach – Background

The electricity supply for the AB, GBI and GBII Buildings³⁸ is provided by a local provider through the city electricity grid. The existing standby power system supplied by the in-house generator does not have the capacity to support of all the facilities and functions across those Buildings. The facilities and functions that cannot be supported include:

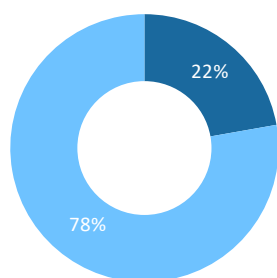
- full lighting in the AB Lobby, Room A and Room B;
- full lighting in offices and meeting rooms on upper office floors;
- electrical outlets in all offices and meeting rooms on upper floors (mainly for IT equipment (computers, printers and other electronic equipment); and
- elevators (in the AB and GBI Buildings), service lift (in the AB Building) and the roof hanging platform for exterior cleaning of windows (for the AB Building).

As a matter of comparison, the more recent buildings of the WIPO Campus (PCT, NB and WCH) all benefit from a “full-fledged” standby mitigating power outage system. A “full-fledged” standby power system is considered a requirement at WIPO, in particular to maintain functionality of core business activities.

The objective of the project is to ensure that all WIPO facilities and functions, across the WIPO Campus, will continue to be supported and to operate in case of a power outage.

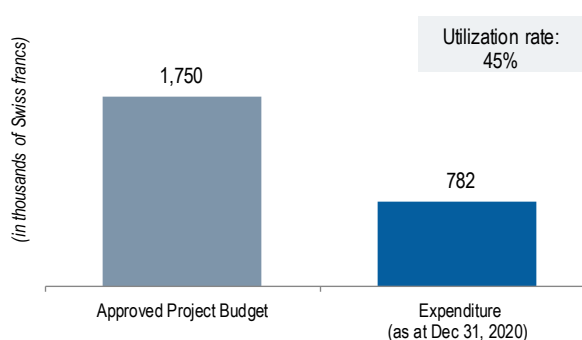
Project Progress Overview

Deliverable Achievement³⁹



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



³⁸ Part of the AB Building installations were covered by CMP14 approved in 2017.

³⁹ Does not include the cross-cutting deliverable: Project management.

Key Achievements in 2020

In 2020, the following progress was made:

For AB Building:

- The tender process, acquisition and installation of the new electrical distributor panel was successfully completed; and
- Additional installations were connected to the new standby power system.

For GBI and GBII Building:

- The building permit application for the creation of a technical room on the roof of the GBI Building was obtained;
- Infrastructure works on the roof of the GBI building were completed, and the standby power generator was delivered and installed on the roof of the GBI Building;
- The tender process, acquisition and installation of the new electrical distributor panel and the uninterrupted power supply (UPS) unit were successfully completed;
- All installations were connected to the new standby power system; and
- The detailed technical studies conducted identified that existing spaces, infrastructure, technical passages and cabling could be used resulting in cost avoidance and faster implementation.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Full lighting and all electrical outlets on all office floors, lobby, Room A and Room B in the AB Building secured in case of power outage, except for the first 10 seconds.	Elevators in the AB Building secured in case of power outage, except for the first 10 seconds.
Increased comfort and sense of safety for occupants in the AB Building.	Increased comfort and sense of safety for occupants in the AB Building regarding the functioning of the elevators.
	A dedicated generator securing additional capacity available for future needs in the GB Buildings.
	Compliance with Host Country regulations on electricity power distribution in buildings in the GB Buildings.
	All installations secured in case of power outage (without interruption), including full lighting, all electrical outlets on all office floors and all elevators in the GB Buildings.
	Increased comfort and sense of safety for occupants in the GB Buildings.

Risk and Mitigation Actions

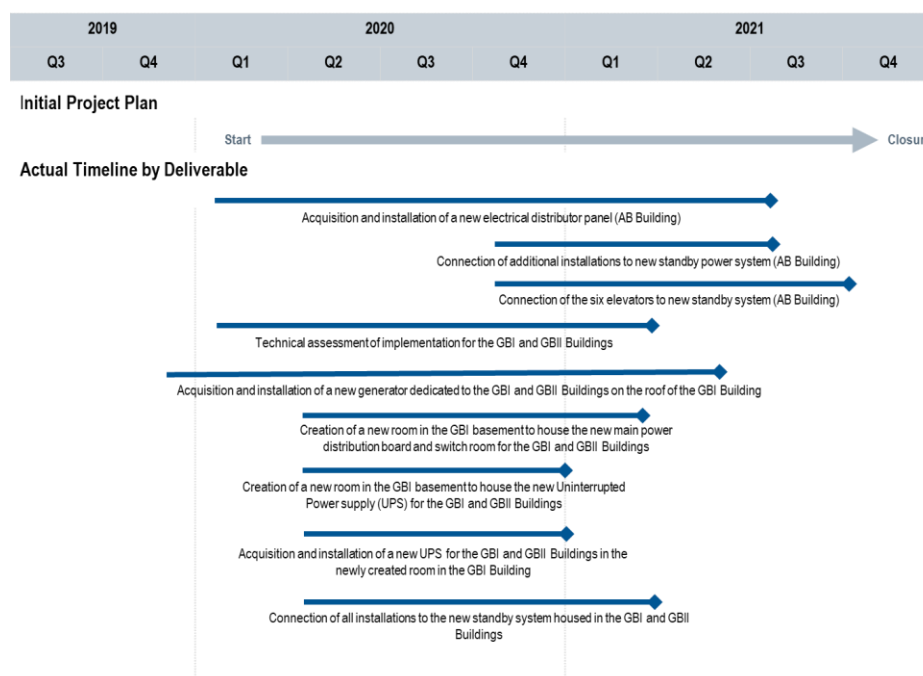
Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Accumulated delays of more than one month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk did not materialize during project implementation and has been closed.	Mitigation actions were not necessary as the risk did not materialize.	N/A
Unforeseen technical problems discovered during installations/interventions.	The risk did not materialize during project implementation and has been closed.	Mitigation actions were not necessary as the risk did not materialize.	N/A

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of a new electrical distributor panel (AB Building)	143,825	76,198	53%	95%
Connection of additional installations to the new standby power system (AB Building)	143,825	111,953	78%	95%
Connection of the six elevators to the new standby system (AB Building)	-	-	-	30%
Technical assessment of implementation for the GBI and GBII Buildings	137,830	54,615	40%	95%
Acquisition and installation of a new generator dedicated to the GBI and GBII Buildings on the roof of the GBI Building	227,720	210,320	92%	95%
Creation of a new room in the GBI basement to house the new main power distribution board and switch room for the GBI and GBII Buildings ⁴⁰	359,560	106,824	30%	95%
Creation of a new room in the GBI basement to house the new Uninterrupted Power Supply (UPS) for the GBI and GBII Buildings ⁴¹	23,970	6,317	26%	100%
Acquisition and installation of a new UPS for the GBI and GBII Buildings in the newly created room in the GBI basement	29,960	17,656	59%	100%
Connection of all installations to the new standby system housed in the GBI and GBII Buildings	563,310	144,670	26%	90%
Project Management	120,000	53,929	45%	N/A
Total	1,750,000	782,482	45%	90%

Project Timeline



⁴⁰ Following the detailed technical studies, the creation of a new room in the GBI basement for the main power distribution board was avoided and existing space and infrastructure were modified for the installation instead.

⁴¹ Following the detailed technical studies, the creation of a separate new room in the GBI basement for the UPS was avoided and existing space and infrastructure were modified for the installation instead.

Building-Related Project

CMP 27 **MODERNIZATION OF ELEVATORS MOTORIZATION SYSTEMS - PHASE II**

Project Manager: Mr. A. Favero

Expected Result: *IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders*

Project Progress Report

Objectives, Scope and Approach – Background

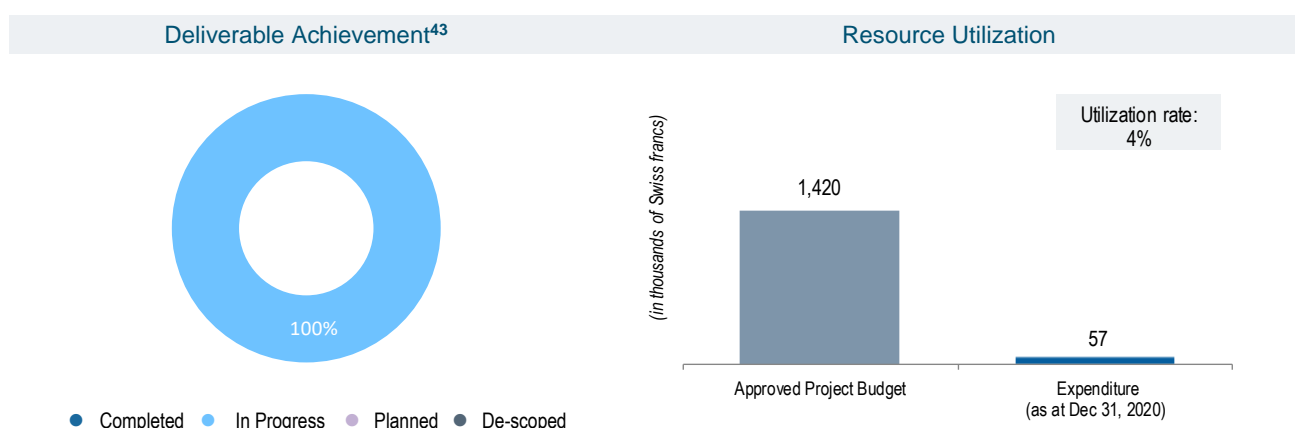
The six elevators of the AB Building⁴² date back to the building construction in 1978, and those in the GBI Building to the late 1950's. The elevators in the AB Building were partially renovated in 1998, but the motorization system was neither upgraded nor replaced. The technology of these systems is now obsolete and spare parts are no longer available. As a consequence, breakdowns are more frequent and the repair time increases significantly over time, causing increasing inconvenience for the occupants of the Buildings, delegates and visitors. In addition, there is a higher risk that some of the breakdowns may affect the ability of repairing the elevators.

In view of the above, a technical analysis was conducted by the elevator maintenance company in 2015. The report concluded that the motorization systems for the elevators would need to be replaced with a new technology in both the AB and GBI Buildings, and that some additional mechanical modernization would be required for the GBI elevators.

Following detailed feasibility studies conducted in early 2019, the respective scopes of Phase I and Phase II of the project have been adjusted versus the Capital Master Plan for Premises, Safety and Security for the Period 2018-2027 in order to consider technical constraints. As a result, the work on the four central elevators in the AB building is included as part of Phase II (initially assumed to be partially part of Phase I). The full revised scope of Phase II is listed in the deliverables section of this document.

The objective of the project is to ensure that WIPO staff, delegates and visitors can access all floors in the AB and GB Buildings in a timely and uninterrupted manner.

Project Progress Overview



⁴² Part of the AB Building elevator motorization systems are covered by CMP16, which was approved in 2017.

⁴³ Does not include the cross-cutting deliverable: Project management.

Key Achievements in 2020

In 2020, the following progress was made:

- The tender process to select the companies to carry out the works was launched in Q4 2019 for the AB Building and Q2 2020 for the GBI Building;
- Award of contract to the selected suppliers for the four main central elevators in the AB Building and the two elevators in the GBI Building; and
- The components of the new motorization system for the two GBI Building elevators were ordered.

Benefits Realization

Future Expected Benefits

Improved responsiveness of the 4 main central elevators in the AB Building

Improved responsiveness of the 2 elevators in the GBI Building, servicing also the GBII Building

Risk and Mitigation Actions

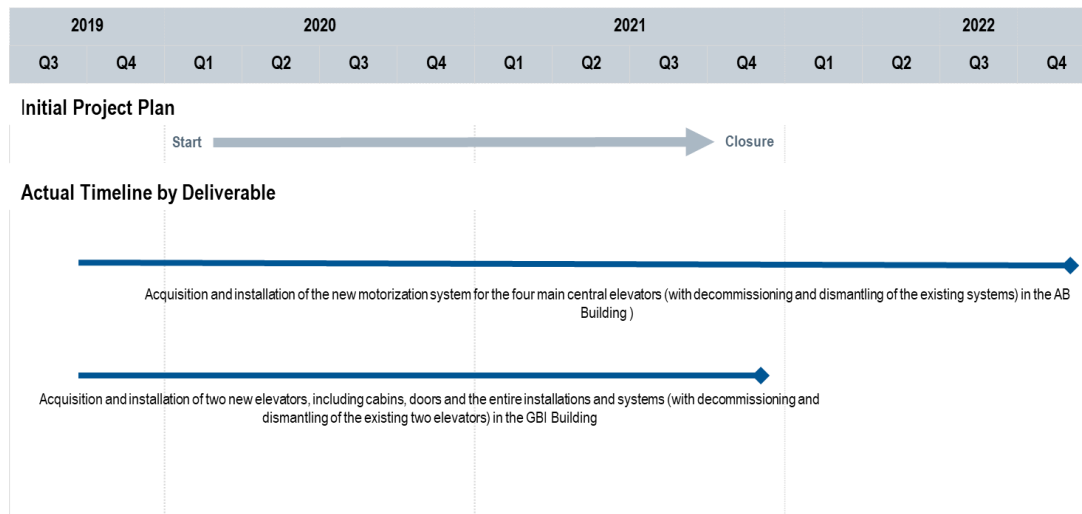
Risk	Risk Evolution
Accumulated delays of more than 1-month resulting from organizational constraints, including the schedule of WIPO meetings, due to worksite disturbances.	The risk pertains to the implementation phase of the project planned for 2021.
Unforeseen technical problems discovered during installations/interventions.	The risk pertains to the implementation phase of the project planned for 2021.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Acquisition and installation of the new motorization system for the four main central elevators (with decommissioning and dismantling of the existing systems) in the AB Building	1,005,778	2,365	0%	30%
Acquisition and installation of two new elevators, including cabins, doors and the entire installations and systems (with decommissioning and dismantling of the existing two elevators) in the GBI Building	294,222	1,182	0%	40%
Project management	120,000	53,929	45%	N/A
Total	1,420,000	57,476	4%	35%

Project Timeline



The COVID-19 pandemic caused the following implementation delays in:

- Re-launching the tender for the two GBI Building elevators due to the suspension of visits for bidders of the WIPO campus; and
- Conducting worksite meetings and technical visits following the suspended access to the WIPO Campus.

Safety and Security -Related Project

CMP 28 FIRE AND GAS SAFETY

Project Manager: Mr. O. Bruyere

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach – Background

This project, foreseen in the Capital Master Plan for Premises, Safety and Security for the Period 2018-2027⁴⁴, is intended to replace two critical elements of WIPO Headquarters safety apparatus to ensure that WIPO remains compliant with Swiss federal legislation and fire regulation (*the Association des Etablissements Cantonaux d'Assurance Incendie, AEAI*). The two systems to be replaced are: (i) the gas leak detection system and (ii) the fire/smoke detection management system.

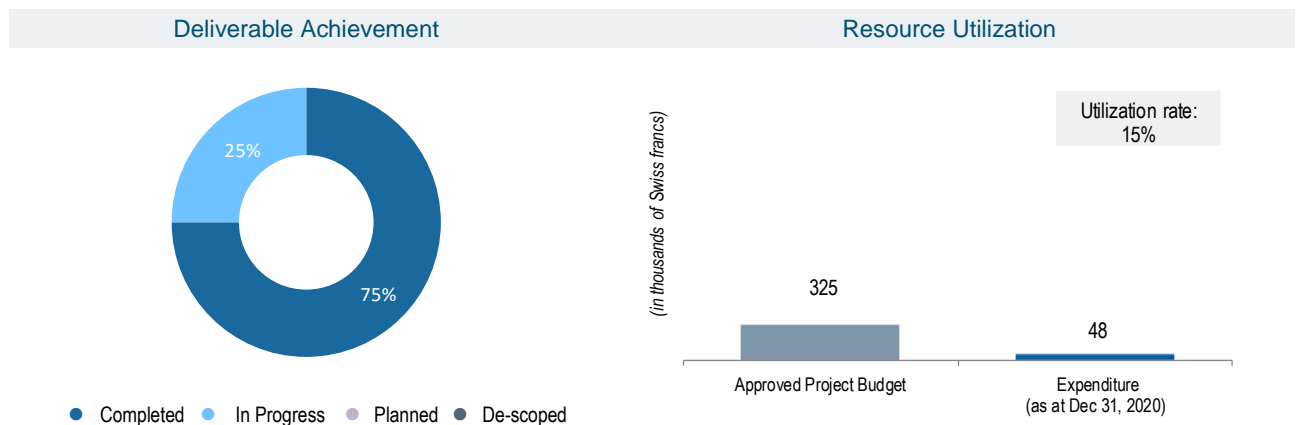
- Gas leak detectors in the AB (gas inlet and burners) and PCT (kitchen) Buildings were installed in 2006. Following over 12 years of service, the supplier can no longer guarantee maintenance and spare parts for the system are unavailable, thus putting the gas leak detection system at risk of critical failure. The system also presents a significant secondary risk to occupational safety in its current configuration, as it does not allow for remote monitoring. In the event of a leak, an operator must risk entering the affected area to take a reading from the detector panel. To mitigate this risk, the obsolete gas detectors will be replaced with an upgraded system that links in directly to the Security Operational Center (SOC), allowing for real-time, remote monitoring. This will provide additional safety to security guards or technicians intervening in areas potentially affected by gas leaks, and ensure compliance with local/federal regulations and legislation.
- The fire and smoke detection management systems in the AB and GB Buildings have reached the end of their serviceable life and the supplier is no longer ensuring maintenance and support. The current automatic fire and smoke detection management system in the AB and GB buildings are currently supporting two types of fire/smoke detectors and are not able to communicate with the SOC efficiently. In addition, the current management panel is not able to house the new technology that will be installed during planned renovations under CMP 17 *Installation of Fire Doors and Walls (and other fire protection measures)* in the GB Building. The proposed new detection system will be able to fully communicate with the SOC using compatible BACnet⁴⁵ protocols and existing SOC tools, resulting in improved monitoring, response (such as fire door control), and compliance with fire safety regulations.

The objective of the project is to fulfill WIPO's broader duty of care obligations to staff, delegates and visitors as they relate to occupational safety.

⁴⁴ Annex VIII of document WO/PBC/27/9.

⁴⁵ BACnet is a communications protocol for Building Automation and Control (BAC) networks that leverage the ASHRAE, ANSI, and ISO 16484-5 standard [1] protocol. BACnet was designed to allow communication of building automation and control systems for applications such as heating, ventilating, and air-conditioning control (HVAC), lighting control, access control, and fire detection systems and their associated equipment. The BACnet protocol provides mechanisms for computerized building automation devices to exchange information, regardless of the particular building service they perform.

Project Progress Overview



Key Achievements in 2020

In 2020, the following progress was made:

- Gas detection panels were installed in the AB and PCT Buildings and integrated with the gas management system, thus enabling remote monitoring from the Security Operations Center (SOC). In addition, AEAI certification was received in accordance with the Swiss federal legislation and fire regulations; and
- A Request for Proposal (RFP) was launched for the Fire and Smoke detection management system.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Continued compliance with AEAI standards	Increased efficiency for security staff (remote monitoring of smoke/fire alarms)
Increased safety for security personnel and technicians responding to gas leak alarms	Reduced number of false alarms and savings on Fire Department fees paid when false alarms occur
Reduced likelihood of a gas leak turning into a gas explosion	
Increased efficiency for security staff (remote monitoring of gas alarms)	
The number of false alarms in 2020 was 1 compared to 4 in 2019.	

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
During implementation and testing, it was identified that existing gas detectors might not communicate properly with the new installed panels. Replacing existing detectors would result in additional costs.	Once the gas detectors were connected to the new panels, which are integrated to the Security Operations Center (SOC), the communication issue was resolved. The risk can therefore be closed.	N/A	There was no adverse impact on the project.

Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
AB gas detection system installation, integration, testing and certification	33,000	33,000	23,352	71%	100%
PCT gas detection system installation, integration, testing and certification	22,000	22,000	19,605	89%	100%
Technical study for AB/GB fire/smoke detection management panels		15,000	4,800	32%	100%
AB/GB Fire/smoke detection management panel installation, integration, testing and certification	220,000	205,000	-	-	5%
Project management	50,000	50,000	-	-	N/A
Total	325,000	325,000	47,757	15%	45%

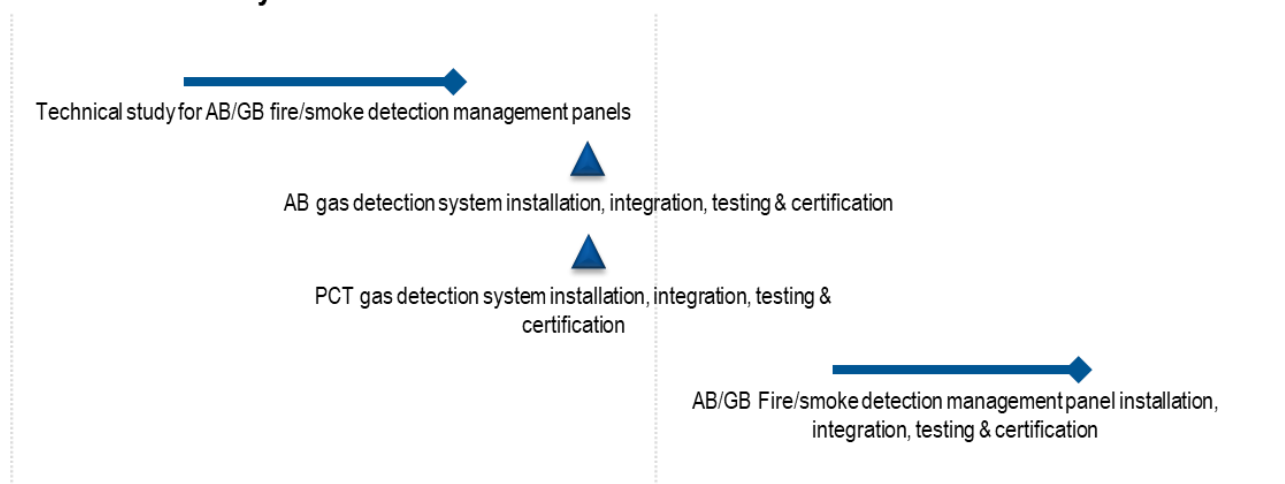
Project Timeline by Deliverable

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initial Project Plan



Actual Timeline by Deliverable



Safety and Security -Related Project

CMP 29 RENEWAL OF CRITICAL PHYSICAL SECURITY SYSTEMS
HARDWARE

Project Manager: Mr. F. Deschamps

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach – Background

Since 2010, the Headquarters Minimum Operational Security Standards (HMOSS) project and physical security upgrades have significantly increased WIPO's ability to secure and manage a complex Headquarters campus in line with United Nations Security Management Standards (UNSMS) and industry best practices.

WIPO Headquarters security relies on a wide range of equipment and systems, which are required to be fully functional 24/7, 365 days a year. Following years of continuous service, certain equipment at or nearing the end of their lifecycle require replacement due to: (i) end of warranty support; (ii) lack of maintenance replacement parts; (iii) the increased likelihood of failure; and (iv) user safety concerns.

This project aims to: (i) replace and upgrade certain critical WIPO Headquarters physical security infrastructure, whose failure would otherwise seriously affect security capabilities and increase WIPO's risk exposure; and (ii) reconfigure and implement a functional vehicle access control system to increase both user safety and overall WIPO building security.

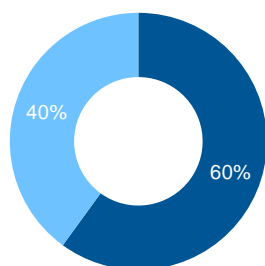
The objectives of the project are to:

- enhance organizational crisis management capacities in the event of an external threat at WIPO Headquarters; and
- strengthen WIPO Headquarters security capabilities and functionalities to efficiently monitor, manage and respond to external threats.

In 2020 an assessment of the current VACS was performed and a number of additional requirements were identified, some of which cannot be implemented as part of the scope of this project.

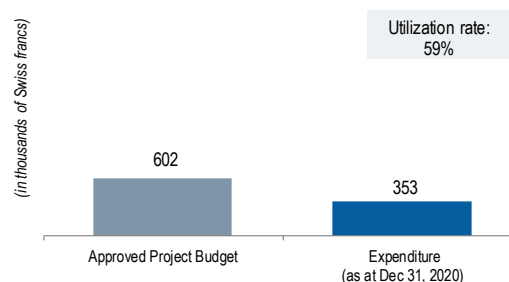
Project Progress Overview

Deliverable Achievement⁴⁶



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



⁴⁶ Does not include the cross-cutting deliverable: Project management.

Key Achievements in 2020

In 2020, the following progress was made:

- The first batch of 52 CCTV cameras were installed and integrated;
- The intercoms in the New Building were replaced with a new intercom system;
- New technology screens and monitors were installed in the Security Operations Center (SOC);
- The X-ray machine was replaced in the CAM building and security guards were trained; and
- The study and proposals for the re-design of the Vehicle Access Control System (VACS) were completed.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits
Continued suitability and integrity of the physical security systems deployed in 2020.	Continued suitability and integrity of the entire WIPO's security management infrastructure over the long term.
Maintained compliance with UNSMS regulations and with Country Security Risk Assessments (SRAs) mitigation recommendations	Maintained compliance with UNSMS regulations and with Country and WIPO Headquarters Security Risk Assessments (SRAs) mitigation recommendations
ISO 27001 certification was maintained in 2020 for the Hague, PCT and Madrid Registries, and the AMC,	Recertification to ISO 27001 in 2021 for Hague, PCT and Madrid Registries, and the AMC

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Existing physical security equipment fails prior to project implementation (SOC monitoring screen, CCTV cameras etc.)	No physical security equipment failed prior to the upgrades being performed; therefore, this risk did not materialize.	n/a	n/a
Recommendations from the VACS study may result in additional requirements which cannot be accommodated within the project scope	This risk did materialize in 2020.	The implementation of the VACS recommendations will focus on elements of high risk with the possibility of de-scoping some of the recommendations for implementation at a later stage.	The risk has impacted the possibility to implement the full scope of the project.

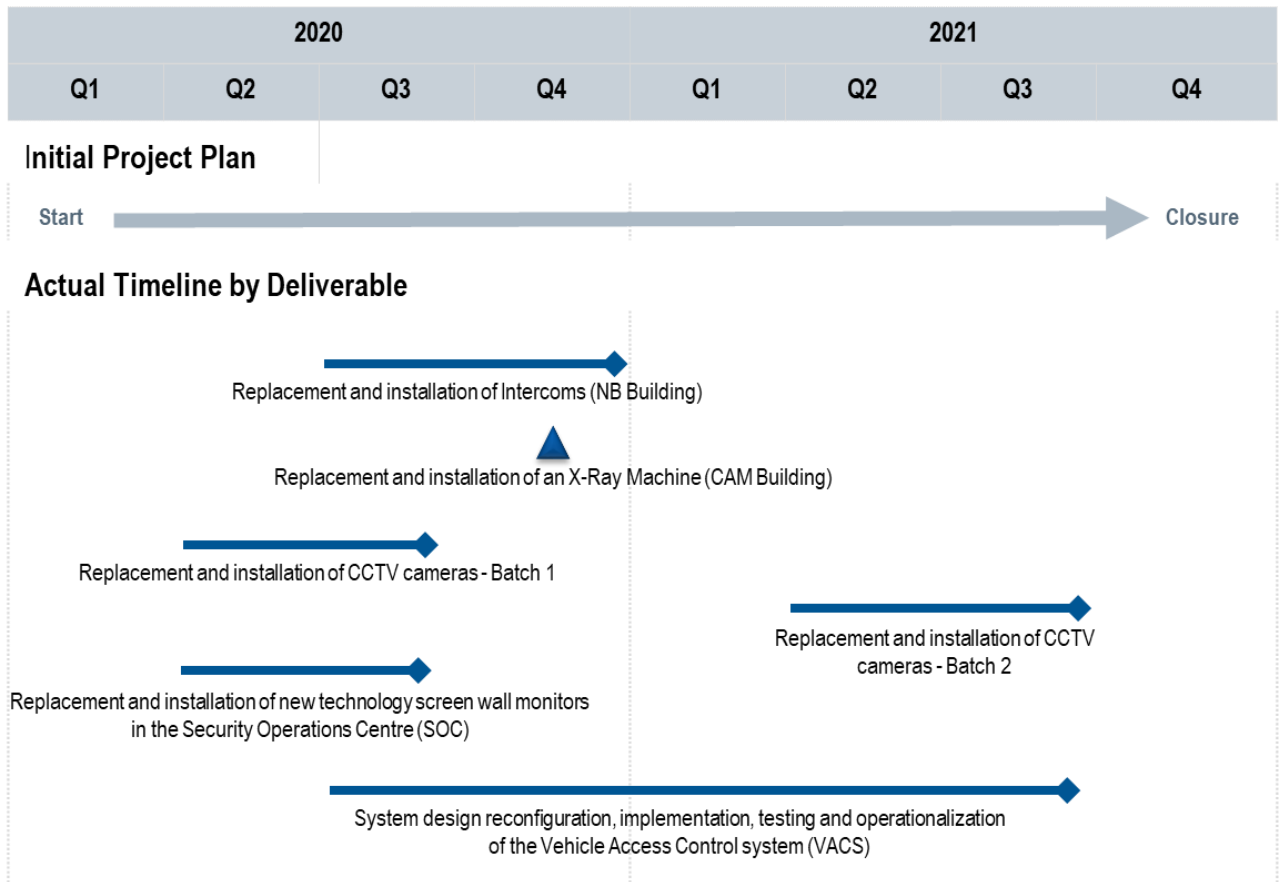
Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Replacement and installation of Intercoms (NB Building)	61,000	70,230	115%	100%
Replacement and installation of an X-Ray Machine (CAM Building)	30,000	58,362	195%	100%
Replacement and installation of CCTV cameras ⁴⁷ (PCT, AB and GB Buildings)	212,000	85,940	41%	50%
Replacement and installation of new technology screen wall monitors in the Security Operations Centre (SOC)	120,000	110,855	92%	100%
System design reconfiguration, implementation, testing and operationalization of the Vehicle Access Control System (VACS)	100,000	20,558	21%	10%
Project management	78,500	7,013	9%	N/A
Total	601,500	352,957	59%	45%

⁴⁷ In order to smooth out the cost of replacement and disruption to operations, 50% of the CCTV cameras will be replaced under this project and the remaining 50% will be replaced in 2022/23, subject to the approval of a new CMP, unless cameras fail prior to planned replacement.

Project Timeline



Safety and Security-Related Project

CMP 30 **UPGRADE OF CRITICAL SSCS SECURITY ICT SYSTEMS**

Project Manager: Mr. F. Deschamps

Expected Result: *IX.4. An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure*

Project Progress Report

Objectives, Scope and Approach – Background

All electronic security apparatus at WIPO relies on a suite of IT equipment, which is required to be fully functional 24/7, 365 days a year. These IT systems are managed through a proprietary, closed-loop local area network (LAN) which ensures the efficient processing, storage, retrieval and integrity of the data.

Following five to six years of continuous service and to maintain capacity and functionality, certain IT equipment require replacement and upgrading to new standards due to: (i) end of warranty support; (ii) end of IT security support from the supplier; (iii) increased likelihood of failure; and (iv) increased risk of vulnerabilities being exploited.

Failure of this equipment would severely hamper WIPO’s ability to manage Headquarter security and respond efficiently and effectively to safety and security events. A further serious implication is that data stored within the LAN is potentially compromised in the event of a malicious attack.

This project involves the replacement of several critical hardware elements of the WIPO security ICT infrastructure and the migration of applications from an old and nearing end-of-life physical server architecture to a new Virtual Machine (VM) architecture, thereby rationalizing maintenance contracts and delivering both capital and operational cost efficiencies.

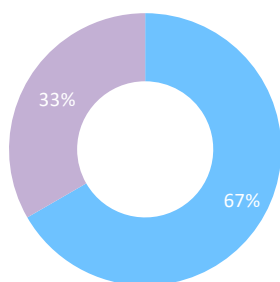
The project also addresses and implements recent audit and assessment recommendations for better ICT network management, relating to the continuity of operations, maintenance management and IT security upgrades.

The objectives of the project are to:

- improve the delivery of WIPO Headquarters security risk mitigation services allowing WIPO to comply with applicable standards, legislation and risk treatment measures;
- improve the efficiency of ICT security network management; and
- enhance the existing Headquarters monitoring capacities.

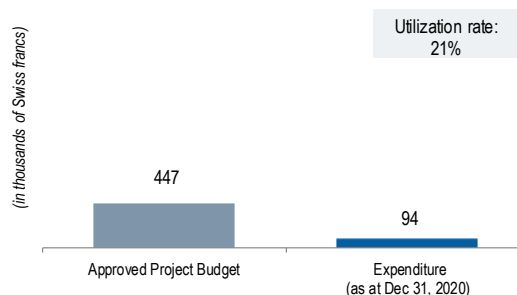
Project Progress Overview

Deliverable Achievement⁴⁸



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



⁴⁸ Does not include the cross-cutting deliverable: Project management.

Key Achievements in 2020

In 2020, the following progress was made:

- The ICT and security architecture as well as the design for the new virtual machine (VM) environment were completed; and
- Procurement of VMs and new network equipment (switches) completed; and
- VM base environment was installed, with migration of applications planned for Q1 2021.

Benefits Realization

Benefits Delivered 2020	Future Expected Benefits – 2021 and onwards
Compliance with United Nations Department of Safety and Security (UNDSS) in terms of security management extended for 10 years (switches) and 6 years (VM servers)	Compliance with United Nations Department of Safety and Security (UNDSS) in terms of security management extended for 5 years (applications)
Compliance with Swiss Security Risk Assessment (SRA) extended for 10 years (switches) and 6 years (VM servers)	Compliance with Swiss Security Risk Assessment (SRA) extended for 5 years (applications)
ISO 27001 Information Security Management certification was maintained in 2020 for the PCT, Hague and Madrid Registries, and the AMC.	Recertification to ISO 27001 Information Security Management in 2021 for the PCT, Hague and Madrid Registries, and the AMC Reduced operating costs with the migration to the VM environment Reduced risks of intrusion Reduced likelihood of system failure, and failure of SSCS IT infrastructure

Risk and Mitigation Actions

Risk	Risk Evolution	Effectiveness of Mitigation	Impact
Potential disruption to users during the migration from the existing physical servers to the virtual environment.	The risk remained in 2020 with no evolution. It continues to be monitored.	The migration will be carefully planned and backups will be taken to facilitate a roll back of changes, if required.	There was no adverse impact on the project.

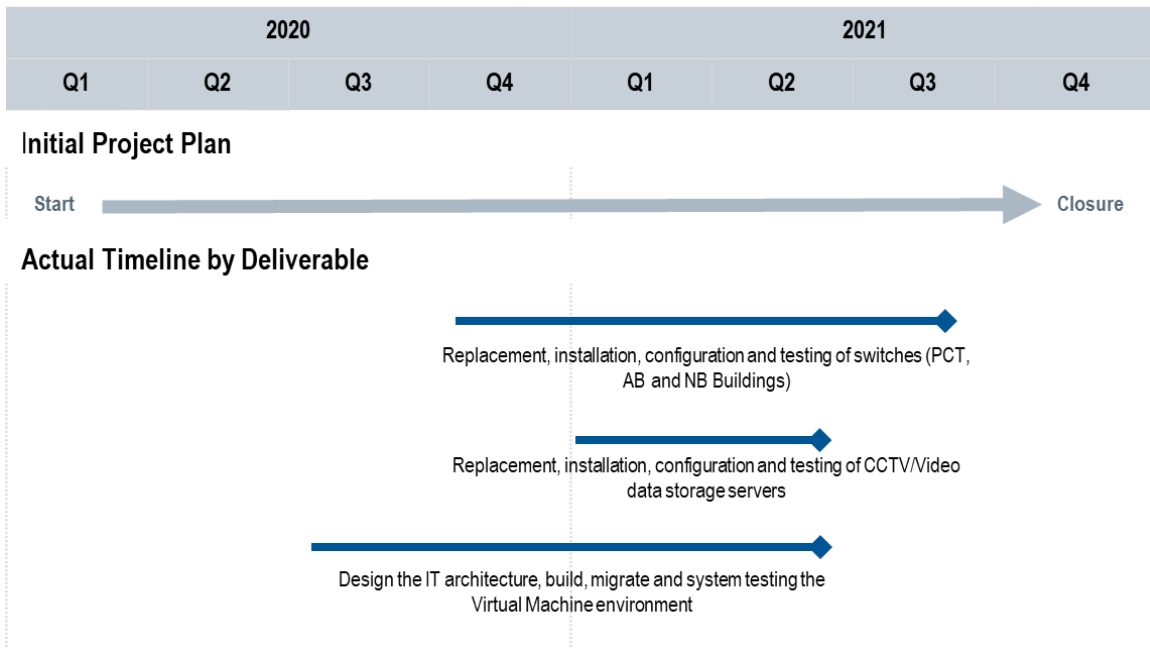
Resource Utilization

Resource Utilization as at December 31, 2020 (by Deliverable) (in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Replacement, installation, configuration and testing of switches ⁴⁹ (PCT, AB and NB Buildings)	200,000	-	-	5%
Replacement, installation, configuration and testing of CCTV/Video data storage servers	100,000	-	-	-
Design the IT architecture, build, migrate and system test the Virtual Machine environment	100,000	93,501	94%	50%
Project management	47,250	-	-	N/A
Total	447,250	93,501	21%	20%

⁴⁹ In order to smooth out the cost of replacement and disruption to operations, 66 per cent of the switches will be replaced under this project and the remaining 34 per cent will be replaced in 2022/23, subject to the approval of a new CMP, unless switches fail prior to planned replacement.

Project Timeline



IV. APPENDIX

APPENDIX A Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons learned from past performance are duly incorporated into the future implementation of WIPO's activities. The WPR is a self-assessment by Program Managers based on the results framework approved by Member States in the Program and Budget 2020/21. To strengthen the validity of the information in the WPR, the Internal Oversight Division (IOD) carries out a validation of the performance data on a biennial basis. The next validation exercise will be conducted for the WPR 2020/21.

The WPR 2020 is a mid-biennium report and assesses progress made towards achieving the Expected Results, as measured by the Performance Indicators and with the resources approved in the Program and Budget 2020/21. A performance indicator could be measured by more than one target. In such cases, the rating for each target is provided, resulting in multiple ratings. The following assessment criteria have been used for the WPR 2020:

Key to Performance Indicator Evaluation (PIE) rating scale:

- On track ● is applied when progress towards achievement of the target is greater than or equal to 40 per cent;
- Not on track ▲ is applied when progress towards achievement of the target is less than 40 per cent;
- N/A 2020 ◆ is applied when performance data are not available for 2020 but are expected to be available at the end of the biennium;
- Not assessable⁵⁰ ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE, and;
- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Program.

The performance assessments for individual Programs in the WPR 2020 comprise:

Section I: Program Dashboard

This section provides a comprehensive, graphical summary of the Program's programmatic performance and resource utilization in the first year of the biennium.

Section II: Performance Data

- This section provides a QR code and link to view the Performance Data tables.



Performance Data <http://www.wipo.int/about-wipo/en/budget/wpr2020/program1.pdf>




- The Performance Data table recapitulates the Expected Results to which the Program contributes and the Performance Indicators, which measure the Program's contributions to the Results as approved by Member States in the Program and Budget 2020/21.

⁵⁰ In line with Member States' requests, Programs were provided an opportunity to: (i) define targets that had not been defined in the Program and Budget 2020/21, i.e. "tbd" targets, during the baseline update exercise, using the year-end 2019 data as the basis. Targets that were not defined during this process remain undefined, and performance data are consequently rated as "not assessable"; and (ii) to update targets in cases where the target had already been met by the end of 2019, in line with the IOD Validation Report for the PPR for 2014/15.

- As compared to the Program and Budget 2020/21, baselines have been updated, where relevant, to reflect the status at the end of 2019, and targets were updated, where relevant, as detailed in the footnote above.

An example of the performance data table detailing each section is provided below.




Performance Indicator as published in the P&B 2020/21	Defined/Updated baselines, where relevant, reflecting the situation at the end of 2019	Defined/Updated targets	Performance data for 2020 in relation to each indicator ⁵¹	Assessment of performance using the Performance Indicator Evaluation (PIE) rating scale described above
Performance Indicators	Baselines	Targets	Performance Data	PIE
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
No. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	100% based on 135 responses	80% of respondents provide positive feedback	100% based on 48 responses – 67% extremely satisfied – 33% satisfied	●

Section III: Resource Utilization

This section provides information on the 2020/21 Approved Budget, the 2020/21 Budget after Transfers⁵², and actual expenditure and budget utilization in 2020.


The reporting in this section includes two tables:

- The **Budget and Actual Expenditure (by result)** provides information indicated in the example below.



Expected Result	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure
V.1 Wider and better use of WIPO IP statistical information	3,140	2,861	1,420
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,527	5,194	2,262
Total	7,667	8,056	3,682

- The **Budget and Expenditure (personnel and non-personnel resources)** provides information indicated in the example below.



Cost Category	2020/21 Approved Budget	2020/21 Budget after Transfers	2020 Expenditure	Utilization rate (%)
Personnel Resources	6,467	6,820	3,139	46%
Non-personnel Resources	1,200	1,235	543	44%
Total	7,667	8,056	3,682	46%

⁵¹ As a general rule, where performance data are measured by percentage changes (increases or decreases), unless otherwise indicated, the percentage changes are in comparison to the previous year, i.e. the percentage change in 2020 as compared to 2019.

⁵² The 2020/21 Budget after Transfers reflects transfers as at December 31, 2020.