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Program and Budget Committee

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

WIPO PERFORMANCE REPORT (WPR) 2024

prepared by the Secretariat

1.   The WIPO Performance Report (WPR) 2024 has been prepared in accordance with Regulation 4.4 of the Financial Regulations and Rules approved by the Assemblies in July 2022.

2.   The WPR 2024 provides an assessment of the financial performance and progress made towards achieving the Expected Results established in the Program of Work and Budget for the 2024/25 biennium.

3.   The following decision paragraph is proposed.

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

[WIPO Performance Report (WPR) 2024 follows]

World Intellectual Property Organization
WIPO Performance Report 2024

CONTENTS

WIPO FOR OFFICIAL USE ONLY

I. FINANCIAL AND RESULTS OVERVIEW

Table 1. Key Financials 2024
(in millions of Swiss francs)

Key Financials	2024/25 PoW&B	2024 Actuals	2024 Actuals compared to PoW&B
Income after IPSAS adjustments	**972.6**	**487.6**	**50%**
Expenditure			
Personnel expenditure	512.2	225.9	44%
Non-Personnel expenditure	345.1	157.5	46%
Total Expenditure before IPSAS adjustments	**857.3**	**383.4**	**45%**
IPSAS adjustment to expenditure	46.8	29.5	63%
Total Expenditure after IPSAS adjustments	**904.1**	**412.9**	**46%**
Operating Result	**68.4**	**74.8**	
Reserve-funded projects[1]	21.0	9.9	47%
IPSAS adjustments on Reserve-funded projects	(6.2)	(1.5)	
Reserve-funded projects after IPSAS adjustments	**14.9**	**8.4**	**56%**
Special accounts contributions	18.4	15.7	86%
IPSAS adjustment to Special accounts revenue	-	(6.7)	
Special accounts expenditures	18.4	10.2	56%
IPSAS adjustment to Special accounts expenditures	-	(1.1)	
Investment gains on Special accounts	-	0.1	
Special accounts after IPSAS adjustments[2]	**0.0**	**0.0**	
Investment gains/(losses)[3]	**-**	**73.6**	
Surplus/(Deficit)	**53.6**	**140.1**	
Net Assets			
Net Assets as at December 31, 2023 - Actuarial gains/(losses) excluded		**838.6**	
Actuarial gains/(losses) through Net Assets as at December 31, 2023		(233.4)	
Net Assets as at December 31, 2023		**605.2**	
Surplus/(Deficit)		140.1	
Net Assets as at December 31, 2024 - Actuarial gains/(losses) excluded		**978.6**	
Actuarial gains/(losses) through Net Assets as at December 31, 2024		(268.0)	
Net Assets as at December 31, 2024		**710.7**	

[1] *Budget for 2024/25.*

[2] *Special Accounts IPSAS result amounted to 1,000 Swiss francs in 2024.*

[3] *The investment gains/(losses) estimate for 2024/25 is excluded from the income estimates for the biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic cash).*

Note: Financial figures throughout the report are preliminary and unaudited.
Figures in tables throughout the document may not add up due to rounding.

Table 2. Income in 2024
(in millions of Swiss francs)

-	2024/25 PoW&B Income Estimates	2024 Actuals Income	2024 Actuals compared to PoW&B
Fees			
PCT	743.7	371.1	50%
Madrid	170.7	83.3	49%
Hague	16.4	8.8	53%
Lisbon	0.2	0.2	108%
Sub-total	*931.0*	*463.4*	*50%*
Contributions (unitary)[1]	35.2	18.6	53%
Arbitration	3.4	2.8	82%
Publications	0.9	0.5	56%
Miscellaneous Income	2.0	2.3	115%
Sub-total	*41.6*	*24.2*	*58%*
Total Income after IPSAS adjustments	**972.6**	**487.6**	**50%**
Note: Lisbon fees (in thousands of Swiss francs)	200.0	216.8	108%

[1] *Contributions include IPSAS adjustments of 997,881 Swiss francs in 2024.*

Chart 1. Income Share by Source in 2024

- PCT System — 76%
- Madrid System — 17%
- Hague System — 4%
- Contributions — 2%
- Other — 1%
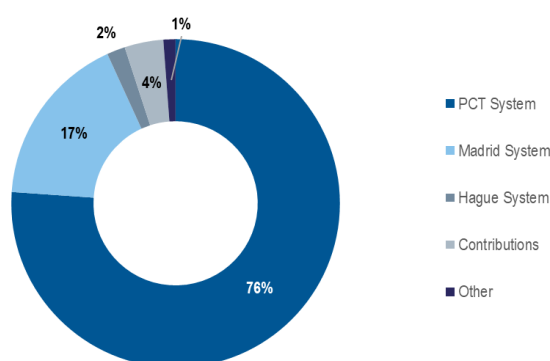
Table 3. Estimates vs. Actual Demand for Services under the PCT, Madrid and the Hague Systems in 2024

-	2024/25 PoW&B Demand Estimates	2024 Actuals[1]	2024 Actuals compared to PoW&B
PCT System			
IAs Filed	590,400	273,900	46%
Madrid System			
Applications	147,900	65,000	44%
Registrations	141,100	62,423	44%
Renewals	78,800	40,445	51%
Hague System			
Applications	20,810	9,454	45%
Registrations	20,140	8,847	44%
Renewals	11,850	5,949	50%
Lisbon System			
Applications	160	23	14%

[1] *Preliminary.*

ACTUAL EXPENDITURE BY STRATEGIC PILLAR IN 2024
(in thousands of Swiss francs)

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

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

WIPO Development Agenda

SUSTAINABLE DEVELOPMENT GOALS

Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere	**Strategic Pillar 2:** Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem	**Strategic Pillar 3:** Provide high quality intellectual property services, knowledge and data that deliver value to users around the world	**Strategic Pillar 4:** Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere **11,074**	2.1 Development of balanced and effective international normative frameworks for IP **13,528** 2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity **9,928** 2.3 International dialogue and cooperation on Building Respect for IP **1,594** 2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute **3,366**	3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data **24,043** 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data **125,880** 3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges **1,558**	4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations **11,315** 4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States **13,678** 4.3 Increased IP knowledge and skills in all Member States **21,280** 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully **17,664** 4.5 Enhanced IP infrastructure for IP Offices **7,397**
Total SP 1: 11,074	Total SP 2: 28,415	Total SP 3: 151,481	

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

5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively. **27,303**	5.2 Digitally enabled, secure and sustainable operating environment and services. **73,204**	5.3 Sound and prudent financial management and effective corporate governance and oversight **20,554**	Total Foundation: 121,062

Total expenditure *(in thousands of Swiss francs)*: 383,366

Results and Resources

Organizational Progress towards the Achievement of the Expected Results in 2024

79% **On Track**

10% **Not on Track**

9% **N/A 2024**

< 2% **Other**
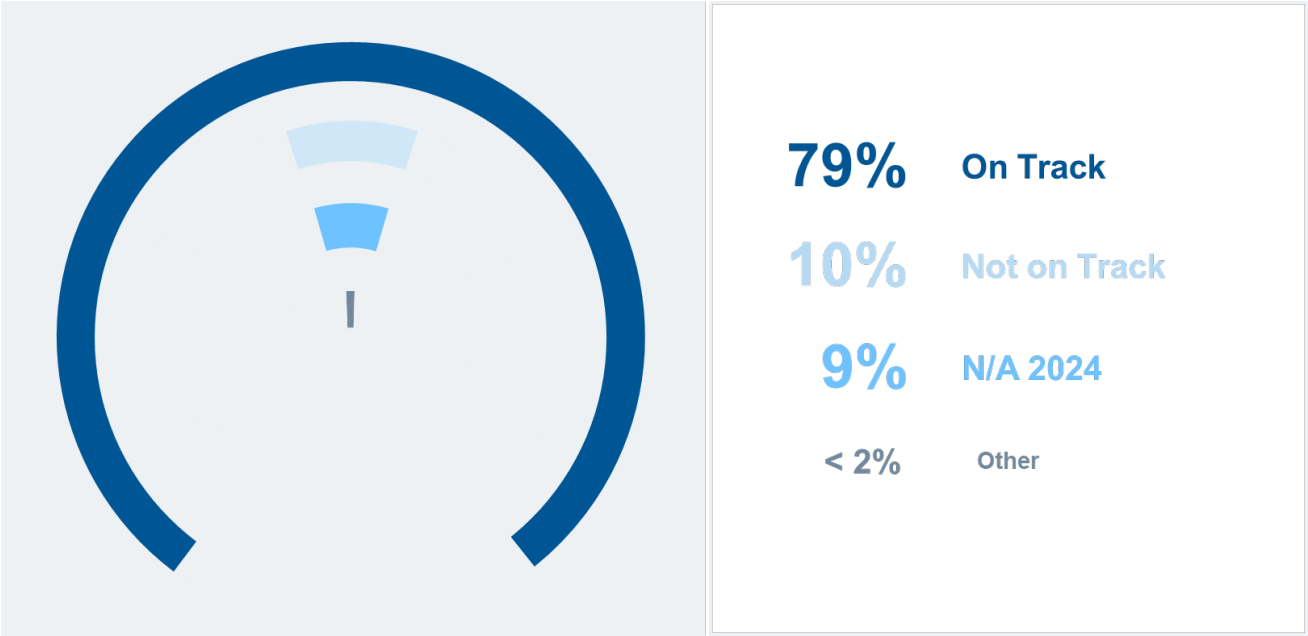
The detailed performance evaluations for our 84 KPIs are reported under each Strategic Pillar.

Progress towards Achievement of the Expected Results by Strategic Pillar

The below diagrams illustrate the percentage of KPIs that were "On track".

Strategic Pillar 1

88%

Strategic Pillar 2

100%

Strategic Pillar 3

51%

Strategic Pillar 4

95%

Foundation

71%
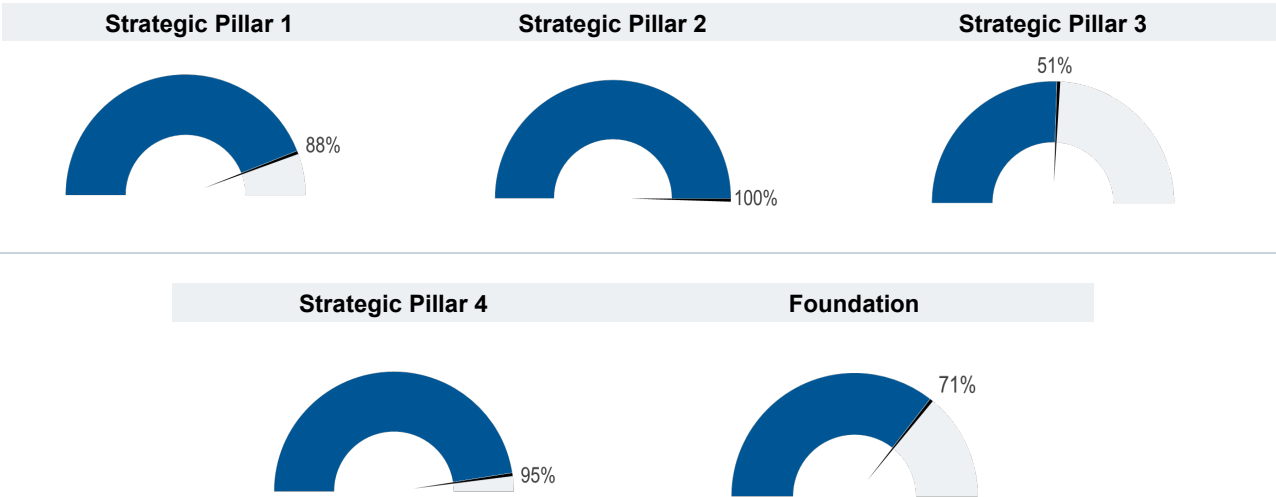
Budget vs. Expenditure by Sector and Cost Category

Table 4. Budget vs. Expenditure by Sector in 2024
(in thousands of Swiss francs)

Sector	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure[1]	Budget Utilization[2]
Patents and Technology	214,036	223,811	101,051	45%
Brands and Designs	79,230	79,881	36,191	45%
Copyright and Creative Industries	37,764	36,239	16,038	44%
Regional and National Development	80,374	84,629	37,094	44%
Infrastructure and Platforms	41,810	42,741	18,629	44%
Global Challenges and Partnerships	29,281	30,093	14,395	48%
IP and Innovation Ecosystems	50,771	53,482	24,824	46%
Administration, Finance and Management	315,863	300,126	135,143	45%
Unallocated	8,171	6,298	-	-
TOTAL	**857,300**	**857,300**	**383,366**	**45%**

[1] *2024 Expenditure refers to actual expenditure pre-IPSAS adjustments.*

[2] *Budget Utilization reflects 2024 expenditure as compared to the 2024/25 Budget after Transfers.*
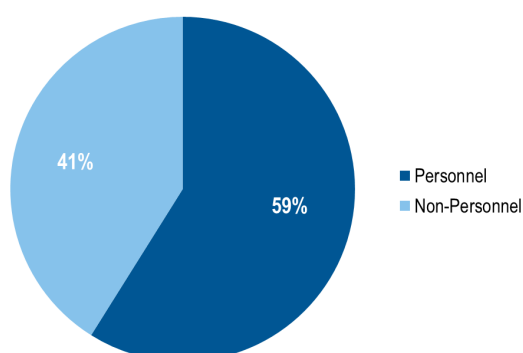
Note: The 2024/25 Budget after Transfers, throughout the document, reflect the adjusted budgets of Sectors as at January 31, 2025, in line with Financial Regulation 3.4.

In 2024, total expenditure reached 383.4 million Swiss francs - 45 per cent of the annual budget - consistent with historical first-year biennium patterns where spending is generally lower as implementation gradually ramps up. Budget utilization typically increases in the second half of the biennium when projects and initiatives reach full implementation.

- Personnel-related savings were realized through careful management of vacant and temporary positions while maintaining operational continuity and optimizing resources. These savings partially offset statutory cost increases, including G and P salary scale adjustments, higher pensionable remuneration scales, and increased medical insurance premiums.

- Staff travel expenses were contained through ongoing use of virtual and hybrid meeting formats, generating cost savings while advancing sustainability goals without compromising programmatic results. Meanwhile, third-party travel expenditures were in line with budget projections, driven primarily by the two diplomatic conferences and high-level engagements related to the Riyadh and GRATK treaties.

- Contractual services related expenditure were below projections due to considerably reduced PCT translation costs driven by business process reforms as well as deferred IT and security projects. The Organization redirected a portion of these savings to introduce a Customer Relationship Management (CRM) system, partnerships with academic and policy institutions to strengthen our flagship publications, new Development Agenda projects, and a new Interpreter Management System for more efficient interpretation service delivery.

- 2024 saw a decrease in operating expenses vis-à-vis the budget, partially due to facility management optimization initiatives that reduced maintenance requirements. Lower utility costs, particularly for electricity and gas, were the result of UN common procurement negotiations. In addition, the Organization's energy efficiency improvements and environmental footprint reduction directly contributed to these savings, underscoring our commitment to sustainable operations.

- Expenditure on furniture and equipment was lower than anticipated. Conversely, supplies and materials related expenditure exceeded initial estimates due to additional security-related requirements and the two diplomatic conferences.

Table 5. 2024 Expenditure by Expected Result and Sector

(in thousands of Swiss francs)

	Expected Result	Sector								TOTAL
		PT	BD	CCI	RND	IP	GCP	IE	AFM	
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	-	5,017	2,455	-	-	-	3,602	**11,074**
2.1	Development of balanced and effective international normative frameworks for IP	906	2,712	1,819	-	3,423	3,671	-	996	**13,528**
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,733	-	614	-	725	3,011	-	3,844	**9,928**
2.3	International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	1,594	-	-	**1,594**
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	524	-	2,766	-	76	**3,366**
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	1,662	7,161	217	1,774	4,096	-	9,134	-	**24,043**
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	82,097	25,184	93	-	3,411	-	257	14,839	**125,880**
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	285	-	550	723	-	**1,558**
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	2,047	323	200	7,828	-	-	917	-	**11,315**
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,126	305	1,372	4,074	-	541	6,259	-	**13,678**
4.3	Increased IP knowledge and skills in all Member States	2,205	505	1,121	16,183	-	950	316	-	**21,280**
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	-	5,585	3,548	-	1,312	7,219	-	**17,664**
4.5	Enhanced IP infrastructure for IP Offices	-	-	-	423	6,974	-	-	-	**7,397**
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	7,140	-	-	-	-	-	-	20,163	**27,303**
5.2	Digitally enabled, secure and sustainable operating environment and services	1,722	-	-	-	-	-	-	71,483	**73,204**
5.3	Sound and prudent financial management and effective corporate governance and oversight	414	-	-	-	-	-	-	20,140	**20,554**
	TOTAL	**101,051**	**36,191**	**16,038**	**37,094**	**18,629**	**14,395**	**24,824**	**135,143**	**383,366**

Chart II. Share of Personnel and Non-Personnel Expenditure in 2024

41%

59%

■ Personnel
■ Non-Personnel

Table 6. Budget vs. Expenditure by Cost Category in 2024
(in thousands of Swiss francs)

	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure[1]	Budget Utilization[2]
A. Personnel Resources				
Posts	486,072	463,076	214,943	46%
Temporary staff	17,373	29,133	9,891	34%
Other Staff Costs	3,152	3,152	1,017	32%
Sub-total, A. w/out Unallocated	**506,597**	**495,362**	**225,851**	**46%**
Unallocated (Personnel)	5,571	1,347	-	-
Total, A	**512,168**	**496,709**	**225,851**	**45%**
B. Non-Personnel Resources				
Interns and WIPO Fellowships				
Internships	1,089	1,467	507	35%
WIPO Fellowships	17,913	20,484	9,392	46%
Sub-total	*19,002*	*21,951*	*9,899*	*45%*
Travel, Training and Grants				
Staff Missions	10,392	12,135	4,809	40%
Third-party Travel	18,121	18,537	9,191	50%
Sub-total	*28,513*	*30,672*	*14,000*	*46%*
Contractual Services				
Conferences	10,307	11,376	4,890	43%
Publishing	228	514	-	0%
Individual Contractual Services	43,246	47,293	20,254	43%
Other Contractual Services	180,047	184,019	81,089	44%
Sub-total	*233,828*	*243,202*	*106,233*	*44%*
Finance Costs	500	644	274	43%
Sub-total	*500*	*644*	*274*	*43%*
Operating Expenses				
Premises and Maintenance	49,847	47,211	22,293	47%
Communication	2,381	1,987	793	40%
Representation and Other Operating Expenses	1,968	2,780	966	35%
UN Joint Services	1,952	1,870	748	40%
Sub-total	*56,147*	*53,848*	*24,800*	*46%*
Equipment and Supplies				
Furniture and Equipment	1,120	2,176	107	5%
Supplies and Materials	3,422	3,147	2,202	70%
Sub-total	*4,542*	*5,323*	*2,309*	*43%*
Sub-total, B. w/out Unallocated	**342,532**	**355,640**	**157,515**	**44%**
Unallocated (Non-Personnel)	2,600	4,952	-	-
Total, B	**345,132**	**360,591**	**157,515**	**44%**
TOTAL	**857,300**	**857,300**	**383,366**	**45%**

[1] 2024 Expenditure refers to actual expenditure pre-IPSAS adjustments.

[2] Budget utilization reflects 2024 expenditure as compared to the 2024/25 Budget after Transfers.

Risks

Pursuing an acceptable level of risk is fundamental to undertaking the Organization's activities and an integral element of WIPO's biennial and annual workplanning, enabling it to take into account uncertainties that may affect the achievement of Expected Results and KPIs. Through the implementation of effective risk response strategies, WIPO makes effective use of resources, ensures compliance with the regulatory framework, and enhances decision-making.

Identifying risks early allows the Organization to take preventive measures, reducing the likelihood of disruptions, and ensuring financial stability. Furthermore, effective risk management fosters business resilience and sustainability.

WIPO's risk appetite statement sets out the acceptable level of risk and the governance process that underpins it. The following table presents an overview of the risk evolution and the effectiveness of risk responses, as well as the impact of the risks, if any, on organizational performance in 2024.

Risk	Risk Evolution	Effectiveness of Risk Response	Impact on performance
The global geopolitical, economic, financial or health contexts worsen, adversely affecting WIPO's delivery of services to stakeholders, customers, and Member States. *Medium risk appetite*	The risk did not materialize; the risk exposure remained stable throughout the year	The established all-hazard monitoring and resilient framework prevented risk materialization and maintained stable risk exposure.	→
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence. *Medium risk appetite*	The risk did not materialize; the risk exposure remained stable throughout the year	Engagement strategies, including the implementation of a targeted digital marketing plan to improve usage of our Global IP Systems and services has prevented the risk from materializing.	→
Two Diplomatic Conferences represent a significant opportunity for WIPO to address: (i) the proposed International Legal Instrument Relating to Intellectual Property, Genetic Resources and Traditional Knowledge Associated with Genetic Resources; and, (ii) the proposed Design Law Treaty. If the Diplomatic Conferences do not achieve their respective goals, it may affect the perception of WIPO's ability to build a balanced and effective normative framework for IP. *Medium risk appetite*	The risk did not materialize; the risk exposure remained stable throughout the year	Proactive engagement with Member States and stakeholders leading up to, and during, the Diplomatic Conferences facilitated a conducive environment that resulted in successful agreements on both the International Legal Instrument on Genetic Resources and Traditional Knowledge and the Design Law Treaty. The technical facilitation and neutral approach enabled Member States to drive the process to a positive outcome.	↗
In the context of global economic uncertainty, a reduction in filings for revenue generating activities owing to an economic downturn or other reasons reduces the biennial income received thus threatening the Organization's financial sustainability. *Medium risk appetite*	The risk materialized; the risk exposure remained stable throughout the year	Despite the risk materializing, prudent financial management and monitoring of reserves effectively maintained the Organization's financial stability.	→
Prolonged unavailability of business critical information systems negatively affects the key services of WIPO including, *inter alia,* WIPO's Global IP Services, Platforms and internal systems. *Low risk appetite*	The risk did not materialize; the risk exposure remained stable throughout the year	Continuous testing of IT disaster recovery and business continuity plans and implementing operational resilience improvements in system architecture prevented any prolonged system unavailability incidents.	→
WIPO and its external service providers are exposed to risks arising from cyber-crime or other breach of cybersecurity leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, confidential and/or personal data that is transmitted, stored or otherwise processed by the Organization. *Low risk appetite*	The risk did not materialize; the risk exposure increased during the year	The comprehensive information security strategy, including awareness-raising campaigns, continuous monitoring and surveillance, enhanced oversight of external service providers, and independent security testing prevented security breaches.	→
Evolving stakeholder expectations exceed the user experience offered through our publicly focused web and mobile products, leading to loss of brand confidence and temptation to seek alternative solutions. *Medium risk appetite*	The risk did not materialize; the risk exposure decreased during the year	Digital transformation initiatives and a strategic customer experience approach successfully reduced the risk exposure.	→

II. PERFORMANCE BY STRATEGIC PILLAR AND EXPECTED RESULT

Strategic Pillar 1

Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere

Key Accomplishments

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

>550k

(+11%)
Followers of WIPO Social Media Platforms

WIPO actively expanded its global storytelling initiatives, showcasing beneficiaries of its programs alongside innovative enterprises and individuals leveraging IP in impactful ways. We created around 240 videos for use on social media in 2024 to support the Organization's expanding digital footprint.

WIPO's LinkedIn Followers

Our social media engagement grew robustly, with an 11 per cent increase in total followers as compared to 2023 – clear evidence of growing global interest in WIPO's mission and work and in IP's role as a catalyst for economic, social, and cultural development. The launch of six additional social media channels strengthened our connections with key audiences, including Small and Medium-Sized Enterprises (SMEs), entrepreneurs, creators, youth and users of WIPO services.

Sectors proactively launched and managed their social media presences, strategically positioning colleagues as thought leaders and expert voices in their fields while building broader IP awareness.


Global media presence expanded significantly in 2024, fuelled by intensified interest in our flagship publications and impact-focused initiatives. The successful conclusion of two new treaties in a challenging multilateral environment amplified media coverage, reinforcing WIPO's role in facilitating global IP discussions.

Media mentions reached 79,325 in 2024 - a 2 per cent increase from 2023 – with notable uptake in local media coverage showcasing community-level impact and reinforcing WIPO's role in innovation-driven development.

The enhanced Universal Look and Feel (ULF) and unified navigation across wipo.int and the IP Portal earned WIPO first place in the *World Trademark Review* (WTR) accessibility ranking in 2024. The ULF dramatically improved accessibility scores from 140 in 2022 to a perfect zero in 2024, eliminating all errors and alerts.

The April 2024 launch of Universal Search significantly improved digital navigation and user experience, enabling seamless searches across the website and global databases for patents, trademarks, designs, and IP laws, through one intuitive interface. The new functionality drove a 146 per cent increase in monthly visitors to PATENTSCOPE via the WIPO website.
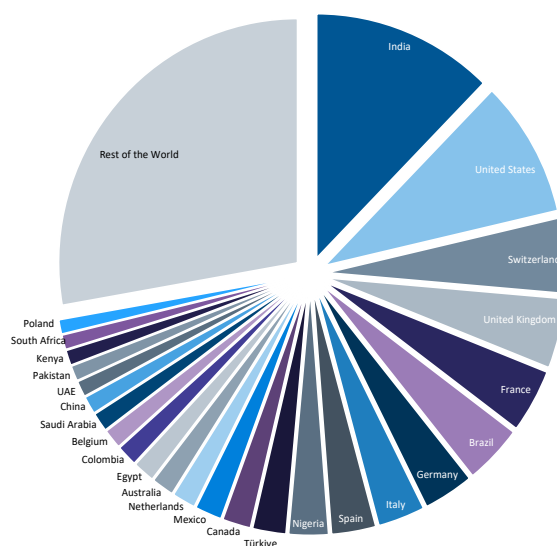
News items now translatable into
+120
languages

WIPO extended its cohesive branding across new social media channels and the website, creating a unified and strong visual identity and consistent brand experience across all platforms.

Advancing multilingualism, we extended our machine translation widget to news and video content, ensuring accessibility in all six UN languages. The 2024 integration of Google Translate to the widget enables content translation into more than 120 languages.

Since May 2024, all our flagship reports, and substantive publications now appear as mobile-friendly web editions featuring interactive data visualizations. WIPO publications gained visibility through WorldCat integration, the world's largest library catalog, enhancing discoverability where users seek reliable IP information. WIPO Magazine transformed into a fully digital, multilingual publication emphasizing compelling and topical storytelling.

The 2024 World IP Day (WIPD) campaign "IP and the SDGs: Building our future with innovation and creativity" achieved unprecedented engagement, attracting 393,522 unique visitors from 246 countries and territories - representing 9 per cent more unique visitors and 17 per cent broader geographic reach than 2023. India led with over 60,000 unique visitors, followed by Algeria, Egypt, China, Bangladesh, and the United States of America. It raised awareness about the connections between IP and the Sustainable Development Goals.

The campaign's "Social Media Kit" emerged as one of the campaign's most viewed assets, generating 24,342 views on Trello – more than double 2023's 11,426 views. The Director General's video message nearly doubled its organic reach from 67,766 in 2022 to 124,558 in 2024, underscoring strong public engagement.

WIPD Changemakers' Gallery celebrated innovative, creative and enterprising changemakers around the world, like Dr. Rory Cooper from the United States. He is the founder and director of the Human Engineering Research Labs (HERL) at the University of Pittsburgh and Department of Veteran Affairs in the United States. From ergonomic push rims (a patented technology that reduces upper extremity pain and injury in wheelchair users) on wheelchairs to robots to assist with lifts and transfers, home automation and prosthetics, there's no stopping Dr. Cooper – Paralympian, serial inventor, army veteran, engineer, marathon racer. He discussed his ground-breaking work and the importance of IP in bringing it to the market, noting that global agreements that build on the PCT are helpful for innovators in protecting their assets.

Rory Cooper
United States of America
Engineering
Inventor

The 2024 World IP Day Youth Video Competition attracted 283 entries from 70 countries, surpassing 2023's 247 entries. The competition webpage drew 134,827 unique visitors, with 91 per cent accessing via mobile devices. Shortlisted videos received over 74,000 votes, with winners from Nigeria (First Prize), Brazil (Second Prize), Bulgaria (Third Prize), and Indonesia (People's Choice Prize).

First Prize
Idamiebi Ilamina Eremie (Nigeria)
Koyamu: Accessible Early Education for African Children using Storytelling and IP

Second Prize
Roberta Saldanha Alves (Brazil)
Art of Touch: Expanding the Horizons
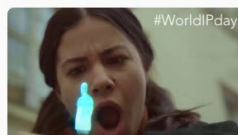
Third Prize
Aleksandar Petrov (Bulgaria)
My Ideas are Important

People's Choice Prize
Hayunda Lail Zahara (Indonesia)
Kauman's Bati
Votes: 24,026

WIPO's network of External Offices (EOs) remained instrumental in advancing the Organization's mandate at the national and regional levels, leveraging their on-the-ground presence to drive impact through targeted projects while deepening stakeholder engagement.

Eleven completed projects directly benefited over 400 individuals - including design students in the Amazon and women entrepreneurs in STEM in Brazil (WIPO Brazil Office, WBO), indigenous communities in Siberia (WIPO Office in the Russian Federation, WRO), SMEs in ASEAN (WIPO Office in Singapore, WSO), the handicraft sector in Algeria (WIPO Algeria Office, WAO), and youth in Nigeria (WIPO Nigeria Office, WNO). The WIPO Office in China (WOC) played a key role in strengthening arbitration and mediation services, contributing to a 41 per cent increase in court-referred mediation cases while the WIPO Japan Office (WJO) conducted targeted business outreach, addressed service inquiries, gathered feedback, and raised awareness of the IP system.

Performance Dashboard

Performance Indicator Progress	Resource Utilization
88% On Track	**47%** Budget Utilization

Resource Utilization (in thousands of Swiss francs):
- 2024/25 PoW&B: 21,644
- 2024/25 Budget after Transfers: 23,525
- 2024 Expenditure: 11,074

Contributing Sectors: CCI, RND, AFM (SoDG)

Performance Data

● On Track   ▲ Not on track   ◆ N/A 2024   ● Not assessable   ◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**				
	No. of unique visitors to the WIPO website and the websites of the External Offices	27,802,067 (2022/23)	20% increase (biennium)	14,233,481	●
		WAO: 7,368		WAO: 27,356	●
		WBO: 22,264		WBO: 55,432	●
		WOC: Website: 23,868		WOC: Website: 40,235	●
		WeChat: 279,922 unique views of 248 articles		WeChat: 150,912 unique views of 182 articles	
		Baijahao: 23.8 million unique views of 369 articles[1]		Baijahao: 19.6 million unique views of 303 articles	
		WJO: 94,604[2]		WJO: 73,491	●
		WNO: 15,245		WNO: 218,549	●
		WRO: 26,787		WRO: 22,598	●
		WSO: 9,686 (2022/23)		WSO: 5,836	●
	No. of unique visitors who accessed WIPO publications	5,118,589 (2022/23)	20% increase (biennium)	2,647,871	●
	Media mentions of WIPO	143,696 (2022/23)	20% increase (biennium)	79,325	●
	Reach of WIPO's main social media presences	Total no. of followers: 500,127 - Facebook: 150,084 - Instagram: 14,365 - LinkedIn: 192,286 - Twitter: 142,914 - TikTok: 478 (end 2023)	≥ 600,000 followers across all social media presences at the end of the biennium	Total no. of followers: 554,715 - Facebook: 160,734 - Instagram: 25,671 - LinkedIn: 229,735 - X: 137,188 - TikTok: 1,387 (end 2024)	●
	Level of satisfaction of Member States and other stakeholders with the organization of events	99%	≥ 85% satisfied or very satisfied	98%	●
	% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages[3]	2023: 100% (6 out of 6)	100%	57% (4 out of 7 Flagship Publications published in 2024)	▲

[1] The WOC Baijahao account was launched in May 2022. The data reflect the number of unique pageviews from the launch date until end December 2023.
[2] Corrigendum: The no. of unique visitors to the WJO website in 2022/23 was 96,604, not 68,504 as reported in the WPR 2022/23.
[3] Cross-organizational performance indicator to which all Sectors contribute

Performance Indicators	Baselines	Targets	Performance Data	PIE
% of WIPO global publications on substantive IP topics published in 2024/2025 and translated into all official UN languages[3]	42% (8 out of 19)	100%	50% (6 out of 12)	●
% of web-based content available in all official UN languages[3]	Top level Pages: 94% (125 out of 133 pages) (end 2023)	Top level pages: 100%	Top level pages: 96% (128 out of 133 pages)	●
	New or updated substantive web-content: 61%	New or updated substantive web-content: ≥85%	New or updated substantive web-content: 61%	▲
	Main databases: 83% (5 out of 6)	Main databases: 100%	83% (5 out of 6 main databases)	●

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
1.1 **More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**				
Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to proactively engage with stakeholders in a strategic, audience-driven manner, implementing all available communication tools, media training and continuous monitoring of digital channels proved effective in managing this risk.	AFM (SoDG)	→

Strategic Pillar 2

Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem

Key Accomplishments

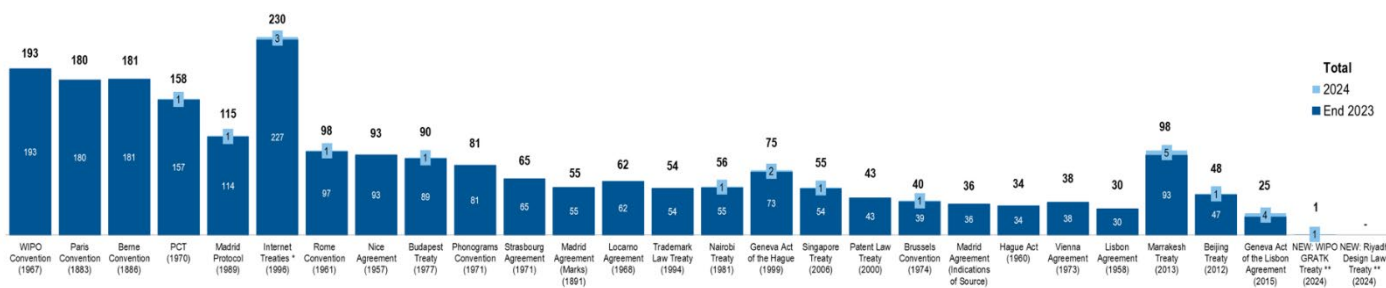## ER 2.1 Development of balanced and effective international normative frameworks for IP

2 new treaties adopted in 2024 – a historic milestone

In 2024, WIPO achieved a historic milestone with the successful conclusion of two diplomatic conferences in a single year, culminating in the adoption of two landmark treaties. The WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK) garnered 39 signatories and saw its first ratification – Malawi – before year-end. Meanwhile, 18 States signed the Riyadh Design Law Treaty (RDLT). The Secretariat effectively prepared both conferences, actively facilitating the work of their respective committees and supporting all aspects of the procedural and substantive deliberations. The adoption of these two treaties brought the number of WIPO-administered treaties to 28, underscoring WIPO's vital role in shaping international intellectual property norms.

Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties

Overall, WIPO-administered treaties gained significant momentum with 23 treaty ratifications/accessions[4] during the year. Among the 15 Member States that deposited instruments of ratification/accession in 2024, the majority were Transition and Developed countries, followed by Arab countries and countries in Latin America and the Caribbean. Two were Least Developed Countries (LDCs)[5].

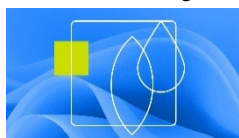| Treaty	2024	End 2023	Total
WIPO Convention (1967)		193	193
Paris Convention (1883)		180	180
Berne Convention (1886)		181	181
PCT (1970)	1	157	158
Madrid Protocol (1989)	1	114	115
Internet Treaties * (1996)	3	227	230
Rome Convention (1961)	1	97	98
Nice Agreement (1957)		93	93
Budapest Treaty (1977)	1	89	90
Phonograms Convention (1971)		81	81
Strasbourg Agreement (1971)		65	65
Madrid Agreement (Marks) (1891)		55	55
Locarno Agreement (1968)		62	62
Trademark Law Treaty (1994)		54	54
Nairobi Treaty (1981)	1	55	56
Geneva Act of the Hague (1999)	2	73	75
Singapore Treaty (2006)	1	54	55
Patent Law Treaty (2000)		43	43
Brussels Convention (1974)	1	39	40
Madrid Agreement (Indications of Source) (1891)		36	36
Hague Act (1960)		34	34
Vienna Agreement (1973)		38	38
Lisbon Agreement (1958)		30	30
Marrakesh Treaty (2013)	5	93	98
Beijing Treaty (2012)	1	47	48
Geneva Act of the Lisbon Agreement (2015)	4		25
NEW: WIPO GRATK Treaty ** (2024)	1		1
NEW: Riyadh Design Law Treaty ** (2024)			-

* The total number of ratifications/accessions to the Internet treaties amounted to 230 at the end 2024, of which 117 to the WCT and 113 to the WPPT.

** Not yet in force

Copyright and related rights treaties progressed steadily with nine new accessions/ratifications to four key treaties in 2024[6]. In the area of patents, one State – Uruguay – joined the Budapest Treaty, bringing total Contracting Parties to 90. Uzbekistan acceded to the Singapore Treaty on the Law of Trademarks, bringing total Contracting Parties to 55 at year-end.

Substantive discussions continued in the Standing Committees and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) on the balanced evolution of the international normative framework for IP:

−   The Standing Committee on the Law of Patents (SCP) continued its work on the five main topics on its agenda. The SCP also discussed: important updates on the interface of AI and patent law; a study on the unity of invention; the exception of the extemporaneous preparation of medicines; updates on publicly accessible databases of patent status information concerning medicines and vaccines; constraints faced by developing countries in implementing flexibilities; the topic of inventorship and ownership in cross-border collaborations and in the context of university inventions; and Standard Essential Patents (SEPs).

−   The Standing Committee on the Law of Trademarks (SCT) progressed its work in line with the agreed agenda. This included discussions on: (i) protection of country names and geographical names of national significance both against unauthorized registration or use as trademarks, and in the Domain Name System; (ii) temporary protection of industrial designs under Article 11 of the Paris Convention; (iii) Graphic User Interface (GUI) design protection; and (iv) Nation brand protection in Member States. The year culminated with the successful conclusion of the Diplomatic Conference to Conclude and Adopt a Design Law Treaty hosted by the Kingdom of Saudi Arabia and the adoption of the RDLT on November 22, 2024. The objective of the Treaty is to streamline the procedures for design protection to help designers protect their work, both in home markets and abroad, and will enter into force three months after 15 ratifications or accessions.

Behind the design - Inspiration for Diplomatic Conference Emblem

Aljohara Almansour, Branding Specialist at the Saudi Authority for Intellectual Property (SAIP) shares her inspiration for creating the emblem for the Diplomatic Conference to Conclude and Adopt a Design Law Treaty. At the heart of the emblem is an aerial view of a palm tree, surrounded by radiating lines that represent the diffusion of innovation and creativity around the world. The geometric shapes are symbolic of Riyadh's Salmani architecture.

−   The WIPO Standing Committee on Copyright and Related Rights (SCCR) continued discussions on the proposed Broadcasting Treaty; held discussions among Member States on next steps for limitations and exceptions; began discussions on a proposed work plan on Copyright in the Digital Environment; continued consideration of the resale royalty right; and reviewed various other matters. A new information session topic introduced during the SCCR - on the implications of generative AI in copyright - highlighted the experiences of creators using AI as a tool in their artistic works and the challenges they face in asserting their rights. Building on this discussion, Member States requested an additional information session on generative AI at the next SCCR meeting, this time focusing on regulatory experiences at the national level.

−   On May 24, 2024, WIPO Member States adopted, by consensus, the GRATK, at the conclusion of a successful Diplomatic Conference that took place at WIPO Headquarters. The Treaty aims to enhance the efficacy, transparency and quality of the patent system with regard to genetic resources (GRs) and traditional knowledge associated with genetic resources (associated TK), and prevent patents from being granted erroneously for inventions that are not novel or inventive with regard to GRs and associated TK. This landmark Treaty is the first WIPO instrument to address the interface between IP, GRs and TK, and the first to include provisions specifically for Indigenous Peoples as well as local communities. Eleven representatives of Indigenous Peoples as well as local communities participated as Observers in the Diplomatic Conference. The Treaty will enter into force

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[4] Based on the date of deposit of instrument.
[5] Africa (Djibouti, Malawi)
[6] Beijing Treaty: Saint Kitts and Nevis; Marrakesh Treaty: Georgia, Iraq, Jamaica, Pakistan, Saint Kitts and Nevis; WCT: Democratic People's Republic of Korea, Saint Kitts and Nevis; WPPT: Saint Kitts and Nevis

three months after 15 eligible Parties have deposited their instruments of ratification or accession. In the meantime, negotiations aimed at finalizing an international legal instrument(s) to ensure the balanced and effective protection of TK and traditional cultural expressions resumed during the 49th Session of the IGC in December. These negotiations will continue in 2025 in line with the renewed mandate of the Committee for the 2024/25 biennium.

In the area of WIPO Standards, we launched the first Application Programming Interface (API) Catalog - API Catalog for Intellectual Property (IP) - in July 2024. This unified platform provides users a single access point to APIs from IP Institutions around the world for filing, payment, portfolio management, search and other IP related services.

In October 2024, we launched Phase 2 of the Global Identifier (GID) initiative, collaborating closely with IP Offices and IP industry associations. The Global Identifier will eliminate duplication, simplify online transactions and provide a seamless user experience by uniquely identifying natural persons and legal entities across global jurisdictions.

The Expert Group on Semiconductor Technology (EGST) – under the International Patent Classification (IPC) - completed its critical work with the creation of a new Class H10 and eight specialized Subclasses. This milestone addresses the complexity and overcrowding in existing subclasses, thereby enhancing the IPC's accessibility and usability for stakeholders worldwide.

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

The "WIPO Conversation on IP and Frontier Technologies" serves as a leading global forum, engaging the widest range of stakeholders in open and participatory discussions on the impact of frontier technologies on IP. In 2024, two sessions addressed "Training AI not just a Challenge, but an Opportunity for New Forms of Creative Expression" and "Generative AI: IP and Output". Since its inception, the Conversation has connected more than 12,000 participants from 172 countries and delivered comprehensive discussion summaries, video recordings, and practical guidelines on Generative AI: Navigating intellectual property to support policymaking.
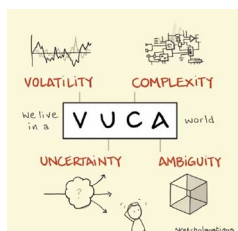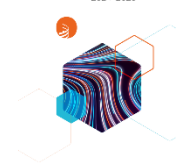
In collaboration with IP Offices worldwide, WIPO launched two key initiatives to strengthen preparedness of the international IP community amid the accelerated pace of global change. The Catalyst survey and Assemblies side-event engaged IP Offices to develop as innovation and creativity agencies within their economies while strengthening financial sustainability.

The Pathfinders initiative completed its first phase, identifying 25 key factors shaping the future of IP driven innovation and creativity, including technological progress, geopolitical dynamics, climate change, and demographic shifts. The next phases will expand to include businesses, academia, NGOs, and IGOs to refine insights and further develop a global future thought leadership network.

We also advanced our internal foresight capabilities through the WIPO Forecasts project, in which the first staff cohort received training in methodologies and tools used to identify change drivers, conduct horizon-scanning, and prepare for black swan events, thereby enhancing our capacities to anticipate and navigate emerging challenges.

In April 2024, WIPO released its Strategy on Standard Essential Patents (SEPs), outlining the Organization's approach to contributing to global discourse on SEP portfolio management and FRAND[7] licensing. Grounded in the principles of neutrality, complementarity, and voluntary nature, the Strategy leverages our global reach and neutrality in four strategic directions: providing a platform for broad-based discussions; becoming the source of data and knowledge; delivering trustworthy Alternative Dispute Resolution (ADR) services; and exploring additional services where partnerships enable it.

We launched the WIPO Guide to Trade Secrets and Innovation during the 2024 Assemblies. Funded by the Korean Fund-in-Trust, this publication addresses innovation policy considerations around trade secret protection systems and provides practical insights on trade secret management and litigation, enhancing global understanding of this underutilized IP form. A dedicated website offers additional country-specific information and sectoral insights from business leaders.

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[7] Fair, reasonable, and nondiscriminatory.

In 2024, we continued to empower Indigenous Peoples and local communities through two initiatives celebrating their creativity and inventiveness:

The third WIPO Photography Prize for Indigenous Youth, launched on World Health Day, invited submissions from Indigenous young photographers on the theme: *"Indigenous Peoples' Ways of Healing and Well-Being: Honoring Our Ancestors' Wisdom and Knowledge."* From 330 entries, a panel of Indigenous photographers selected 15 finalists and three winners from Colombia, Ghana, and Guatemala. Winners attended an Awards Ceremony at WIPO and benefited from a training on copyright and photography. The Prize strengthened collaboration between WIPO, WHO, and the UN Permanent Forum on Indigenous Issues.
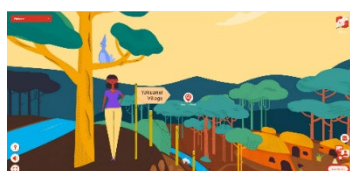
WIPO inaugurated a Virtual Exhibition on Traditional Knowledge - the Yakuanoi World - in March, offering a 360° immersive journey highlighting opportunities and challenges faced by Indigenous Peoples, as well as local communities, in protecting their traditional knowledge and traditional cultural expressions (TCEs). Complemented by a physical installation at WIPO Headquarters, the Exhibition reached over 50,000 online and 500 onsite visitors by year-end.

ER 2.3 International dialogue and cooperation on Building Respect for IP

The 16th session of the Advisory Committee on Enforcement (ACE), held January 31 to February 2, 2024, brought together a record-breaking 270+ participants representing Member States, Observers and private sector entities. The ACE serves as a global forum for international policy dialogue on IP enforcement and building respect for IP.

Alongside regular agenda items, the session featured the presentation of three WIPO-commissioned studies: The Localization of Intellectual Property Infringements in the Online Environment – From Web 2.0 to Web 3.0 and the Metaverse; Practices Used by Online Marketplaces to Tackle the Trade in Counterfeits; and The Technical, Legal and Judicial Aspects of the Illegal Retransmission of Live Broadcasts Through Internet Streaming. The results of two surveys - Current Practices in the Area of Customs Recordation and Prosecution of Intellectual Property Crime in WIPO Member States - were also unveiled.

In July 2024, WIPO launched the "Respect the Game. Respect Copyright" video campaign to raise awareness about the importance of accessing sports events through legal means and the harms associated with illegal streaming websites. Led by a WIPO Young Expert, the campaign featured a 90-second video in six languages, widely shared across WIPO's website, social media, and digital advertising platforms. A 20-second adaptation targeted social media and search engine ads, driving over 60 million views and 171,500 visits to the campaign's landing page.

To strengthen IP enforcement training at the request of Member States, WIPO accelerated the implementation of the IMPACT Capacity Building Project, delivering a targeted and sustainable training program for law enforcement officials in six countries: the Dominican Republic, Kazakhstan, the Philippines, Saudi Arabia, United Republic of Tanzania, and the United Arab Emirates. The 6-phase approach tailors training to each country's specific needs and development goals. In 2024, Saudi Arabia became the first country to successfully complete the project (see WIPO/ACE/17/18).
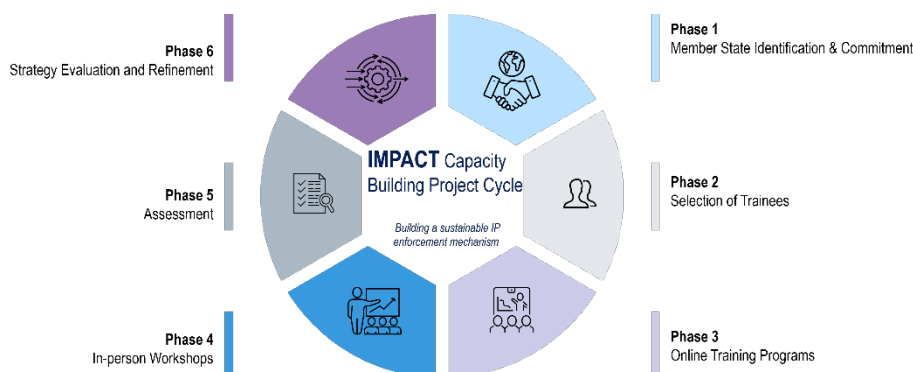
ER 2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute

We continued our dedicated support to Least Developed Countries (LDCs) through the WIPO Deliverables Package under the UN's Doha Programme of Action for the LDCs for 2022-2031. In 2024, over 150 targeted initiatives empowered LDC innovators, creators, universities and research institutions, women, youth, SMEs, and local communities to harness IP for growth and development. At the same time, WIPO accelerated efforts to support LDCs in their smooth transition from the LDC category, delivering Graduation Support Packages to help them build national IP and innovation ecosystems for growth and development. Significant progress was achieved in Angola, Lao People's Democratic Republic, and São Tomé and Príncipe, all set to complete their Graduation Packages in 2025.

At the ECOSOC Youth Forum in April 2024, WIPO facilitated high-level discussions on IP's role in youth-led innovation and economic development, bringing together youth leaders and Ministers of Youth from Colombia, Nigeria, Sierra Leone, and Uganda. In September 2024, WIPO supported young creators and innovators at the Summit of the Future, giving them a global platform to showcase IP's transformative power.

The Trilateral COVID-19 Technical Assistance Platform, a joint initiative of WHO, WIPO, and WTO, was expanded in 2024 beyond COVID-19 to help members and WTO accession candidates address capacity-building needs at the intersection of public health, IP, and trade. The platform now provides a centralized resource that connects stakeholders with the full range of expertise from WHO, WIPO, and WTO. Furthering this trilateral collaboration, the 5th Trilateral Technical Webinar – *The Interplay between Intellectual Property and Competition in Support of Innovation and Access to Health Technologies* – brought together 200 participants and experts worldwide to explore ways in which various policy options and institutional actors can contribute to sustained innovative activity and competitiveness in the pharmaceutical sector and the role that can be played by international organizations such as WHO, WTO and WIPO, as well as national regulatory authorities. Additionally, the 11th Joint Technical Symposium - *Strengthening Manufacturing Capacities to Respond to the Non-Communicable Diseases Burden* - examined strategies for strengthening diversified manufacturing capacities to address the global burden of non-communicable diseases (NCDs), with a particular focus on developing countries.
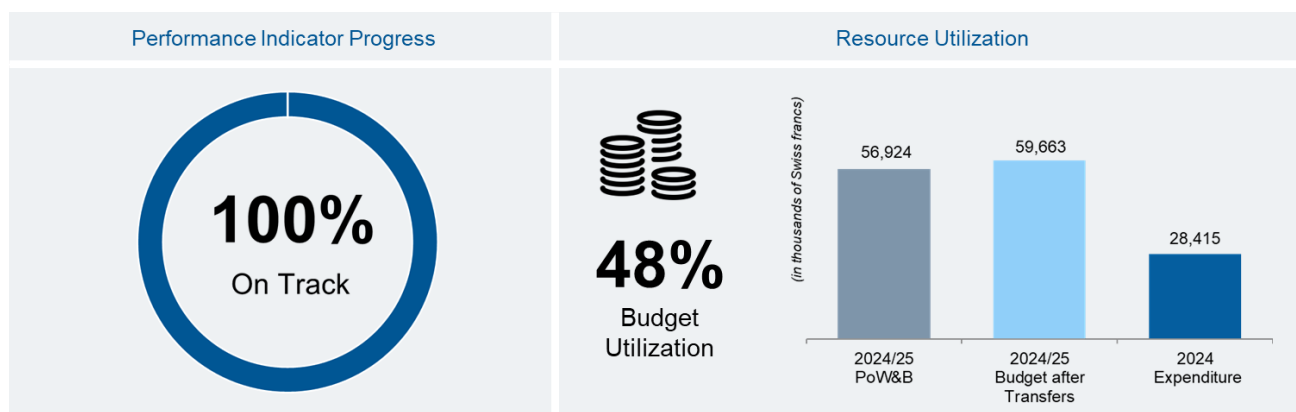
We deepened our engagement with UN organizations and IGOs, strengthening our role as the primary international body on IP through joint activities, including:

- A WIPO mentorship initiative and masterclass at the ITC-WTO SheTrades Summit

- A joint ITC-WIPO event on TCEs and Indigenous fashion

- An exhibition at the WTO Public Forum, marking WIPO's first participation in the event

- The WTO-WIPO Joint Solutions Lab session, focusing on empowering women-led Micro, Small and Medium-Sized Enterprises (MSMEs) through IP

- The launch of the 3rd edition of the "Green Technology Book" in partnership with UNFCCC at COP29

- An Open Forum on Women in Games and Apps at the 19th Annual Meeting of the Internet Governance Forum (IGF) in Riyadh

WIPO also strengthened its cooperation with NGOs and industry partners, expanding outreach to underserved communities through co-organized events and enhanced engagement. The WIPO-NGO Stakeholder Dialogue, held during the WIPO Assemblies, brought together 50 NGOs, fostering collaboration and direct engagement with leading industry associations visiting WIPO.

Performance Dashboard

Performance Indicator Progress	Resource Utilization

100%
On Track

48%
Budget Utilization

(in thousands of Swiss francs)

2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
56,924	59,663	28,415

Contributing Sectors: PT, BD, CCI, RND, IP, GCP, AFM

Performance Data

● On Track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

Performance Indicators	Baselines	Targets	Performance Data	PIE
2.1.	**Development of balanced and effective international normative frameworks for IP**			
Progress on the implementation of agreed work in accordance with the agenda of the Committee	Summary by the Chair of SCP/35 of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCP agenda	The SCP fully implemented its work in accordance with the agreed agenda of SCP/36[8]	●
	SCT work implemented in accordance with the agreed agendas of SCT/45 and SCT/46	Implementation of agreed work in accordance with the SCT agenda	SCT work implemented in accordance with the agreed agenda of SCT/47[9] (i.e. continuation of the work on protection of country names and geographical names of national significance; nation brand protection in Member States; GUI design protection; geographical indications and prior rights grounds for refusal); Adoption of the Riyad Design Law Treaty (RDLT) by the Diplomatic Conference to Conclude and Adopt a Design Law Treaty[10]	●
	Chair's Summaries from SCCR/42, SCCR/43, and SCCR/44 demonstrating progress on agenda items as agreed by the Committee	Implementation of agreed work in accordance with the SCCR agenda	Chair's summary from SCCR/45 demonstrating progress on agenda items as agreed by the Committee[11]	●
	Implementation of the agreed agenda of the IGC for the 2024/25 biennium	Implementation of agreed work in accordance with the IGC agenda	In accordance with its 2024/25 mandate, the IGC met 2 times in 2024. In line with a decision of the 2022 General Assembly, a Diplomatic Conference on GRs and Associated TK took place in 2024 preceded by preparatory work. WIPO Member States adopted a Treaty on IP, GRs and Associated TK at the Diplomatic Conference[12].	●
No. of new/revised WIPO Standards	5 revised Standards (2023)	2 revised or new Standards (per year)	1 new Standard and 8 revised Standards	●
No. of revisions/modifications to the International Classifications	Nice Classification: 669 modifications (2022/23)	Maintain baseline level	317 modifications	●
	IPC amendments: 5,576 amendments (2022/23)	Maintain baseline level	3,592 amendments	●

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[8] Summary by the Chair: SCP/36/12
[9] Summary by the Chair: SCT/47/3
[10] Riyadh Design Law Treaty, Regulations under the Riyadh Design Law Treaty and Resolution by the Diplomatic Conference Supplementary to the Riyadh Design Law Treaty and the Regulations Thereunder DLT/DC/26 and DLT/DC/26 CORR.
[11] Summary by the Chair: SCCR/45/SUMMARY BY THE CHAIR
[12] WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge GRATK/DC/7

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	% of treaty notifications that are promptly processed by OLC	95% of treaty notifications processed within 3 days	95% of such notifications processed within 3 days	95% of treaty notifications processed within 3 days	●
2.2.	**WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity**				
	Engagement in the WIPO Conversations on IP and Frontier Technology	Attendance by Stakeholders in 2023 (of which from developing countries and LDCs) - Conversation 7: 125 Member States (87) - Conversation 8: 134 Member States (95)	Attendance from government representatives, enterprises, IP professionals and other stakeholders from at least 110 Member States	Attendance by Stakeholders in 2024 (of which from developing countries and LDCs) - Conversation 9: 135 Member States (95) - Conversation 10: 131 Member States (93)	●
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	95%	≥ 85% satisfied or very satisfied	93% based on 24 responses	●
	Level of satisfaction of delegates attending the GAs and other Meetings	93%	≥ 85% satisfied or very satisfied	96%	●
2.3.	**International dialogue and cooperation on Building Respect for IP**				
	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Implementation of the ACE work program agreed upon in the eleventh ACE session and confirmed in the fifteenth ACE session	Implementation of agreed work in accordance with the ACE agenda	Agreement by Member States to continue discussing the 4 substantive work areas was reached during the sixteenth session of the ACE (WIPO/ACE/16/19, para. 33)	●
2.4.	**Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute**				
	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	Progress made on the implementation of projects and activities under all 8 focus areas of the WIPO Deliverables for LDCs	Progress on all WIPO deliverables	Progress made on the implementation of projects and activities under all 8 focus areas of the WIPO Deliverables for LDCs	●
	No. of WIPO initiatives in partnership with the UN and other IGOs	23 initiatives	25 initiatives that have regional or global impact	16 initiatives	●
	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Representatives of 305 permanently accredited NGOs attended 20 WIPO events (2023)	Representatives of 329 permanently accredited NGOs attend WIPO events (end 2025)	Representatives of 319 permanently accredited NGOs attended 19 WIPO events (end 2024)	●

Risks

| Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
2.2.		**WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity**		
Decreased engagement of external partners, including private sector and civil society, results in reduced relevance, credibility and resilience of the sector's platforms and initiatives.	The risk did not materialize; the risk exposure decreased during the year	Sector outreach and engagement activities geared towards key stakeholders resulted in maintained relevance, credibility, and resilience of Sector platforms and initiatives. The adoption in May of the WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge drew high levels of international focus on, and interest in, the Sector's activities, and served to boost Sector credibility at a global level.	GCP	↗

Strategic Pillar 3

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

ER 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

Demand for services under WIPO's Global IP Systems continued to grow in 2024, even amid challenging conditions and sluggish economic growth in many regions.

- International patent filings under the PCT saw a slight year-on-year growth, reaching an estimated 273,900 international applications - a 0.5 per cent increase from 2023.

- Trademark applications under the Madrid System grew by 1.2 per cent, totaling 65,000 applications in 2024.

- Design protection under the Hague System experienced another strong year, with applications up 10.3 per cent year-on-year totaling 9,454 filings covering over 27,000 designs.
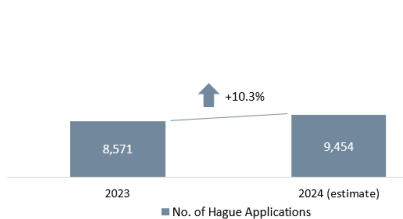
No. of PCT International Applications
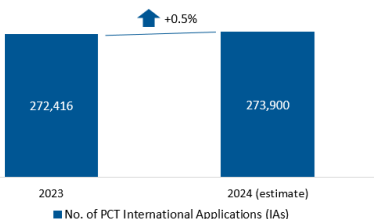

No. of Madrid Applications
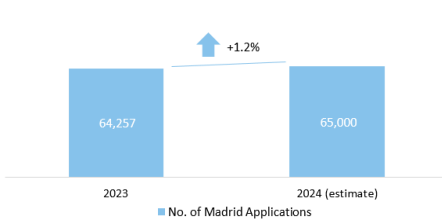
No. of Hague Applications

Despite challenging global economic conditions, WIPO's international IP filings in 2024 showed resilience, though overall numbers fell short of targets set in the Program of Work and Budget 2024/25. The downturn reflected broader economic conditions, including sharp interest rate hikes and structural changes stemming from the pandemic.

PCT international applications reached 94 per cent of the target, with most major filing origins experiencing lower-than-expected numbers, except for the Republic of Korea. The top five origin countries were China, followed by the United States of America, Japan, the Republic of Korea, and Germany.
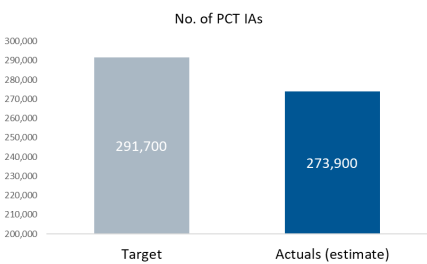

On November 28, 2024, in its 47th year of operations, the PCT published the 5 millionth PCT application, marking a historic milestone for the PCT Treaty and WIPO.

Uruguay deposited its instrument of accession to the PCT, bringing the total number of PCT Contracting Parties to 158 by the end of 2024.

Madrid System applications reached 89 per cent of the target, reflecting mixed performance across key origins – some experiencing downturns, while others rebounded. The top five origin countries were the United States of America, Germany, China, France, and the United Kingdom.

Qatar deposited its instrument of accession to the Madrid Protocol, bringing the total membership of the Madrid System to 115 Contracting Parties covering 131 countries by the end of 2024.

No. of Hague Applications

Target	Actuals (estimate)
9,970	9,454
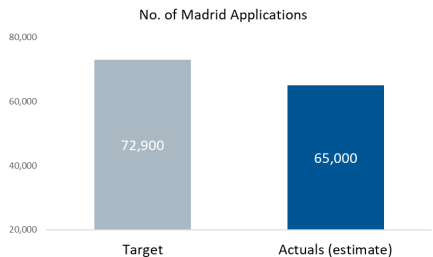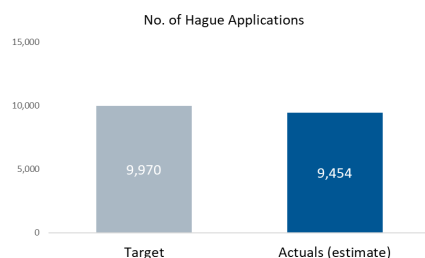
Hague System applications reached 95 per cent of the target, with most major origins seeing strong growth, except for Germany and Switzerland. The top five origin countries were China, United States of America, Republic of Korea, Germany and France.

Saint Kitts and Nevis, and Uzbekistan deposited their instruments of accession to the Geneva Act of the Hague System, increasing membership to 75 Contracting Parties covering 98 jurisdictions by the end of 2024.

The Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications saw four instruments of accession deposited in 2024 - Djibouti, Montenegro, the Republic of Moldova and Slovakia - bringing the total membership to 25 Contracting Parties covering up to 60 countries. A 130 per cent surge in transactions brought the total to 1,024 processed cases, marking a significant increase over 2023.

The WIPO Arbitration and Mediation Center (WIPO AMC) handled 858 IP, innovation, and technology disputes in 2024 — a 25 per cent increase over 2023. Growth in mediation requests was particularly strong for copyright disputes, supported by collaborations with national Copyright Offices. Courts in China also referred an increasing number of IP disputes. The WIPO AMC expanded its partnerships, signing agreements with 17 additional Member State IP authorities, courts, and associations, to promote and integrate ADR options, bringing total collaborations to 127. Policy support was also extended to 31 stakeholders.

Our domain name dispute resolution services continued to help reducing threats to legitimate, online commerce for trademark owners and consumers. The WIPO AMC administered 6,168 domain name cases in 2024, making it the second-busiest year in the 25-year history of the service. The cumulative number of cases reached nearly 74,000, covering over 133,000 domain names. Dispute resolution services for country code Top-Level Domains (ccTLDs) continued expanding, with the addition of .AD (Andorra), .CV (Cabo Verde), .LV (Latvia), and .RW (Rwanda) bringing the total covered ccTLDs to 87. The WIPO AMC also provided policy support to 30 ccTLD authorities, reinforcing the framework for domain name dispute resolution worldwide.

*WIPO Center ADR Disputes Subject Matter in 2024*

Copyright and Digital Content 77%
Trademarks 16%
Commercial 3%
Patents 4%
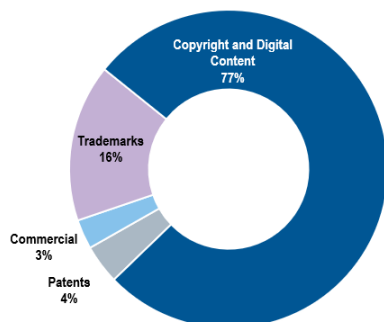
WIPO ccTLD Program, end 2024

ccTLDs adopting the UDRP
ccTLDs adopting UDRP variations

WIPO's global IP databases continued to expand, increasing records and geographical coverage. PATENTSCOPE added national patent collections from three new countries in 2024, alongside the introduction of Sequence Listings in the new ST26 format for PCT applications, improving data accessibility and translation. The Global Brand Database (GBD) grew with seven additional collections, while efforts began to migrate the Global Design Database (GDD) to the cloud, enhancing user experience and search efficiency.

No. of Records in PATENTSCOPE
(in thousands of)

Dec 2023	Dec 2024
109,619	115,343

+ 5%
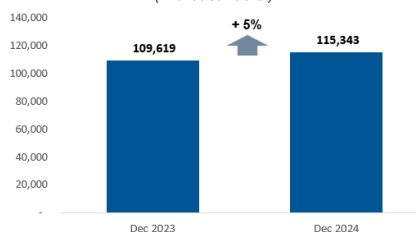
No. of Records in the GBD
(in thousands of)

Dec 2023	Dec 2024
63,267	65,798

+ 4%
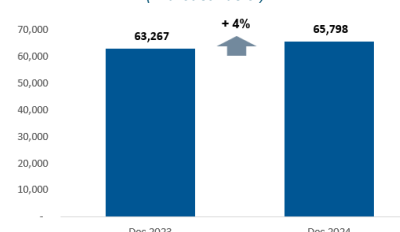
No. of Records in the GDD
(in thousands of)

Dec 2023	Dec 2024
15,411	16,745

+9%
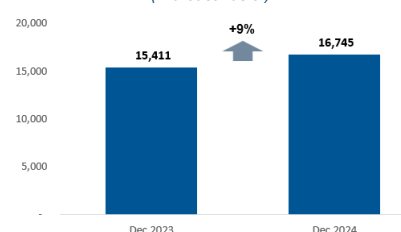
WIPO Lex made significant strides in enhancing its database user experience and expanding its offerings in 2024, driven by increased engagement and collaboration in its judgments collection. WIPO Lex-Judgments grew by 31 per cent, adding 11 new jurisdictions and 406 new judgments, bringing the total to 46 jurisdictions and approximately 1,700 judgments by year-end.

In July 2024, WIPO Lex further strengthened its role as a global IP resource with the launch of the Standard Essential Patents (SEP) Case Law Collection. This new collection centralizes global information and trends in SEPs, increasing transparency and providing users with a clearer understanding of key issues. It debuted with 108 judgments from 9 jurisdictions, establishing a valuable reference point for stakeholders navigating the evolving SEP landscape.

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

The Future Growth Taskforce (FGT), launched in 2024, drove customer acquisition and increased filings for WIPO's main IP services through sustainable and scalable growth strategies. By identifying gaps and synergies in IP services, FGT has implemented a data-driven, cross-sectoral strategy that directly engages underutilizing customers while leveraging localized marketing and partnerships to expand outreach. This integrated approach strengthens our commitment to delivering a seamless and customer-centric experience across all services.

Building on the foundation laid in 2023, we accelerated our Customer Experience Transformation Program, focusing on implementing a best-in-class Customer Relationship Management (CRM) system to provide more personalized and efficient support. This initiative reinforces our vision of empowering businesses and innovators with proactive and tailored IP solutions. Additionally, we established the groundwork for a customer service pledge, reinforcing our commitment to high-quality, responsive, and accessible services.

We continued our transformation of the PCT operations workforce, shifting from an application-driven model to an applicant- and client-focused service. Staff roles evolved from formalities checkers to knowledge providers, enhancing user support while increasing productivity and efficiency. This best-in-class model maintained high-quality PCT services while delivering cost-effective improvements. A major milestone was the expansion of the pilot XML rendering arrangement, streamlining the publication process for PCT international applications.
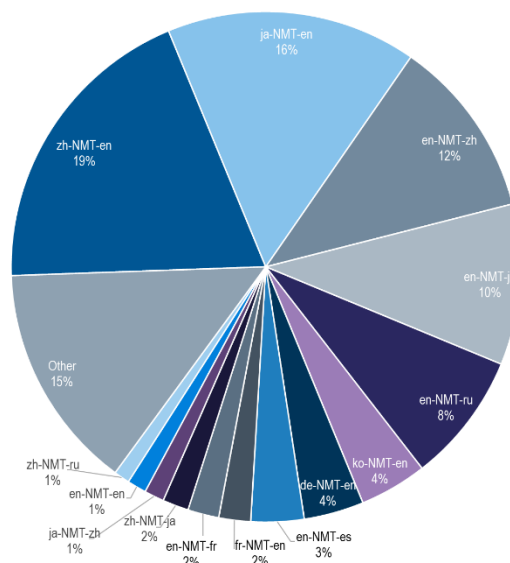
PCT Translation Services achieved remarkable efficiency, saving 4.7 million Swiss francs compared to the 2024 budget. These savings were driven by advanced post-editing of machine translations, covering 52 per cent of translated words (108.5 million out of 209 million), marking a 2-percentage point increase over 2023. Enhanced quality control workflows were implemented using the ContentQuo platform, and WIPO Pearl continued to expand, surpassing 260,000 multilingual terms.

Madrid System operations underwent a transformation to enhance customer engagement, with the creation of a dedicated key accounts team to provide specialized support. These structural improvements, aligned with the FGT's vision, ensure that WIPO's services remain agile, efficient, and future-ready.

WIPO also made significant strides in modernizing IT infrastructure. The New Madrid IT Platform Project advanced with the finalization of eForms, API development, and the expansion of the eMadrid portal. In the Lisbon System, the new "eLisbon" IT system was successfully migrated to production, increasing efficiency in transaction processing.

Artificial Intelligence (AI) continued to drive operational enhancements through the Advanced Technology Applications Center (ATAC). The WIPO Speech-to-Text (S2T) tool recorded verbatim transcripts for all WIPO official meetings in seven languages (Arabic, Chinese, English, French, Portuguese, Russian, and Spanish), ensuring comprehensive multilingual support. The WIPO Translate widget, widely used in PATENTSCOPE, averaged 240,000 daily translations, with the addition of Czech, Dutch, Slovak, and Serbian. Demand surged particularly for translations from Chinese to English and Japanese to English. Further extending its impact, the WIPO Translate widget was integrated into the WIPO website, enabling instant translations across an increasing number of pages, in line with the Revised Language Policy roadmap[13].

Usage of WIPO Translate in PATENTSCOPE 2024

ja-NMT-en 16%
zh-NMT-en 19%
en-NMT-zh 12%
en-NMT-ja 10%
en-NMT-ru 8%
ko-NMT-en 4%
de-NMT-en 4%
en-NMT-es 3%
fr-NMT-en 2%
en-NMT-fr 2%
zh-NMT-ja 2%
ja-NMT-zh 1%
en-NMT-en 1%
zh-NMT-ru 1%
Other 15%

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13 WO/PBC/32/6

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

WIPO GREEN – The Sustainable Technology Marketplace – continued its expansion in 2024, welcoming four new partners and increasing its network to 157, a 3 per cent rise from the previous year. To amplify awareness and visibility of the WIPO GREEN database among stakeholders, and to encourage climate technology experts to contribute and share innovations, a strategic Partner Gateway was launched with the Climate Technology Centre and Network (CTCN), the implementation arm of the UNFCCC's Technology Mechanism. This collaboration strengthens WIPO GREEN's role as a global platform for sustainable technology solutions. Accessibility also saw a major boost with the integration of a machine translation widget, making the database more user-friendly and accessible for innovators worldwide.

WIPO GREEN accelerated its impact through Matchmaking and Acceleration Projects, generating seven successful technology matches in 2024—four in China and three in Tajikistan. These matches addressed pressing challenges in water management, bioengineering, clean energy, and eco-tourism, demonstrating the platform's effectiveness in bridging technology providers with real-world needs. Ongoing WIPO GREEN Acceleration Projects in China, India, and Latin America continued to drive progress, further reinforcing WIPO GREEN's role in fostering practical, scalable climate solutions.

> **Bringing "New Life" to the Mountains: A Success Story in Tajikistan**
>
> The WIPO GREEN project supported Ruzi Nav, an eco-tourism destination in Tajikistan owned by Saydali Khusaynov, by installing solar panels and water purification systems. This project provided clean water and reduced reliance on traditional energy sources. The implementation of green technologies has led to the creation of four new jobs at Ruzi Nav, empowering local women with new opportunities. Additionally, the improved guest experience has translated into increased tourist footfall, boosting the compound's revenue. Moreover, the project has sparked a newfound interest in "green" solutions with local residents witnessing the practical applications of solar panels and water purification technologies for the first time.
>
> "The green technology solution proposed by the Moores Rowland Tajikistan team was unconventional yet realistic and quite applicable in the context of my compound" said Saydali.
>
> *(Photo: Courtesy Image: Qurbonali Mirov, Field Officer, Moores Rowland Tajikistan)*

WIPO GREEN collaborated with Arthur D. Little to develop and publish a new report: *We're doomed, now what? Finding the way through climate change adaptation technologies in an uncertain future*. This report explores five potential climate change adaptation scenarios based on a "+3°C by 2100" outcome, providing businesses with critical insights and strategic guidance.

We took significant steps to address global health challenges by forming a strategic partnership with the Regional Vaccine Manufacturing Collaborative (RVMC). This collaboration integrates IP into RVMC's strategic framework and partnership approach, strengthening efforts to ensure that IP is seen as part of the solution to establishing regional vaccine manufacturing so as to achieve vaccine equity and global health security.

To increase awareness of voluntary licensing as a tool to expand access to medicines and health technologies in developing countries, WIPO partnered with the Medicines Patent Pool (MPP), Government of Canada, IFPMA, the Bill and Melinda Gates Foundation, The Global Fund, and the Japan Pharmaceutical Manufacturers Association (JPMA) to co-develop a study: *"Voluntary Licensing: Right for Health, Smart for Business".* The study was launched in May 2024. By year-end, two voluntary licensing negotiations were underway with pharmaceutical companies.

Further advancing regional and local health technology manufacturing, we established the IP for Medical Manufacturing Centre of Excellence (CoE). This initiative sets the foundation for us to deliver comprehensive IP support for emerging and existing local medical manufacturing programs in partnership with governments, universities, donors, and industry stakeholders.

Performance Dashboard

Performance Indicator Progress	Resource Utilization

51%
On Track

45%
Budget Utilization

Resource Utilization chart (*in thousands of Swiss francs*):
- 2024/25 PoW&B: 349,910
- 2024/25 Budget after Transfers: 335,468
- 2024 Expenditure: 151,481
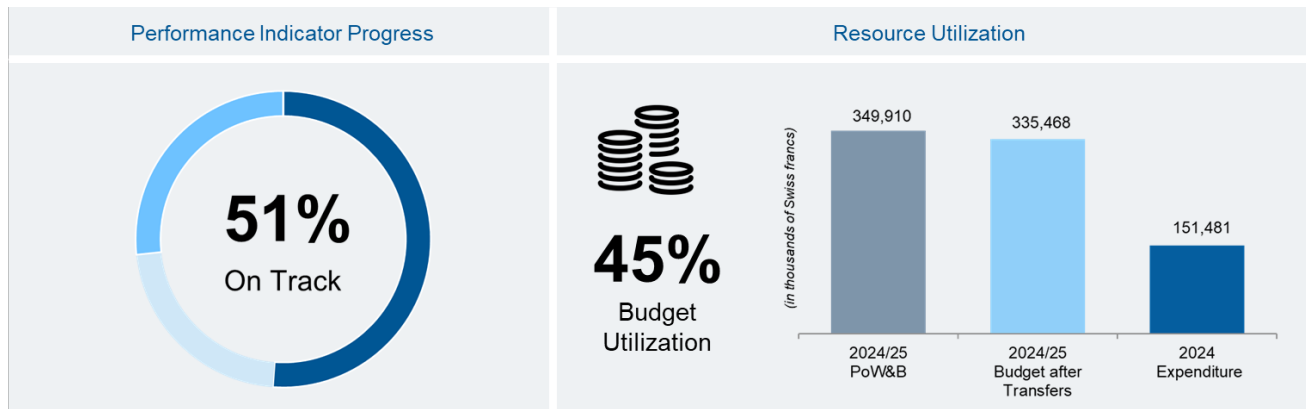
Contributing Sectors: PT, BD, CCI, IP, IE, GCP, RND, AFM

Performance Data

● On Track   ▲ Not on track   ◆ N/A 2024   ● Not assessable   ◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
3.1.	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**				
	Total Membership	Madrid System (end 2023): 114 CPs	Madrid System: 6 additional members (3 per year)	Madrid System: 1 additional CP (Qatar) (115 CPs covering 131 countries in total).	▲
		The Hague System (end 2023): 73 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	The Hague System: 5 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act	The Hague System: 2 additional CPs to the Geneva (1999) Act (Saint Kitts and Nevis, Uzbekistan) (75 CPs covering 98 countries in total); No additional CPs to the Hague (1960) Act (34 CPs in total)	●
		Lisbon System (end 2023): 21 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 6 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 4 new CPs to the Geneva Act (Djibouti, Montenegro and Republic of Moldova, Slovakia) (25 CPs covering up to 60 countries in total); No additional CPs to the Lisbon Agreement (1958 & 1967) Acts (30 CPs in total)	●
	Filing Rate	Madrid System Applications: 64,257 (final)	2024: 72,900 2025: 75,000	2024: 65,000 (preliminary)	▲
		The Hague System Applications: 8,571 (final)	2024: 9,970 2025: 10,840	2024: 9,454 (preliminary)	●
		Lisbon System International applications: 96	80 per year (160 applications for 2024/25)	2024: 23	▲
	Renewals	Madrid System: 39,546 (final)	2024: 38,400 2025: 40,400	2024: 40,445 (preliminary)	●
		The Hague System: 5,592 (final)	2024: 5,570 2025: 6,280	2024: 5,949 (preliminary)	●
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 98% (2022/23 survey)	≥ 90% satisfied or very satisfied	Survey conducted on a biennial basis	◆
		Patent examination-related activities: 98% (2022/23 survey)	≥ 95% satisfied or very satisfied	Survey conducted on a biennial basis	◆
	No. of unique visitors to the Global Database Systems - PATENTSCOPE - Global Brand Database (GBD) - Global Design Database (GDD)	PATENTSCOPE: 8,777,349 GBD: 6,796,192 GDD: 864,603 (2022/23)	20% increase (biennium)	PATENTSCOPE: 8,043,876 GBD: 5,297,765 GDD: 1,258,875	● ● ●

Performance Indicators	Baselines	Targets	Performance Data	PIE
Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 81%	≥ 85% satisfied or very satisfied	PATENTSCOPE: 91%	●
	GBD: 71%		GBD: 80%	●
	GDD: 71%		GDD: 82%	●
Level of use of WIPO IP ADR and domain name dispute resolution services	2,885 disputes and bons offices	800 additional disputes and bons offices	858 additional disputes and bons offices[14] (3,743 cumulative end 2024)	●
	59,436 gTLD cases	9,000 additional gTLD cases	5,360 additional gTLD cases (64,796 cumulative end 2024)	●
	8,189 ccTLD cases	900 additional ccTLD-only cases	808 additional ccTLD-only cases (8,997 cumulative end 2024)	●
No. of unique visitors to the IP Statistics Data Center	195,111	20% increase (biennium)	72,535 (in 2024)	▲
No. of unique visitors to WIPO Lex	1,897,444	20% increase (biennium)	1,582,417	●
3.2.	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**			
Customer Satisfaction Index (CSI)	85% (2022/23 survey)	≥ 85% satisfied or very satisfied	Assessment conducted on a biennial basis.	◆
Level of satisfaction of WIPO global IP system users with International Bureau Services	PCT: 87%[15] (2022/23 survey)	≥ 90% satisfied or very satisfied	Survey conducted on a biennial basis	◆
	Madrid System: 80%[16] (2022/23 survey)	≥ 85% satisfied or very satisfied	Survey conducted on a biennial basis.	◆
	The Hague System: 82%[17] (2022/23 survey)		Survey conducted on a biennial basis.	◆
Unit Cost (PCT, Madrid and Hague)	PCT Application: 555 CHF[18]	PCT Application: 565 CHF	PCT Application: 544 CHF	◆
	Madrid System new/renewed registration: 598 CHF[18]	New/renewed registration: 576 CHF	New/renewed registration: 619 CHF	◆
	The Hague System new/renewed design: 451 CHF[18]	New/renewed design: 390 CHF	New/renewed design: 457 CHF	◆
3.3.	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**			
No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	34 (cumulative end 2023)	25 additional in the biennium	7 matches (41 cumulative end 2024)	▲
No. of countries assisted to access patent information on green technologies available in the public domain with the support of the WIPO GREEN database	Unique visitors from 82 countries accessed patent information in the WIPO GREEN database (including 59 from Developing countries and LDCs) (2022/23)	Unique visitors from at least 85 countries	Unique visitors from 75 countries accessed patent information in the WIPO GREEN database (including 53 from Developing countries and LDCs)	●
No. of tech transfers or access licenses supported by WIPO's global health initiatives, for which the IP component has been facilitated by WIPO	None	4	none at end 2024	▲
No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	885,953	20% increase (biennium)	568,901	●

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[14] Including cases referred to WIPO Mediation, Arbitration, Expedited Arbitration, Expert Determination, and Good Offices, as well as co-administration schemes with national IP and Copyright Offices and Courts.
[15] Confidence Interval: +/-2
[16] Confidence interval: +/-3
[17] Confidence interval: +/-5.1
[18] 2022/23

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
3.1.	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**			
Decrease in PCT filings, in absolute terms or relative to Paris route filings.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan to consistently enhance and market PCT services to current and potential users through regular contact with clients and various marketing/outreach actions continued in 2024. PCT filings increased slightly in 2024 compared to 2023.	PT	→
The Madrid, Hague and Lisbon Systems do not develop to their full potential during the biennium in terms of geographical coverage, usage by prospective applicants and services provided by the IB.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to continue digitalization and automation of processes, and targeted promotion and marketing activities proved effective. Regular stakeholder engagement and customer feedback mechanisms supported service quality improvements and responsiveness to user needs. Following two years of negative growth, Madrid filings increased slightly. The Lisbon System saw a significant increase in its geographical coverage and number of transactions.	BD	→
3.2.	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**			
Regression in quality of international work products.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plans were successful in enhancing quality control procedures and improving processes in formalities examinations and translation quality at the IB. Quality assurance of offices performing functions under the PCT, especially those acting as international authorities, was effective. The PCT fully achieved its quality performance targets, and International Authorities continued to demonstrate effective quality management systems for their work products.	PT	→
3.3.	**Knowledge transfer and technology adaptation are facilitated through WIPO's IP based platforms and tools to address global challenges**			
Being an early adopter of frontier technologies carries inherent opportunities and risks in terms of identifying the most valuable use cases, integrating with existing governance mechanisms as well as accurately capturing the human readiness to adopt the technological change.	The risk did not materialize; the risk exposure remained stable throughout the year	The response strategy to prioritize use cases with high returns on investment, and to engage limited resources when adopting a new frontier technology and evaluate quickly to be able to fail fast, proved effective.	IP	→

Strategic Pillar 4

Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development

Key Accomplishments

ER 4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

Leveraging synergies across regions to further drive impact

In 2024, we strengthened delivery of our work program maximizing IP's role as a catalyst for economic growth and development. The project-based model - ensuring impactful, on-the-ground results in WIPO Member States - was scaled up, and we continued to incubate new methodologies and tools to drive sustainable, high-impact solutions aligned with development priorities.

We established the Department for Development Cooperation (DDC) to improve internal coordination and to optimize strategic direction and resource management of development assistance programs. DDC actively leverages cross-regional synergies to streamline technical assistance and capacity-building initiatives for greater impact. The integration of copyright development activities into the Regional and National Development Sector (RNDS) creates a holistic, portfolio approach to IP and delivers a one-stop shop for development cooperation with Member States.

By year-end 2024, approximately 60 national, regional, and sub-regional projects achieved their expected benefits or completed significant milestones. Through these initiatives, WIPO extended IP's reach to varied stakeholders including women, youth, SMEs, persons with disabilities, migrant entrepreneurs, and rural communities. Success stories like Yafonia Hutabarat and Ked-Liphi's journey demonstrate the tangible, transformative impact of these projects in communities worldwide.

Augmented-Reality App Helping Visually Impaired People Navigate Indoors in Indonesia

PetaNetra, a startup founded by Yafonia Hutabarat and two peers -all young software engineers- aims to change this with an indoor navigation app designed to help visually impaired people safely gain independence. Participating in WIPO's mentoring program for Indonesian women innovators and entrepreneurs, Yafonia was mentored by WIPO experts to prepare her for the ITC SheTrades Summit and Innovation Challenge in Abu Dhabi. Competing against over 180 innovators globally, she won the top prize in 2024. The one-on-one mentoring on branding, marketing, IP commercialization, copyright protection, and more, prepared and enabled her to secure this prestigious award.

(Photo: PetaNetra)

Illuminating Education in Botswana

Ked-Liphi Pty Ltd, a forward-thinking SME in Botswana founded by 32-year-old entrepreneur Kedumetse Liphi, leverages modern technology to develop innovative solutions tailored for the African positioning itself as an innovation hub. The Botswana Capacity-building Project in IP and Branding Strategies for Selected SMEs played a crucial role in supporting Ked-Liphi's journey, which helped them secure patents for their significant innovations: the ADCM (Automatic Diagnostic Combo Machine) and the Chedza Solar Backpack, branded under the trademark "Chedza." This product has received numerous awards, including the prestigious Corp 28 Golden Seed Climate Change Award, and was a finalist in the 2024 WIPO Awards. With the project's support, Ked-Liphi expanded its operations across Africa, entering markets in Rwanda, Uganda, and Nigeria.

(PHOTO: LIPHI)

We launched strategic projects across all regions to reinforce the accessibility of IP and its benefits for women and other traditionally underserved stakeholder groups. These included the:

- Project on IP Management for Women in STEM Careers in Latin America;
- Women Agribusiness Mentorship and Coaching Project in Africa: Empowering Women in Agribusiness Ventures;
- Project for Local Communities of Traditional Textiles on the Practical Use of IP, with a special focus on women in the Central European and Baltic regions; and
- Project on Empowering Women in Local Communities for Tally Production in Sohag, Egypt.

Youth was another key beneficiary group, reached through the successful implementation of the project on IP for Young Designers in Brazil and Paraguay, which brought together a group of young designers with producers of origin-based products to enhance commercialization through IP assets creation, including packaging solutions. The project's success inspired other countries to join this effort in 2025 using a similar project methodology.

Local communities and artisans were also empowered through projects such as the:

- Project on IP for Quilombola Women in Brazil to advance cultural heritage and economic opportunity;
- Project on Boosting Artisanal Innovation in Morocco for Thuya wood crafters;
- Project for bushfood producers and businesses in Australia;
- Project for Armenian Wine producers; and
- Project on IP and tourism development for craft sectors in Bali, Indonesia.

Projects on the ground integrated sustainability into their design and implementation, while exploring broader areas of work and partners. Projects benefited persons with intellectual disabilities in Mexico, included initiatives on IP for migrants in Costa Rica, Ecuador, and Peru, and covered IP and sports in the Caribbean.

The WIPO Development Agenda's (DA) Recommendations and principles continued to be mainstreamed across WIPO's work. The Committee on Development and Intellectual Property (CDIP) successfully concluded its 32nd and 33rd sessions approving seven new DA projects, while discussions on another 12 DA projects progressed.

Guided by principles of value-addition and learning-by-doing, we initiated the development of five strategies[19] in 2024 using the renewed approach for National IP Strategies formulation. The approach aims to positively impact economic development, innovative and creative capacity, and the vitality of enterprises. An additional six strategies[20] were finalized for adoption, bringing the total number of strategies finalized for adoption to 24[21] by year-end.

National IP Strategies Program

Innovation Ecosystem	Comprehensive Approach	Global Center of Expertise
Better align National IP Strategies within the context of Member States' economic development goals and innovation and creative ecosystems	Ensure that WIPO's strategic and substantive advice to Member States produces high-quality Strategies that meet a country's circumstances, priorities and needs.	Enhance knowledge about the value and impact of National IP Strategies among Member States and policymakers; through analysis of trends, best practices and effectiveness

No. of NIPs finalized

Transition countries, 8; Africa, 7; Arab countries, 5; Asia & the Pacific, 2; Latin America & the Caribbean, 2

Envisaging a world where innovation and creativity by women anywhere are supported by IP for the good of everyone, WIPO made strong progress on the implementation of the IP and Gender Action Plan (IPGAP) in 2024:

- We launched the IPGAP Database as a comprehensive resource, gathering global policies and initiatives that support women's economic empowerment through innovation, IP and entrepreneurship. The database provides practical examples and data to help policymakers and organizations tailor strategies to national needs while also offering researchers insights into promoting women's participation in the IP ecosystem.

- In November 2024, WIPO hosted the inaugural IPGAP Global Research Experts Meeting, bringing together 132 participants from 41 countries to share research into women's participation in IP and innovation. The event galvanized support for a global platform for discussion and collaboration. Experts shared methodologies to identify women innovators and creators while highlighting the importance of data-driven strategies to improve women's access to IP systems and boost their representation across innovation sectors.

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

In 2024, WIPO effectively leveraged regional and sub-regional fora to coordinate policy and scale up technical assistance, capacity development and project delivery, ensuring a more coordinated regional and subregional approach on IP and innovation, including:

- The Ministerial Meeting on IP for Central American countries and the Dominican Republic held in Guatemala City in October 2024, which resulted in interactive discussions on IP and innovation policy developments across the seven participating Member States.
- The first edition of the Heads of IP Offices Conference for 17 OAPI Member States in Cameroon in June 2024.
- The annual Interface Meeting between the Director General of WIPO and ASEAN Economic Ministers during the 56th ASEAN Economic Ministers Meeting in Lao People's Democratic Republic, in September 2024, which further strengthened WIPO's engagement with ASEAN.

Through cross-regional initiatives, we promoted experience sharing and best practices. The Cross-Regional Forum on Women Entrepreneurs of Africa and the Caribbean in Jamaica, in November 2024, connected 20 women entrepreneurs from over 10 African and Caribbean countries, fostering cross-continental collaboration.

WIPO co-hosted the Copyright Conference in Jingdezhen with the National Copyright Administration of China, drawing 385 participants from 41 countries. The conference tackled critical issues such as protecting innovations in traditional cultural expressions, the role of AI in content creation, and the collective management and promotion of creative industries.

We reinforced strategic IP policy development through high-level engagements and initiatives, which included the Ministerial Declaration adopted at the Ministerial Meeting on IP for Central American countries and the Dominican Republic, reaffirming the importance of IP as a cross-cutting driver of development.
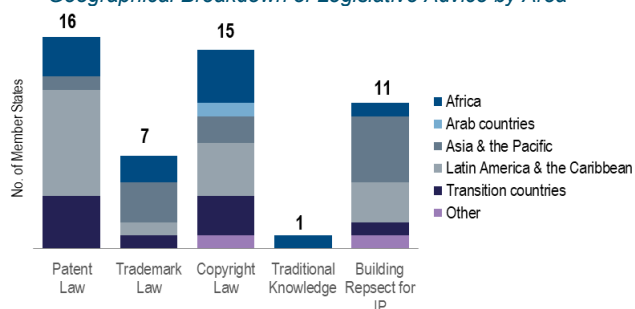
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[19] Africa (2); Asia and the Pacific (1); Transition countries (2)
[20] Arab countries (3); Asia and the Pacific (1); Latin America and the Caribbean (1); Transition countries (1)
[21] Corrigendum: At the end of 2023, a total of 18 strategies had been finalized in 17 countries, not in 18 countries as reported in the WPR 2022/23.

Geographical Breakdown of Legislative Advice by Area

Legislative and policy assistance in the areas of Patent Law, Trademark Law, Copyright Law, Traditional Knowledge, and Building Respect for IP continued to be highly appreciated by Member States, who indicated that the advice had been exhaustive, of good quality, and helpful in understanding the implications of issues at stake.

WIPO continued to provide essential insights into the global innovation landscape through the 2024 Global Innovation Index (GII) *Unlocking the Promise of Social Entrepreneurship*. The GII assessed 133 economies, while its Global Innovation Tracker monitored trends in the innovation economy. WIPO also highlighted the world's top 100 Science and Technology Clusters, identifying major hubs for scientific research and patenting. For the first time, WIPO launched these cluster rankings at a special event during IP Week Singapore, underscoring their growing role in shaping global innovation policies.

WIPO's statistical reporting remained a key resource for tracking global IP activity in 2024. By analyzing trends in IP demand at both national and international levels, WIPO delivered critical insights to policymakers navigating economic fluctuations and shifts in innovation finance.

**800+** judges from **110** jurisdictions

In 2024, the WIPO Judicial Institute expanded its engagement with the global judiciary, with over 800 judges from 110 jurisdictions participating in initiatives designed to empower judiciaries to fulfil their role in assuring balance and efficacy in IP, innovation and creative ecosystems. The 2024 WIPO Intellectual Property (IP) Judges Forum brought together over 435 judges from 101 countries and five regional jurisdictions, reinforcing the importance of dialogue in empowering judiciaries to shape a balanced and effective global IP ecosystem amid a rapidly evolving innovation landscape.

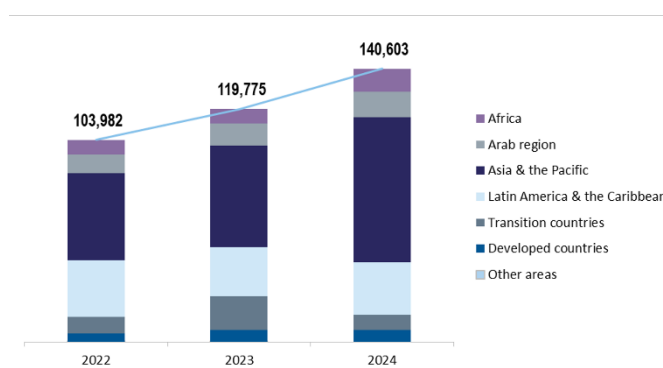## ER 4.3 Increased IP knowledge and skills in all Member States

The WIPO Academy maintained its position as a leading, global provider of IP skills and knowledge building. In 2024, more than 150,000 participants benefited from the Academy's Masters Programs, Summer Schools, and IP eLearning Programs, having achieved its second-highest enrolment in 25 years. We continued to implement innovative and transformative delivery approaches, including blended learning formats and a focus on making IP education more accessible than ever:

- The Executive Training Program (ETP) was launched to expand IP training and skills-building opportunities to professionals from the public and private sectors. Some 330 participants worldwide benefited in 2024.

- 250 participants graduated from the WIPO Joint Master's Degree Programs in 2024, and over 1,000 participants were trained in the WIPO-Harvard Law School specialized course on Patent Law and Global Public Health (PatentX). Three new Joint Masters programs were launched in China, India, and Kazakhstan specializing in IP and Innovation Policy, IP Management, and IP and Business Law, respectively.

- Participation in Distance Learning (DL) increased 17 per cent over 2023, with more than 140,000 participants engaging in 694 courses delivered in all six UN languages plus Portuguese.

Geographical Breakdown of Participants in the ETP

- We organized 23 WIPO Summer Schools (WSS) in 2024, equipping more than 1,850 participants with practical IP knowledge. As compared to 2023, WSS Programs saw a 29 per cent increase in participation.
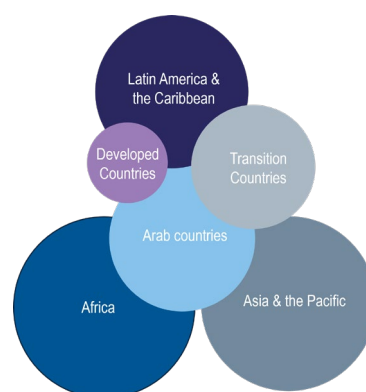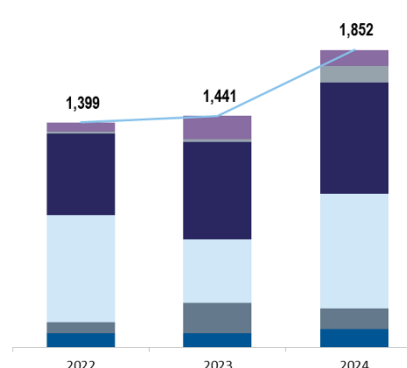
Geographical Distribution of Participants in DL Courses   *Geographical Distribution of Participants in WSS Courses*

A key highlight in 2024 was the piloting of the pioneering WIPO Academy IP EdTech Service to bridge the gap in IP education across Member States, making it more accessible in remote areas with limited access. The service leverages cutting-edge educational technologies, drawing on a balanced blend of IP expertise, learning design, and tailored IP training to address specific national educational needs. New certification programs to professionalize IP education included the TISC Staff Foundation Certificate, Patent Drafting, and Teachers of Youth Accreditation Program.

+6 IPTIs considered sustainable in 2024

Seven new Intellectual Property Training Institutions (IPTIs) were established in 2024 in Chile, Ecuador, Indonesia, Pakistan, the Syrian Arab Republic, Viet Nam and ARIPO, with six being self-sustaining and delivering training by the end of the year. As part of these efforts, the WIPO Academy trained 850 trainers from 19 countries.To further strengthen existing IPTIs, more than 30 follow-up initiatives took place, directly impacting 3,450 beneficiaries.

The WIPO Academy also spearheaded several key initiatives aimed at empowering women, youth, and entrepreneurs through IP education, training and skills-building. Young innovators worldwide were supported through the inaugural WIPO IP Youth Ambassadors Initiative across seven countries. More than 113 educators and policymakers in 13 Arab and ASEAN countries gained tools to embed IP into national learning strategies, while Albania launched its first nationally accredited IP education module.

Strategic collaborations amplified the WIPO Academy's impact across the UN system:

- Women digital entrepreneurs gained essential IP knowledge through IP Masterclasses in partnership with UNCTAD;

- The WIPO-UNESCO-KIPO Leadership Course for Women Scientists equipped 25 award-winning scientists with hands-on skills in patent drafting, innovation strategy, and commercialization, complemented by mentorship and high-level policy engagement;

- The WIPO-WTO Executive Program on IP issues for Senior Government Officials strengthened IP knowledge and skills in WIPO Member States; and

- Continued collaboration with UN SDG: Learn, ITC, and WHO to deliver specialized eLearning courses.

Designing a Sustainable Future with Green Packaging

WIPO's newest Intellectual Property Youth Ambassador Oxana Zaporoniuc, a 22-year-old industrial design student from Moldova, is pioneering eco-friendly packaging solutions for fragile glass bottles. Her innovative design minimizes material usage while offering a smart lock-in function, allowing consumers to view the bottle without unboxing.

Oxana registered her design with the State Agency on Intellectual Property of the Republic of Moldova (AGEPI), securing her IP rights. Oxana's work not only highlights her commitment to sustainability but also showcases how young innovators can leverage IP to protect and scale their solutions. Through her design, she is helping shape a greener, more sustainable future.

In 2024, demand for the International Cooperation Examination (ICE) program significantly increased, leading to targeted patent examination training initiatives. The CEBSMC pilot boosted examiner collaboration and supported national offices. The PCT Curriculum Project expanded from Algeria to six GCC countries, promoting the PCT system and regional innovation. Branding efforts were also ramped up. WIPO conducted workshops at major events like Vivatech and the African Start-Up Conference (ASC), engaging over 4,000 startups and 190,000 visitors while driving IP knowledge among innovators.

Within the framework of the WIPO Community Entrepreneurship Program (CEP), WIPO continued its practical assistance to entrepreneurs from Indigenous Peoples and local communities, particularly enabling women to make strategic and effective use of IP tools in support of their community-based businesses.

The WIPO Training, Mentoring and Matchmaking Program on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities (WEP) completed its third global edition benefiting 21 women. By year-end, 11 trademarks for tradition-based products or services were in the registration process as a direct result. The Andean WEP, launched in 2023 with support from the Japan Global Fund-in-Trust, provided 18 women and their communities from Bolivia (the Plurinational State of), Colombia, Ecuador and Peru with hands-on support for nine community enterprises, resulting in eight collective marks registered or filed. Meanwhile, the CEBS region WEP program concluded successfully, benefiting 21 women. Stories like that of Emily Waqalevu[22] from Fiji demonstrate how the strategic use of IP tools can empower entrepreneurial success.

Emily Waqalevu from Fiji blends tradition with entrepreneurship through her venture, Kalumalua Kreation. Founded in 2009, the business takes its name from a Fijian term meaning "to give a slow, long whistle in awe of something," reflecting the deep cultural roots that inspire her work. Emily is renowned for her groundbreaking achievement as the first person in Fiji to recreate the iconic "tagimoucia flower", using mulberry bark called "tapa" and acrylic paint. This beautiful red and white orchid, native to Fiji, inspired a thriving enterprise after garnering widespread interest.

The WEP marked a significant step in her entrepreneurial journey and led to her decision to apply for a trademark to ensure her brand's integrity as it enters broader markets. Her story serves as a powerful example of Indigenous women leading efforts to protect their heritage while embracing new opportunities.

In July 2024, WIPO launched the IP Youth Empowerment Strategy (IP-YES!), a comprehensive framework to engage and support young innovators globally. The strategy is built on three pillars:

- Sparking passion for IP among youth;
- Building skills through targeted capacity-building programs; and
- Creating pathways for young entrepreneurs to apply IP tools effectively.

This approach embedded youth engagement as a sustained priority in WIPO's work, nurturing IP-conscious young innovators. WIPO, in collaboration with the Tunisian Ministry of Youth and Sports, launched the TANIT Youth Innovation Hub – a pioneering initiative to embed IP education within the vibrant creative and innovative activities of youth centers across Tunisia. Facilitators at youth centers received certified training from the WIPO Academy, equipping them with specialized IP knowledge and tools to teach young innovators. The inaugural workshop brought together 50 youth club leaders from 24 cities across Tunisia, representing a wide range of disciplines – from robotics and science to sports, photography, and theatre.

Participants engaging in a TRIZ exercise. (Image: WIPO/Aji)

To maximize impact of our capacity-building efforts across Member States, WIPO embedded the South-South and Triangular Cooperation framework into skills and knowledge building activities. The "African Regional Youth Conference on Intellectual Property: From Ideas to Impact", engaged 123 participants from 43 African countries, and raised awareness about the practical applications of IP in entrepreneurship. Further, a series of WIPO IPwAI (IP with AI) activities enhanced the capacity of national IP Offices in Indonesia, the Philippines, Thailand, and Viet Nam to use AI. The WIPO Forum 'Common Thread in the Fashion Industry' involved more than 50 fashion students and designers from Colombia, the Dominican Republic, Guatemala, Mexico, and Peru.

Build back initiatives - highlights

In 2024, WIPO's build back initiatives empowered countries to harness IP as a catalyst for economic recovery, innovation, and sustainable development. Throughout the year, we launched a multifaceted portfolio of 38 projects across multiple regions, benefiting entrepreneurs, SMEs, creative industries, traditional knowledge holders, and local communities – reaching both urban and rural areas.

These initiatives cut across a wide range of activities, particularly in the creative industries, digital entrepreneurship, social reintegration programs, and innovation-driven sectors. They equipped young people with IP tools to foster sustainable economic opportunities.

Key achievements in 2024 included the registration and use of GIs to boost rural economies and promote indigenous products, the development of collective marks to empower local producer groups and enhance market access, and the expansion of IP capacity-building programs tailored for SMEs, creative entrepreneurs, and cultural industries. Additional projects facilitated the integration of IP into national innovation, tourism, and business strategies for long-term economic resilience and sustainability.

Over 50 Member States (https://welc.wipo.int/covidresponse/) from all WIPO regions benefited from the build back initiatives. The below summarizes the main highlights in 2024:

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[22] https://www.wipo.int/web/traditional-knowledge/w/news/2024/enhancing-cultural-heritage-emily-waqalevu-s-journey-in-the-indigenous-women-entrepreneurship-program

Strengthening IP Education and Capacity-Building

Build back projects boosted IP capacity across Costa Rica, Egypt, Peru, the Latin American Integration Association (ALADI) member states, Saudi Arabia and South Africa, equipping key players with the skills to use IP strategically for growth and innovation.

- In Costa Rica, entrepreneurs in social reintegration programs and SMEs in decentralized regions of Guanacaste and Chorotega used IP training and mentoring to drive business growth.
- Together with the National IP Academy in Egypt, we developed a locally tailored, interactive, self-paced IP course to equip key economic actors with practical IP skills. With animations, local case studies, and exercises, the course gives these players real-world skills to fuel recovery and growth.
- In Peru, Indigenous *Awajún* children learned how to use IP to protect their cultural heritage and explore market opportunities.
- Across ALADI member states, IP education became part of institutional operations, bolstering capabilities for officials, economic agencies, and exporters.
- A project strengthened IP capacities in Saudi Arabia's technology sector to support growth and post-COVID recovery. SAIP Academy trainers gained expertise to deliver IP education in emerging technologies, supported by the launch of a self-paced course to boost IP integration and global competitiveness.
- In South Africa, the focus was on enhancing the national IP system. Patent examiners from the Companies and Intellectual Property Commission (CIPC) participated in advanced IP analytics training using real case studies and WIPO "Patent Quest" tools to streamline and improve the patent examination process.

Enhancing IP Frameworks for Traditional Knowledge and Cultural Heritage

- WIPO strengthened the protection and promotion of TK and TCEs in Romania's Țara Beiușului region by mapping IP mechanisms and assessing registrability. It also brought together key institutions through a dedicated focal point group to coordinate data collection, align policies, and drive the creation of a structured national and regional framework for recognizing and safeguarding TK and TCEs.

Empowering SMEs Through Strategic IP Support

WIPO's initiatives empowered SMEs across the Dominican Republic and Central America, Iran (Islamic Republic of), Liberia, Nigeria, Saudi Arabia, and the United Republic of Tanzania - boosting innovation, competitiveness, and resilience across sectors:

- In Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, and Panama, 154 entrepreneurs and MSMEs gained IP know-how to access financing and embrace digitalization - positioning them for long-term success.
- Liberia pioneered the first IP Management Clinics (IPMCs) project for English-speaking African countries, successfully training 26 SMEs while the IPMC project in Nigeria scaled up to support over 200 SMEs across various sectors including fashion, crafts, food, and ICT.
- The Capacity Building on IP Management for SMEs project in Iran (Islamic Republic of) provided tailored training to 75 SMEs, along with mentorship programs to seven select SMEs, and a similar initiative in the United Republic of Tanzania engaged 25 SMEs, strengthening their business strategies through IP. These projects equipped participants with skills to navigate IP applications and commercialization.
- In Saudi Arabia, post-COVID recovery efforts focused on integrating IP into MSME strategies through SAIP trainer workshops and targeted mentorship.

> **Bloomist is Blooming Thanks to IP Knowledge and Skills**
>
> Norah and Sarah Aloufi, sisters from Saudi Arabia, turned their dream into reality by launching Bloomist, a flower shop, in 2019. When the pandemic hit in 2020, their sales plummeted, prompting them to pivot to online sales. This move pushed them to formalize their business by trademarking their logo with the Saudi Authority for Intellectual Property (SAIP) in 2021.
>
> With the IP knowledge gained from SAIP's Academy, a WIPO IPTI, Bloomist survived the pandemic, securing jobs for five employees and expanding its customer base. Norah participated in SAIP's IP Commercialization and Monetization Project, which provided training and mentorship on leveraging IP for market success. Now, Bloomist is ready to take on the global market, armed with a solid IP strategy that gives them a competitive edge.
>
> (Images: Bloomist)

Securing GI and Collective Mark Protection for Sustainable Economic Growth

WIPO's GI and collective mark initiatives strengthened IP protection and commercialization across Antigua and Barbuda, Bhutan, Chile, Grenada, Mongolia, Tonga, and Vanuatu.

- Antigua and Barbuda secured three collective marks for honey products, empowering beekeepers, and strengthening commercialization efforts.
- Bhutan fully developed and designed its CRAFT Bhutan mark, celebrating and protecting its rich artisanal heritage.
- In Chile, the "Orégano de la Precordillera de Putre" GI project enhanced collective management, quality control, and market positioning, while Grenada's initiative advanced GI schemes for "Grenada Nutmeg" and "Grenada Cocoa", focusing on protection, collective management, and commercialization.

CRAFT BHUTAN
WHERE TRADITION TRANSCENDS TIME

- In Mongolia, the Producers' Group of "Mongolian Pine Nut" GI received targeted support, including capacity building, a control plan, and tools to expand into new markets.
- In Tonga and Vanuatu, evaluations for "Tonga Kava," "Vava'u Kava," and "Vanuatu Kava" provided key recommendations, with Vanuatu finalizing a draft GI Bill and delivering stakeholder training.

Enhancing TISC Networks for Technology Transfer and IP Commercialization

Our Initiatives across Asia and Africa strengthened IP management and technology transfer to drive innovation agricultural and life sciences.

- WIPO's project in Indonesia strengthened the IP management capacity for agricultural plant sequence data of the Research Organization for Agriculture and Food (ROAF) of the Indonesian National Research and Innovation Agency (BRIN). The project trained 80 professionals, developed practical tools and a user-friendly guide, and supported integrated rights management - ultimately benefiting over 10,000 farmers.

- In Ethiopia, Kenya, Rwanda, Uganda, and the United Republic of Tanzania, the Life Sciences Innovation Project strengthened technology transfer capacity and equipped participants with hands-on skills in database searches, patent disclosure, and management of IP tied to genetic resources - laying the groundwork for stronger innovation ecosystems.

Harnessing IP for Tourism Growth and Cultural Identity

In ASEAN and Central American countries, and El Salvador, WIPO's initiatives highlighted how integrating IP can power regional and national tourism, strengthen cultural identity, and boost economic resilience.

- The IP and Tourism Microsite was initiated in 2024 and highlighted 20 success stories across ASEAN,
- In Central America, the IP, Gastronomy, and Tourism project equipped stakeholders with practical IP tools to grow the sector - linking culinary heritage with tourism experiences to fuel regional growth.
- In El Salvador, the Surf Tourism project showed this strategy in action. By using IP to support MSMEs, the initiative helped expand the country's surf industry and elevate its global appeal.

Boosting IP for Creative and Cultural Industries

WIPO's initiatives in Central America, Trinidad and Tobago, and Uruguay highlighted how IP can drive post-COVID recovery and fuel sustainable growth in the cultural and creative industries.

- In the Latin America and the Caribbean, the sub-regional action plan for creative industries supported music, digital animation, and audiovisual industries through regional strategies and mentorship, while Uruguay's IP Management for the Audiovisual Sector equipped producers with essential skills for financing, development, and distribution.

- Similarly, the IP Management Strategy for the Carnival Museum in Trinidad and Tobago provided clear policy recommendations and a step-by-step implementation approach to support commercialization, effective rights management, and long-term cultural preservation for the newly established Carnival Museum.

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

Promoting innovative commercial solutions that leverage IP rights to drive economic, social, and cultural progress, the WIPO Global Awards significantly expanded in 2024, tripling the number of submissions since the program's 2022 launch. From 25 finalists, nine winners from Argentina, China, Kenya, the Republic of Korea, Kuwait, Singapore, Switzerland, Thailand, and Türkiye were selected. Their innovations in health, agri-food, and quantum technology showcase the wide potential of IP to drive progress and enhance quality of life across varied sectors.

13 additional patents granted with the support of the IAP

The Inventor Assistance Program (IAP) saw a 20 per cent increase in beneficiaries in 2024. The network's pro bono patent attorneys assisted 39 additional inventors and SMEs in 2024, reaching a cumulative total of 236 beneficiaries. Operating in nine countries, by the end of 2024, a total of 65 patents had been granted to innovators supported by the IAP since its inception. The first IAP Best Practice Summit brought together country focal points, volunteer patent attorneys, and inventor beneficiaries to further strengthen the program and explore expansion beyond patent drafting and prosecution services to include commercialization support and funding solutions.

One Step Closer to a Cure for Paralysis with Nerve Guidance Conduits

Dr. Lizah Dorao, a medical officer and flight surgeon in the Philippine Air Force, developed an innovative approach to nerve regeneration that offers new hope for individuals suffering from paralysis. Dr. Dorao's invention utilizes Nerve Guidance Conduits (NGCs) crafted from conducting polymers, which serve as scaffolds for nerve growth and facilitate electrical stimulation to enhance regeneration.

However, bringing her breakthrough to life wasn't easy. Like many inventors, she faced significant challenges in navigating the complex and costly patenting process—an essential step to protect and commercialize her work. Through the Inventor Assistance Program (IAP), IAP volunteers helped Dr. Dorao with the technical aspect of preparing and filing the patent application, and she was able to successfully patent her invention. With her IP secure, Dr. Dorao is now looking to further refine her invention. Thanks to IAP, Dr. Dorao's pioneering work has a greater chance of reaching those in need, offering new hope to patients suffering from paralysis. The dream of curing paralysis – the ambition that has motivated Lizah Dorao since childhood – is now one step closer to becoming a reality.

Images: Lizah Dorao

Under Pillar 3 "Equip participants in the finance and valuation ecosystems "of the WIPO Action Plan on Intangible Asset Finance, WIPO launched the first 'Scale Up Your IP' pilot with 40 deep-tech ventures and key stakeholders, delivering specialized training to embed IP strategy into early-stage commercialization plans. The Program addresses the critical gap between R&D and market success by integrating IP commercialization modules into existing accelerator services - driving cost-effective decisions and faster growth for deep-tech ventures.

To assist businesses and IP owners in leveraging IP to secure loans, we launched the first Hands on-IP Finance Guide - Securing Loans with Your IP Assets - in December 2024, generating 900+ downloads in the first weeks after launch. The practical checklists and templates equip businesses and IP owners with tools to maximize the value of their intangible assets and secure favorable financing terms. The guide now serves as the backbone for our IP finance pilot projects, while future guides on lending, investment, and valuation will build a comprehensive resource for unlocking IP value.

Preparation	Application	Decision	Implementation
Getting your IP portfolio in order	The lending process	Deal structuring and terms	What happens after the deal

In 2024, we scaled up our support for SMEs, startups and businesses. The IP Management Clinics Program grew from 13 clinics in 2023 to 24 clinics in 2024, an 85 per cent increase, directly engaging SMEs and startups from 38 countries. Additionally, we launched a new "scale-up IPMC" model tailoring support for SMEs at various stages of IP adoption. The launch attracted more than 500 SMEs from the food and beverage, and wellness industries across seven ASEAN countries on the first day, with select participants advancing to a full deep-dive clinic.

The WIPO IP Diagnostics tool drew increased interest with 18,301 unique users and 3,325 diagnostics reports in 2024. We enhanced the tool's accessibility through 15 additional translated or customized versions, increasing availability to 26 languages and seven localized versions overall. Since its launch, approximately 50,000 users have benefited reflecting its growing importance in supporting SMEs in their IP journey.
o expand these efforts, the SME Support Institutions Platform (SSIP) was launched in 2024 as a dedicated space where SMEs can connect with business service providers, including those specializing in IP. By year-end, the platform's directory catalogued over 500 inputs from 140 countries.

Pi Pharma Intelligence: Safeguarding Innovation through Strategic IP Management

In 2018, Jordanian pharmacist Hazem Al Yacoub co-founded Pi Pharma Intelligence to address the fragmented pharmaceutical data landscape in the Middle East and North Africa (MENA) region. Leveraging AI, the company harmonized and consolidated essential pharmaceutical insights, attracting over 50 international clients since commencing commercial activities in 2020. As Pi Pharma Intelligence integrated AI into its operations, concerns arose about protecting proprietary code and sensitive data.

Through its participation in the IPMC, Pi Pharma Intelligence gained critical insights into safeguarding intellectual property, including the importance of copyrights, securing legal agreements with stakeholders, and implementing robust data governance policies. This proactive approach to IP management has fortified the company's competitive edge, ensuring the protection of its innovative solutions in the pharmaceutical sector.

(Image: Pi Pharma Intelligence)

No. of Sustainable TISC Networks

	End 2023	End 2024
Maturity level 1	5	6
Maturity level 2	32	32
Maturity level 3	12	14
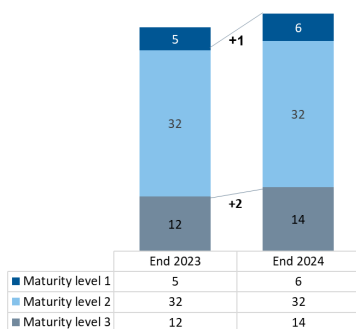
National and regional technology and innovation support and technology transfer networks continued to grow in 2024 reaching 93 national Technology and Innovation Support Center (TISC) networks at year-end with 52 achieving sustainability – an increase of 6 per cent from 2023. The global TISC network grew to 1,667 TISCs[23], an 8 per cent increase from 2023, and responded to over 2.26 million inquiries in 2024. We launched the *Toolkit on Using Inventions in the Public Domain* and associated multimedia learning and reference materials to assist researchers, inventors, and entrepreneurs develop new products and services using inventions in the public domain and enable TISCs to provide corresponding advice and support.

WIPO's thought leadership in IP Analytics was reinforced during the first Patent Analytics Community of Practice (CoP) Annual Symposium, bringing together 40 patent analytics experts from 21 national IP Offices to discuss, share best practices, and expand their professional networks.

We also introduced innovative resources to advance the field of patent analytics, including a new game-based learning approach designed to enhance analytical skills among practitioners. Furthermore, WIPO published two patent landscape reports focusing on Generative Artificial Intelligence (GenAI) and the Agrifood sector providing up-to-date insights into patent trends to support strategic decision making in R&D, innovation policies, and IP commercialization.

Following the successful launch of CLIP (goclip.org) in November 2023, WIPO for Creators (WFC) strengthened the platform's sustainability, scalability and accessibility throughout 2024. By year-end, we made CLIP available in six additional languages – Arabic, Chinese, French, Portuguese, Russian and Spanish – and established a multipronged strategy to promote CLIP to music creators around the world through social media, and with the support of CLIP Champions. The WIPO for Creators' Charter was updated to simplify the consortium's governance structure, with WIPO taking full ownership of WFC while continuing to collaborate with partners from the public and private sector.

Launched in 2014, 2024 marked the 10th anniversary of the Accessible Books Consortium (ABC). The ABC Global Book Service achieved a major milestone having delivered over one million accessible books to people who are blind, visually impaired or otherwise print disabled worldwide through participating authorized entities.

WIPO Connect expansion continued in 2024 with an additional 12 Collective Management Organizations (CMOs) in developing countries, including two CMOs in one LDC, adopting WIPO Connect as their IT solution to manage copyright and related rights. This brought the cumulative total to 53 – a 29 per cent increase over 2023.

ER 4.5 Enhanced IP infrastructure for IP Offices

The adoption of WIPO's IP Office Systems continued to grow in 2024. By year-end, 91[24] IP Offices were using WIPO's IP Office Suite of business software solutions – a 42 per cent increase from 2014. The Average Service Level (ASL) of IP Offices - a composite index for assessing an Office's maturity level in delivering services – increased from 3.6 in 2023 to 3.8 in 2024.

WIPO successfully completed the migration of WIPO DAS to the cloud by the end of 2024 resulting in significant cost savings in 2025.

WIPO IPAS Suite of Applications - Usage by Region[24]
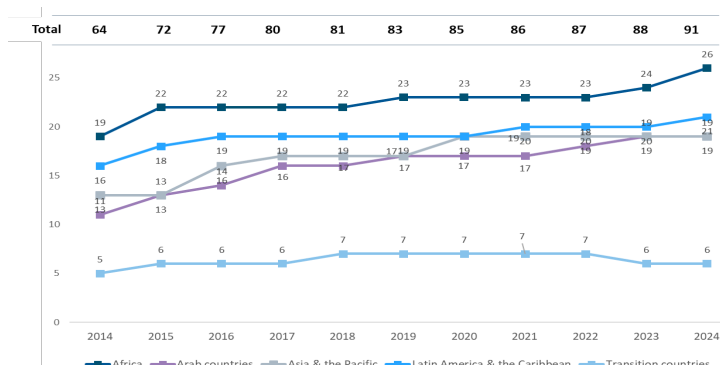
UNSDG

Throughout 2024, WIPO actively drove initiatives and discussions promoting greater awareness of its contribution to the SDGs, particularly highlighting the benefits of the IP system and the work of IP Offices. The World IP Day theme "IP and the SDGs: Building our common future with innovation and creativity," underscored this commitment. In April, WIPO showcased its work on SDGs at the Canadian Federal Intellectual Property Partnership Meeting and at the Conference on the occasion of World IP Day hosted by the Polish Patent Office.

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[23] TISC Directory: http://www.wipo.int/tisc/en/search/
[24] The number of Offices using the WIPO IPAS Suite of Applications by region was updated following an in-depth review in 2024.

WIPO actively responded to requests from the UNSDG Secretariat (Development Coordination Office), providing information, survey results and other relevant data, as well as inputs into UNSDG common approaches, guidelines, policies, and other conceptual strategy documents.

We also published a new patent analytics report Mapping Innovations: Patents and the Sustainable Development Goals offering new insights into how patent activity aligns with the SDGs. This report tracks innovation across various technology landscapes, providing clear and quantifiable measures of intellectual capital invested in each goal and demonstrating a tangible representation of the commitment to sustainable development within the global innovation landscape.

During the UN Ninth Annual Multistakeholder Forum on Science Technology and Innovation for the Sustainable Development Goals (STI Forum), we collaborated with ITU and UNDESA – as Members of the UN Inter Agency Task Team on STI for SDGs – and co-led the design and organization of the thematic session on gender equality in STI. WIPO also hosted an exhibition on "She in STI," showcasing women breaking barriers in science and technology, underscoring the importance of closing the gender gap in science technology and innovation.
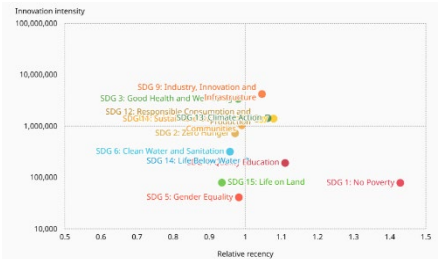
In addition, WIPO presented a report[25] on WIPO's SDG-related activities to the 32nd session of the CDIP

Performance Dashboard

Performance Indicator Progress	Resource Utilization
95% On Track	**44%** Budget Utilization

Resource Utilization (in thousands of Swiss francs):
- 2024/25 PoW&B: 155,160
- 2024/25 Budget after Transfers: 161,946
- 2024 Expenditure: 71,334
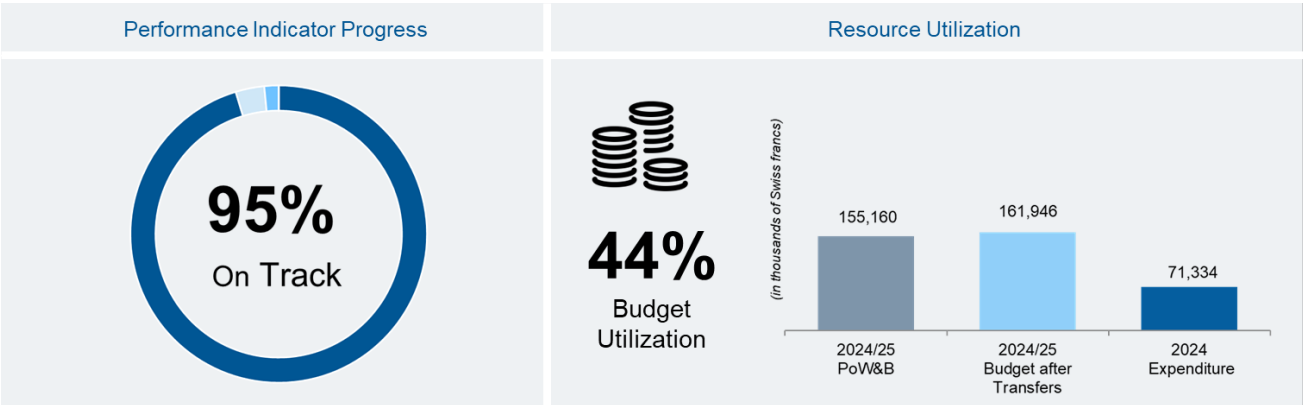
Contributing Sectors: PT, BD, CCI, RND, IP, GCP, IE, AFM (SoDG)

Performance Data

● On Track   ▲ Not on track   ◆ N/A 2024   ● Not assessable   ◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.1	**More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**				
	Implementation of topics on IP and Development discussed in the CDIP	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/30 and CDIP/31.	Implementation of agreed work in accordance with the CDIP agenda	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/32 and CDIP/33[26]	●
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	PT: 4	6 projects in 2024/25	4 projects -Africa: 1 -Arab countries: 1 -Transition countries: 2	●
		BD: n/a	3 projects in 2024/25	BDS: 1 project in 2024 (Africa)	●

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25 Document: CDIP/32/3
26 Summaries by the Chair: CDIP/32/SUMMARY BY THE CHAIR; CDIP/33/SUMMARY BY THE CHAIR

Performance Indicators	Baselines	Targets	Performance Data	PIE
	CCI: 4	8 projects in 2024/25	3 projects[27] -Latin America and the Caribbean (2) -Transition countries (1)	●
	RND: 75 projects	80 projects in 2024/25	52 projects in 2024[28] -Africa: 8 -Arab countries: 9 -Asia and the Pacific: 14 -Latin America and the Caribbean: 10 -Transition countries: 6 -Developed countries: 5	●
Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP) and any future revisions[29]	Engagement in WIPO-driven conversations on IP and gender data collection and analysis: n/a	Engagement from experts and other stakeholders from at least 40 countries	Engagement from experts and other stakeholders from 43 countries: -Africa: 5 -Arab countries: 2 -Asia and the Pacific: 4 -Latin America and the Caribbean: 12 -Transition countries: 6 -Developed countries: 14	●

4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**			
No. and % of Member States satisfied with the legislative and policy advice provided	Patents and Technology Law: 95%	≥ 90% satisfied or very satisfied	Advice provided to 16 Member States: Africa (3); Asia and the Pacific (1); Latin America and the Caribbean (8); Transition countries (4) Satisfaction rate: 98% (response rate 50%)	●
	Department for Trademarks, Industrial Designs and Geographical Indications: 100%	≥ 90% satisfied or very satisfied	Legislative advice covering 17 specific cases provided to 7 Member States: Africa (2); Asia and the Pacific (3); Latin America and the Caribbean (1); Transition countries (1). Satisfaction rate: 98% (response rate 76%)	●
	Copyright: 97%	≥ 90% satisfied or very satisfied	Advice on copyright and related rights provided to 16 Member States: Africa (4); Arab countries (1); Asia and the Pacific (3); Latin America and the Caribbean (4); Transition countries (3); Other (1). Of the above Member States, advice on collective management provided to 10 Member States: Africa (4); Asia and the Pacific (2); Latin America and the Caribbean (1); Transition countries (2); Other (1) Satisfaction rate: 99% (response rate 94%)	●
	Traditional Knowledge: 100%	≥ 90% satisfied or very satisfied	Legislative advice provided to 1 Member State: Africa (1) Satisfaction rate: 100 %	●
	Building Respect for IP: 100%	≥ 90% satisfied or very satisfied	Legislative advice provided to 11 Member States: Africa (1), Asia and the Pacific (5), Latin America and the Caribbean (3), Transition countries (1); Other (1) Satisfaction rate: 100% (response rate 82%)	●

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[27] Implemented under RNDS following the establishment of a one-stop shop for industrial property and copyright development cooperation services to Member States
[28] Please refer to CCIS for performance data related to copyright development cooperation
[29] Cross-organizational performance indicator to which all Sectors contribute.

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Eco-systems	79 Member States	100 in 2024/25	109 Member States - Africa: 15 - Arab countries: 13 - Asia and the Pacific: 31 - Latin America and the Caribbean: 26 - Transition countries: 20 - Developed countries: 4	●
Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO[30]	110 IP ADR schemes adopted	8 additional IP ADR schemes adopted	17 additional IP ADR schemes adopted	●
	57 IP ADR schemes supported	12 additional IP ADR schemes supported	10 additional IP ADR schemes supported (31 schemes supported in total in 2024)	●
	2 gTLD policies supported	2 gTLD policies supported	2 gTLD policies supported	●
	83 ccTLD policies adopted	5 additional ccTLD policies adopted	4 additional ccTLD policies adopted	●
	49 ccTLD policies supported	8 additional ccTLD policies supported	5 additional ccTLD policies supported (30 policies supported in total in 2024)	●
No. of unique visitors to the Global Innovation Index websites	2,170,629	20% increase (biennium)	1,375,729	●
No. of countries using the GII for the development of their innovation strategies and ecosystem	91 countries (out of 118 responding countries)	10% increase	Survey conducted on a biennial basis	◆
Outreach to relevant Member States concerning missing and outdated data sets	Not available	100% of countries requesting advice receive advice on GII data, methodology, and/or country performance	100% of 30 countries requesting advice received advice on GII data, methodology, and/or country performance - Africa: 3 - Arab countries: 6 - Asia and the Pacific: 7 - Latin America and the Caribbean: 6 - Transition countries: 6 - Developed countries: 2	●
Level of sustained engagement by Member State judiciaries	101 countries and 4 regional jurisdictions represented in the 2023 Judges Forum (face-to-face with hybrid option)	90 countries and 3 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)	101 countries and 5 regional jurisdictions represented in the 2024 Judges Forum (face-to-face with hybrid option)	●
4.3	**Increased IP knowledge and skills in all Member States**			
Level of satisfaction of participants in capacity building and training activities on patent law and related matters	96%	≥ 95% satisfied or very satisfied	92% (response rate 49%)	●
Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	96%	≥ 90% satisfied or very satisfied	98% (response rate 60%)	●
% of participants who have successfully completed skills-based training programs	82%	≥ 80%	75%	●
Success rate of participants taking knowledge and skills-based exams of advanced DL courses	83%	≥ 70%	78%	●
No. of sustainable IP training institutions (IPTIs)	18	25 (cumulative end of 2025)	6 additional (ARIPO, Chile, Ecuador, Indonesia, Syrian Arab Republic, Viet Nam) (24 cumulative end 2024)	●
No. of people trained by the IPTIs	116,619	5% annual increase	120,941 (+4%)	▲
Level of satisfaction of participants in WIPO training and skills development programs	CCI: 94%	≥ 85% satisfied or very satisfied	94% based on 932 responses[31]	●
	GCP: 93%		95% (response rate 72%)	●
	Africa: 89%		Africa: 95%	●

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[30] Data reflect unique schemes/policies.
[31] Performance data include copyright development cooperation activities implemented under RNDS

Performance Indicators	Baselines	Targets	Performance Data	PIE
	Arab countries: 93%		Arab countries: 94%	●
	Asia and the Pacific: 96%		Asia and the Pacific: 95%	●
	Latin America and the Caribbean: 96%		Latin America and the Caribbean: 97%	●
	LDCs: 94%		LDCs: 98%	●
	TDCs: 93%		TDC: 95%	●
	EOs[32]: 94%		EOs[33]: 97%	●
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**			
LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development need	2 ATs identified (none deployed)	4 ATs identified (of which 1 deployed)	2 ATs identified (Bhutan, Malawi)	●
Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	97%	≥ 85% satisfied or very satisfied	99% based on 28 responses	●
No. of CMOs in developing countries and LDCs using WIPO Connect	41 CMOs for 56 Creation Classes	76 CMOs for 100 Creation Classes	53 CMOs for 70 creation classes in 46 countries -Africa: 30 CMOs, of which 21 in LDCs -Arab countries: 5 CMOs -Asia and the Pacific: 7 CMOs, of which 1 in an LDC -Latin America and the Caribbean: 6 CMOs -Transition countries: 5 CMOs (cumulative end 2024)	●
ABC: No. of accessible titles delivered to persons with print disabilities	830,623 (end 2023)	35% increase (biennium)	224,791 (+27%) (cumulative end 2024)	●
No. of creators using WIPO for Creators Platform	No. of unique visitors engaging on the WIPO for Creators Platform[34]: n/a	155,000 (in 2024/25)	45,317	▲
No. of sustainable national TISC networks	49 sustainable national networks (cumulative as at end 2023) Maturity Level 1: 5 Total Maturity Level 2: 32 Total Maturity Level 3, including the provision of value-added services: 12 Total	55 sustainable national networks (cumulative end 2025)	52 sustainable national networks (cumulative end 2024) Maturity Level 1: 6 total Maturity Level 2: 32 total Maturity Level 3, including the provision of value-added services: 14 in total	●
No. of national TISC networks with the level of maturity upgraded	14 (2022/23)	14 in the biennium	7 (2024)	●
Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	98%	≥ 90% satisfied or very satisfied	95%	●
No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	624,159	20% increase (biennium)	431,896	●
No. of SME support institutions who are using WIPO materials and tools	21	10 Additional	15 additional (36 cumulative)	●
No. of SMEs reached by WIPO assisted SME support institutions that use WIPO materials and tools	4,015 SMEs	5,000 additional	3,168[35] additional SMEs assisted	●
4.5	**Enhanced IP infrastructure for IP Offices**			
No. of documents exchanged through WIPO CASE and DAS	641,328	650,000 (annual)	2,619,986[36]	●

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[32] The data reflect an average for all seven External Offices.
[33] Ibid.
[34] Engagement is defined as unique visitors who perform follow-on clicks from the landing page and interact (e.g. watch a video) on subsequent pages.
[35] Represents only partial data, due to lack of information regarding SMEs that access WIPO's tools and materials directly via the WIPO Website instead of through SME support institution websites
[36] The performance data are not comparable to the baseline due to modifications in the CASE system, which resulted in a significant increase in automated document exchanges between various Offices.

Performance Indicators	Baselines	Targets	Performance Data	PIE
Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.6	≥ 3.5	3.8	●

Risk

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations				
Change in policy priorities and leadership at the national or regional levels may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	The risk materialized	The response plan to retain flexibility in our workplans and make the necessary adjustments for the individual countries affected was effective, as no WIPO resources were spent until new policy priorities were identified in coordination with new national authorities.	RND	→
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States				
Uncertainties in the international context may slow down or impact the efforts of Member States to continue strengthening and securing the global copyright framework in order to support development of thriving creative industries.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan, to remain flexible and make adjustments in workplans to support Member States' efforts to continue strengthening the global copyright framework and to demonstrate the importance of IP in the creative industries sector, was implemented effectively.	CCI	→
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully				
WIPO for Creators was conceived as a public-private partnership. There is a risk that voluntary contributions might not suffice to entirely finance the project.	The risk did not materialize; the risk exposure remained stable throughout the year	WIPO continued to demonstrate the value of CLIP to stakeholders however voluntary contributions are not yet sufficiently funding the project. WFC has further revised its financing model and is looking to strengthen sponsorships and in-kind support, while maintaining a flexible strategy to allow for adjustments to the project's roadmap and scope.	CCI	→
Insufficient engagement or changes in priorities at national level could negatively impact the: i) establishment and sustainability of technology transfer networks and structures; ii) projects to support IP as a tool for business growth; or, iii) judicial programs.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to collaborate closely with all local partners to assess and support their continued commitment, active engagement, and use of their local knowledge and circumstances to effectively coordinate project implementation at the local level proved to be effective.	IE	→
User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, results in diminished market position, organizational reputation, or policy impact.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan to leverage WIPO's position as a global and neutral IP ADR specialist was effective. This result was notably achieved through development and implementation of IT tools for case administration and co-administration, organization of events, and collaboration with Member State IP institutions, courts, and other stakeholders.	IE	↗
Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to utilize automated data quality control flags to identify questionable statistical data, which were investigated and corrected as necessary, was effective. Analytical shortcomings in publications and reports were avoided by adopting rigorous methods, conducting peer reviews, and carefully interpreting results, especially for complex data.	IE	→
4.5 Enhanced IP infrastructure for IP Offices				
After WIPO software systems are implemented for IP Offices' core business, there is a risk that they are insufficiently integrated into existing operations or lack self-supporting mechanisms, threatening their sustainability in the medium term.	The risk did not materialize; the risk exposure decreased during the year	The migration of WIPO IP Office systems to cloud infrastructure substantially reduces this risk by eliminating the need for IP Offices to manage on-premises infrastructure, dedicated support teams, or implement complex security measures to ensure business operations. This move not only improved operational efficiency but also enhanced resilience, scalability, and overall system reliability.	IP	↗

Foundation

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

Key Accomplishments

ER 5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively

Throughout the year, significant strides were made in implementing the HR multi-year strategy. Key achievements and milestones in 2024 included:

- **Enhancing Performance Management**: Performance management policies and systems were streamlined and strengthened to reduce administrative burdens and empower supervisors to deliver more meaningful feedback. An internal capacity-building program supported this transition, equipping over 1,000 staff with SMART goal-setting skills, training 140 staff in feedback clinics, and refining self-reflection skills for 600 employees. This initiative allowed the Human Resources Management Department (HRMD) to enhance the employee experience through more personalized engagement.

- **Launching the WIPO Mobility Connect Platform**: The internal platform was launched in May 2024, offering short-term, project-based roles ("Gigs") as well as LinkedIn learning courses to help staff explore new challenges and advance their careers. Within seven months, 15 managers posted 18 "Gigs", and 828 colleagues updated their profiles, demonstrating strong engagement and a growing culture of mobility and development.

- **Advancing Workforce Planning**: Workforce planning discussions were completed across WIPO Sectors in alignment with the 2026/27 Program of Work and Budget. These discussions generated key insights into talent and skill needs, shaping recruitment, succession planning, and outreach strategies to strengthen talent pipelines under the Geographical Diversity Action Plan (GDAP). Additionally, new opportunities were identified to refine skill and competency assessments in recruitment and to tailor learning and development plans more effectively.

- **Restructuring HRMD for Improved Service Delivery**: The restructuring of HRMD was finalized in line with the One-HR vision. The newly structured HR Operations Service now delivers tailored support to "business" stakeholders (managers/administrative stakeholders) and "individual" clients (employees/retirees), improving accessibility, process ownership, and risk management

- **Optimizing HR Processes and Automation**: Efforts to streamline and automate HR processes were accelerated, leveraging data and technology capabilities, and in preparation for the new ERP system. The focus shifted from rigid controls toward individual accountability and proactive risk management. Additionally, a return-to-work framework was introduced to support staff reintegrating after extended sick leave, fostering collaboration and ensuring reasonable accommodations.

- **Driving Business-Driven Learning and Development**: The Internal Training Section made significant progress in advancing professional development, achieving two major milestones: (i) mapping learning priorities across WIPO Sectors based on the Workforce Planning analysis and (ii) expanding the Learning@WIPO platform. These efforts identified 24 specialized learning areas and prioritized training in leadership, project management, AI, data, and customer service. In 2024, 1,291 WIPO participants attended 388 training sessions, achieving a 92 per cent completion rate.

WIPO's geographical representation continued to evolve in 2024. The proportion of staff members from the Asia and the Pacific region, Latin America and the Caribbean and Eastern and Central Europe, and Central Asia increased as compared to 2023.

Geographical Representation of WIPO Staff (Professional and Higher Categories) by Region
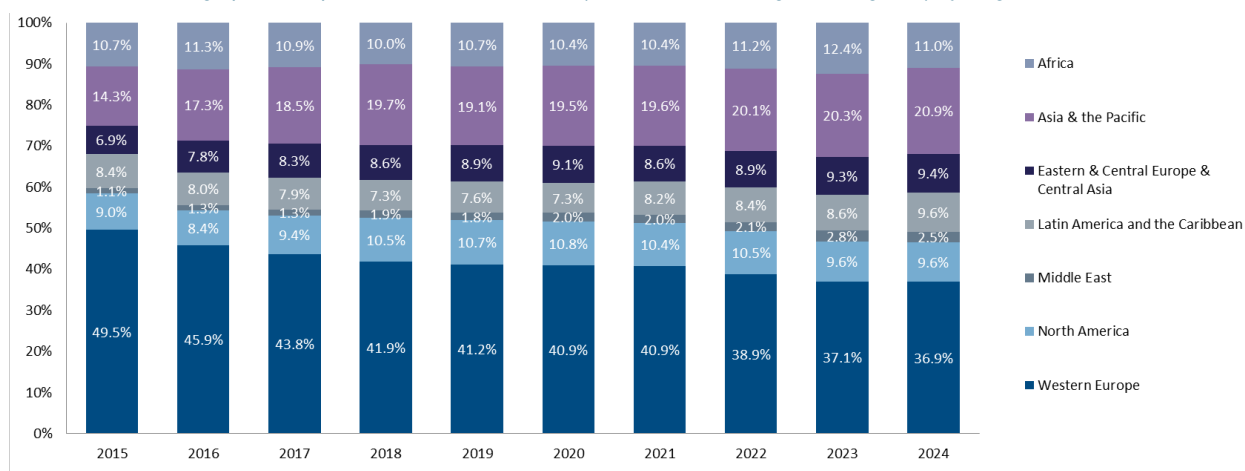
The [Young Experts Program (YEP)](#), aimed at developing the next generation of IP leaders, achieved key milestones: (i) the first cohort graduated from the program in January 2024, (ii) the third cohort joined in February, and (iii) the selection process for the fourth cohort, starting in Q1 2025, was completed. This two-year program focuses on high-potential youth, in particular from developing, least developed countries as well as countries in transition, immersing them in both the technical and policy aspects of IP. Designed to prepare these young professionals for leadership positions in their home country/region innovation and creative ecosystems, they are also bringing fresh ideas, perspectives and energy to WIPO, and are helping the Organization engage with youth and other underserved stakeholders.

As WIPO strengthened its workforce and cultivated future IP leaders, it also advanced efforts to make its content and services more accessible through multilingual tools and innovative translation technologies. In line with the Revised Language Policy adopted by Member States in 2021, we advanced a series of initiatives to harness cutting-edge technology developments in the field of language services, notably AI-powered translation technologies. Building on the success of initial pilots, the machine translation widget was expanded to WIPO News pages and video captions, significantly broadening access to translated content beyond the six official UN languages, and further reinforcing our commitment to multilingualism. Efforts to integrate post-editing of machine translations into core translation workflows boosted efficiency while upholding high-quality standards. Reflecting the growing demand for our interpretation services – critical for effective collaboration among Member States – 2024 saw a 39 per cent surge in interpreter days (reaching a total of 4,450), driven in part by the two Diplomatic Conferences.

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

In 2024, we successfully completed the implementation of the "Next Generation Information Security Strategy (2022-24)", reinforcing our commitment to a digitally enabled, secure, and sustainable operating environment. The strategy built upon existing security measures, creating a more streamlined and consolidated control management environment, with broader outreach across the Organization and a "shift-left" approach to risk-based decision-making.

The Data Privacy Policy was also implemented, focusing on external data subject rights management, delivering targeted training for internal teams, publishing data privacy notices, and initiating robust Data Leakage Protection measures to safeguard sensitive information.

An internal task force conducted a comprehensive review of AI services within the Organization, leading to the publication of the "Responsible Use of AI at WIPO" guidelines. To deepen engagement, a series of "AI talks" featuring external experts explored responsible AI, strategic foresight, and alignment of practices with global values and UN objectives. Simultaneously, security reviews of key AI models were conducted using an internally developed framework. This work was recognized by the AI taskforce of the UN High-Level Committee on Management as "leading the way across the UN system" and has since been adopted across all agencies.

Zoom-in on Cybersecurity

Building on enhancements implemented in 2022/23, WIPO replaced its 24x7 Managed Security Service Provider in 2024, resulting in a more streamlined and consolidated security service. The new service provides a holistic security monitoring view over the Organization's multi-cloud environment as more applications are migrated to the cloud. Additionally, Data Leakage Prevention was fortified through the implementation of an advanced, integrated solution for analysis and identification, sharpening WIPO's ability to detect and prevent both intentional or unintentional exposure of highly sensitive information.

During 2024, multiple penetration tests, both internal and external, were carried out, including by the Internal Oversight Division as part of their audit schedule. These tests included targeted attack simulations against the key IP filing systems and ancillary systems (such as translation tools), together with broader testing of the organizational digital perimeter (regardless of hosting). The results of these tests provided a high level of assurance concerning the non-exploitability of WIPO environments, and the efficiency and efficacy of the deployed security solutions, controls and architectures.

WIPO also retained the ISO 27001 certification for the Information Security Management System, migrating to the 2022 version of the standard, once again with no major or minor non-conformities and with specific strengths noted in the areas of: (i) the monitoring of physical security systems; (ii) the implementation of the Privileged Access Management solution; and (iii) the enhanced Threat Intelligence capabilities deployed within the WIPO Information Security environment. During the audit the accredited certification auditor highlighted the fact that the Information Security program implemented at WIPO is of a high level of maturity commonly only seen in the private banking industry.

Improving Customer-Focused Financial Services: Steady and robust improvements in financial services to fee paying customers and IP Offices were delivered in 2024. The legacy Madrid payment platform was successfully transitioned to the modern ePay1 system, while preparations advanced for migrating all remaining business areas to WIPO Pay. Payment flexibility also improved with the introduction of Alipay+ for Swiss franc transactions. To support customers, 18 WIPO Payment video tutorials were made available, offering clear guidance on topics such as making payments and opening current accounts. Additionally, the new WIPO Shop went live, providing subscribers to WIPO's PCT database products with a streamlined ordering and payment experience.

Driving Customer-Facing Innovation: In 2024, we advanced our digital transformation with the launch of several key customer-facing applications and technical ICT initiatives. Highlights included: (i) the rollout of APIs for data exchange with Madrid Member State Offices; (ii) the successful onboarding of 12 new Offices to the Madrid eFiling system; (iii) the deployment of a hybrid environment for the PCT Resilient and Secure platform (RSP); and (iv) the introduction of a self-service access rights management tool in ePCT. The Global Offices Architecture 3.0 was deployed across WIPO external offices, delivering a more consistent user experience while reducing hardware footprint and supporting sustainability goals. In line with WIPO's vision for an integrated search experience, we launched the new AI-enhanced "WIPO Universal Search", enabling users to conduct full-text searches across WIPO's website and databases/catalogues – from general information to patent specifics and registration data.

Modernizing the Digital Workplace: Internally, we advanced the digital transformation of our workplace, modernizing tools and content management systems. The first phase of the Enterprise Collaboration and Content Management (ECCM) project was completed, laying the foundation for smarter, more connected ways of working. This included delivery of the cloud-based platform's architecture, information governance framework, technical build, and scalable tools for managing digital records. The first teams successfully migrated to the new environment, and the rollout of new workflow applications began in the second half of the year.

Transforming Financial and Business Processes: The new Enterprise Resource Planning (ERP) project made strong headway in 2024 – culminating in the selection of a SaaS solution after a rigorous evaluation. The process spanned 15 days of in-depth demonstrations, covered over 600 real-world scenarios, and involved more than 100 WIPO staff members from across business and technical areas. Once implemented, the new ERP will enhance services for Member States, customers and other external stakeholders, modernize internal processes, support cultural transformation, and provide the agility needed to future-proof WIPO's business applications.

The consolidation of WIPO's IT functions under the Information and Communication Technology Department (ICTD) was completed in April 2024. Immediate benefits of the consolidation have included;
- The creation of a one-stop shop for all requests relating to business applications;
- The review of all IT projects and activities to improve portfolio coherence; and
- The closure of six internal audit IT-related recommendations.

Agile and future proof ICTD

The new governance framework for Information Technology and Information Assurance, known as the Infotech Board was established, now guiding the delivery of customer-focused, sustainable, and future-ready IT services. Looking ahead, the final phase of the ICTD transition in 2025 will focus on: (i) enhancing customer experience; (ii) adopting a product-driven operating model, (iii) streamlining governance; (iv) reducing technical debt and costs; and (v) fostering IT staff mobility, growth, and empowerment.

Digitization and consolidation efforts continued to drive efficiencies in procurement and travel management. The procurement eSourcing module was upgraded with an automated scorecard, streamlining contractor evaluations, improving contract oversight and strengthening supplier engagement. On the travel front, centralization of travel arrangements for participants was expanded through a strategic outsourcing approach. This significantly boosted efficiency – cutting staff time spent on travel arrangements by up to 40 per cent. Better planning and fare monitoring also helped rein in costs, with 92 per cent of travel booked more than 16 days in advance, up 15 percentage points as compared to 2022.

92% of travel booked >16 days in advance

With the objective to develop a long-term vision for smarter, more sustainable use of our premises, we launched our Real Estate Strategy project in December 2024. The strategy aims to future-proof the campus while fostering a more open, agile, and collaborative organizational culture – key to driving innovation and high performance. As an early outcome, the termination of external staff parking rentals delivered annual savings of 350,000 Swiss francs, reinforcing the project's focus on efficiency and cost-effectiveness.

Aligned to the United Nations 2020-2030 Strategy, the Environmental Sustainability Management Group (ESMG) was established to oversee and operationalize WIPO's high-level policy on environmental responsibility. To reaffirm its local commitment, WIPO signed the 2050Today Charter, joining 45 other Geneva-based entities. On International eWaste Day, a drive was conducted during which 93 colleagues returned 230 electronic devices to be reused or properly recycled, helping avoid an estimated 6,600 kg of CO_2 emissions.

WIPO piloted a waste management system in the GBI and GBII buildings to boost recycling rates. The new Eco-Points will be rolled out across the full campus in 2025. Supporting low-carbon commuting, WIPO joined the Swiss Bike to Work Challenge in May – staff collectively cycled over 40,000 km (the equivalent of circling the Earth!).

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

Sound Financial Management and Strategic Planning: Sound financial operations and improved governance were validated by an unqualified audit opinion in 2023, alongside a highly positive assessment of WIPO's internal control system and risk management. While the 2024 audit results were pending, prudent budget management and strategic financial planning continued, complemented by cross-organizational focus on key outcomes and revenue growth, spearheaded by the Future Growth task force.

Resilient Investment Performance: WIPO's investment portfolios, led by strong equity performance, delivered robust returns in 2024, fully recovering the unrealized losses incurred in 2022. The Advisory Committee on Investments (ACI) continued to work with external advisors and experts to further strengthen investment strategy development, risk management and reporting to ensure long-term resilience and transparency.

Procurement Efficiency and Sustainability: Procurement efforts continued to deliver cost-efficiencies for WIPO procured goods and services, resulting in cost avoidance of around 4.5 million Swiss francs in 2024, despite inflation and rising costs. A substantial portion of WIPO tenders over the past year incorporated sustainability considerations —whether environmental, social, or economic. While this reinforced WIPO's commitment to responsible sourcing, no bidders were disadvantaged in the contract award process due to these requirements.

4.5M CHF cost avoidance

In 2024, the Secretariat sharpened its focus on risk management, embedding a more proactive, risk-aware culture across WIPO. Key actions included: (i) quarterly, Director General led Risk Management Group (RMG) meetings addressing strategic, financial, cybersecurity, safety and fraud risks; (ii) systematic reviews of all strategic and organizational risks, assessing the effectiveness of risk mitigation efforts; and (iii) an anti-fraud review. In parallel, a cross-organizational "Cutting Red Tape" initiative was launched to streamline processes, boost flexibility, empower staff and drive efficiencies. Supporting strong internal controls, WIPO also launched a centralized internal policy portal in July 2024 to provide colleagues with a one-stop shop for internal regulatory guidance.

In 2024, the work of the Internal Oversight Division (IOD) focused on supporting the MTSP through targeted audits and evaluations, including reviews of Cybersecurity Management, the PCT Translation Division, and the WIPO Nigeria Office. IOD also validated ASHI claims data and piloted a review of key organizational controls.

Throughout the year, IOD deliverables included five internal audit reports, two validation reports, four evaluation reports, five pre-evaluation review reports, one advisory report, 18 investigation reports, and two Management Implication Reports (MIR). IOD made 37 recommendations and closed 66 during the reporting period. By year-end, 30 recommendations remained open – 23 from IOD engagements, six from the External Auditor's reports, and one from an external review.

Performance Dashboard
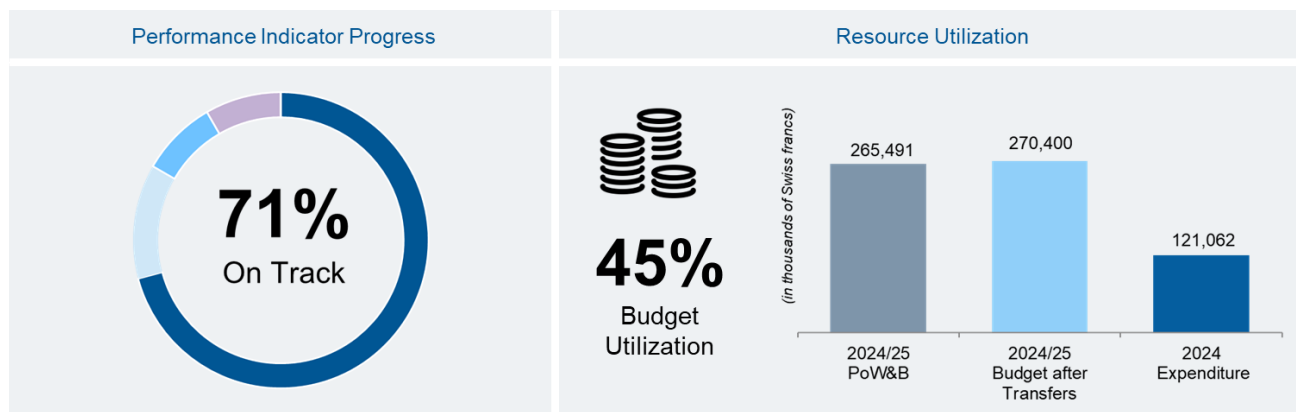
Contributing Sectors: PT, AFM, AFM (SoDG)

Performance Data

	Performance Indicators	Baselines	Targets	Performance Data	PIE
5.1.	**A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively**				
	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	2022/23: 94%	Maintain satisfaction level	2024: 95%	●
	Cost of per-word/page of translation	0.40 CHF (2022/23)	Maintain cost per word	0.48 CHF (2024)	▲
	% of spend through UN cooperation	15%	> 18% per year	2024: 25%	●
	Employee Engagement: % of satisfaction working at WIPO	e-Sat: 73 (2022/23)	Improvement over previous survey	e-Sat: 73	▲
	Gender: % of women at P4 to D2 level	P4 – 49.8% P5 – 33.3% D1 – 33.3% D2 – 30.0%	Improvement over the last biennium towards gender equality	P4 – 46.9% P5 – 32.7% D1 – 34.6% D2 – 45.5%	●
	Geographical Diversity: % by region as per agreements	Africa: 12.4% Asia and the Pacific: 20.3% Eastern and Central Europe & Central Asia: 9.3% Latin America and the Caribbean: 8.6% Middle East: 2.8% North America: 9.6% Western Europe: 37.1%	Agreement among Member States on WIPO's policy on geographical distribution	Africa: 11.0% Asia and the Pacific: 20.9% Eastern and Central Europe & Central Asia: 9.4% Latin America and the Caribbean: 9.6% Middle East: 2.5% North America: 9.6% Western Europe: 36.9%	●
	Progress on the implementation of the WIPO Disability Inclusion Strategy	13% of applicable UNDIS requirements met or exceeded (end 2023)	40% of applicable UNDIS requirements met or exceeded (end 2025)	27% of applicable UNDIS requirements met or exceeded	●
	% of UN SWAP requirements met or exceeded	56% (2023, UN-SWAP 2.0)	UN SWAP 2.0: 70%	63% (2024, UN-SWAP 2.0)	●

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	% of WIPO employees who have completed mandatory training on "Working Together Harmoniously	93%	100%	96%	●
5.2.	**Digitally enabled, secure and sustainable operating environment and services**				
	Automation of the PCT Fee Transfer Service (PCT FTS)	Roll out of the newly developed PCT FTS platform to participants (0 participants in 2023)	New PCT FTS platform migrated to 100% of participants accounting for > 97.5% of global search fee volume	Assessment to be conducted in 2025[37].	◆
	WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core or non-core activities	Maximum of 1 working day per year with a breakdown of a technical installation affecting WIPO core activities	Zero working days with a breakdown of a technical installation affecting WIPO core or non-core activities	●
	Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	●
	Improved service delivery to external stakeholders (Apdex score)	81% of the measured cloud applications have an Apdex score ≥ 0.6	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	74% of measured cloud applications had an Apdex score ≥ 0.6	●
	Improved service delivery to internal stakeholders (CSAT score) [38]	Business Sectors satisfied with ICTD services: 93% (2021)	90% of business areas satisfied with IT services provided	84% of users satisfied with services provided by ICTD Service Desk	●
				72% of Business teams stakeholders satisfied with the services provided by ICTD teams.	▲
5.3.	**Sound and prudent financial management and effective corporate governance and oversight**				
	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	An unqualified audit opinion (end 2023)	An unqualified audit opinion	At the time of publication, the results of the 2024 audit had yet to be received.	●
	Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice	RBM: Maturity level 4.4 (end 2023)	RBM: Maturity level 4.5 (end 2025)	Assessment conducted on a biennial basis.	◆
		RM: Dimensions 1-4 'advanced', dimensions 5-6 'established'	Dimensions 1-6 'advanced'	RM: Dimensions 1-4 'advanced', dimensions 5-6 'established'	●
		% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 94%	●
		% of resources spent on KTLO vs value-add work: 68%	% of resources spent on KTLO vs value-add work: 50%	% of resources spent on KTLO vs value-add work: 58%	●
	Cost savings for goods and services procured by WIPO	8,060,447 CHF (2022/23)	6,000,000 CHF (biennium)	4,494,892 CHF (2024)	●
	Average air ticket fare	1,528 CHF (2022/23)	Cost increase contained to <10%	1,552 CHF (2024)	●
	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/36/5 and WO/PBC/37/4	No interference	No interference in IOD's work, as reflected in the quarterly IAOC reports and in the annual report WO/PBC/39/5	●
	No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted	100% of IOD recommendations accepted	●

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[37] Please refer to Annex XI Capital Master Plan Progress Report 2024 for the progress on CMP25 Treasury Management System.
[38] Due to a change in the methodology for measuring the CSAT, performance data are not comparable to the baseline.

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
5.1. A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
Corporate governance and oversight systems prove ineffective, or perceived to be not wholly objective and independent impacting the impartiality and credibility of the work with outcomes and trust diminished.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to ensure high ethical standards, strengthened ethics, ombuds and oversight functions, and adherence to relevant terms of reference, standards, and frameworks proved effective. In addition, working closely with the external oversight bodies and promptly addressing recommendations from internal and external bodies proved effective.	AFM (SoDG)	→
WIPO's ambitious program of work has a significant element of change, and there is a risk that the related evolution to a more agile culture and the required competencies may take longer to institutionalize than foreseen.	The risk did not materialize; the risk exposure remained stable throughout the year	The mitigation plan to implement WIPO's ambitious program of work and its evolution to a more agile culture was effective. Various initiatives focusing on mobility, the development of talent internally through a learning and development framework guided by organizational priorities, and collaboration across the Organization, enabled the steady cultural transformation of WIPO, increasing employee engagement and performance.	AFM (SoDG)	→
5.2. Digitally enabled, secure and sustainable operating environment and service				
Access to, or occupation of, WIPO premises is not viable for more than seven days, owing to physical inaccessibility, health and safety concerns, building infrastructure damage or other cause.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to maintain robust business continuity and crisis management plans was ensured through regular testing, updates, and validation of emergency protocols.	AFM	→
A serious security incident, resulting from armed conflict, terrorism, civil unrest or other cause, presents a risk to WIPO personnel, assets and visitors located in Headquarters and external offices, as well as during travel, international WIPO events and meetings.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to mitigate security risks remained effective through continuous monitoring of the global security situation, regular updates to security protocols, and coordination with security partners. Enhanced security measures at headquarters and External Offices, combined with comprehensive travel security procedures, helped maintain a secure environment.	AFM	→
5.3. Sound and prudent financial management and effective corporate governance and oversight				
The value of investments made under the Member State-approved strategies for core and strategic cash pools could decrease, which would result in a reduction of net assets (reserves).	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan, including the strengthening of the governance framework to protect WIPO investment value, proved effective. Furthermore, prudent implementation of the approved investment strategy, continuous monitoring of market conditions, and maintaining appropriate investment portfolio diversification helped mitigate investment risks. Close collaboration with the Advisory Committee on Investments and investment advisors will enable de-risking of the Core portfolio by reducing volatility while meeting investment objectives.	AFM	→
Financial, reputational or operational harm experienced as a result of issues arising with key suppliers or partners.	The risk did not materialize; the risk exposure remained stable throughout the year	The response plan to manage supplier and partner risks proved effective through robust due diligence procedures, regular performance monitoring, and, where possible, diversification of critical suppliers.	AFM	→

III. PERFORMANCE DASHBOARDS BY SECTOR

Patents and Technology

Performance Dashboard

Performance Indicator Progress	Resource Utilization

50% On Track

On track • Not on track ▲ N/A 2024 ◆ Not assessable ● Discontinued ◆

45% Budget Utilization

Resource Utilization (in thousands of Swiss francs): 2024/25 PoW&B 214,036 · 2024/25 Budget after Transfers 223,811 · 2024 Expenditure 101,051

Performance Data and Risk — https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#pt

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	2,063	2,063	906
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	4,298	4,181	1,733
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,034	3,413	1,662
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	193,975	179,164	82,097
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,052	4,387	2,047
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,785	2,721	1,126
4.3	Increased IP knowledge and skills in all Member States	3,830	5,652	2,205
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	-	16,487	7,140
5.2	Digitally enabled, secure and sustainable operating environment and services	-	4,158	1,722
5.3	Sound and prudent financial management and effective corporate governance and oversight	-	1,585	414
	Total	**214,036**	**223,811**	**101,051**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	128,128	135,818	61,520	45%
Non-Personnel Resources	85,907	87,993	39,531	45%
Total	**214,036**	**223,811**	**101,051**	**45%**

Brands and Designs

Performance Dashboard

Performance Indicator Progress	Resource Utilization

56%
On Track

● On track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

45% Budget Utilization

(in thousands of Swiss francs)

	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
	79,230	79,881	36,191

Performance Data and Risk 🔗 *https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#bd*

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	4,161	5,037	2,712
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	14,350	14,733	7,161
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	58,074	57,426	25,184
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	675	677	323
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	730	674	305
4.3	Increased IP knowledge and skills in all Member States	1,240	1,334	505
	Total	**79,230**	**79,881**	**36,191**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	59,682	58,197	26,259	45%
Non-Personnel Resources	19,548	21,684	9,933	46%
Total	**79,230**	**79,881**	**36,191**	**45%**

Copyright and Creative Industries

Performance Dashboard

Performance Indicator Progress

89%
On Track

● On track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

Resource Utilization

44% Budget Utilization

(in thousands of Swiss francs)

2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
37,764	36,239	16,038

Performance Data and Risk 🔗 *https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#cci*

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	10,155	10,716	5,017
2.1	Development of balanced and effective international normative frameworks for IP	3,727	3,647	1,819
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,258	1,690	614
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	586	420	217
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	292	281	93
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,415	788	200
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,627	3,201	1,372
4.3	Increased IP knowledge and skills in all Member States	1,970	2,606	1,121
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,735	12,891	5,585
	Total	**37,764**	**36,239**	**16,038**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	19,899	17,780	8,498	48%
Non-Personnel Resources	17,866	18,459	7,539	41%
Total	**37,764**	**36,239**	**16,038**	**44%**

Regional and National Development

Performance Dashboard

Performance Indicator Progress	Resource Utilization

90%
On Track

● On track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

44% Budget Utilization

(in thousands of Swiss francs)

80,374 — 2024/25 PoW&B
84,629 — 2024/25 Budget after Transfers
37,094 — 2024 Expenditure

Performance Data and Risk	🔗 https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#rnd

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	5,466	5,730	2,455
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	1,194	1,238	524
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,972	4,023	1,774
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	749	675	285
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	16,519	19,644	7,828
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	8,351	9,886	4,074
4.3	Increased IP knowledge and skills in all Member States	33,424	33,468	16,183
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	9,658	8,826	3,548
4.5	Enhanced IP infrastructure for IP Offices	1,041	1,140	423
	Total	**80,374**	**84,629**	**37,094**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	48,435	50,330	22,292	44%
Non-Personnel Resources	31,938	34,300	14,802	43%
Total	**80,374**	**84,629**	**37,094**	**44%**

Infrastructure and Platforms

Performance Dashboard

Performance Indicator Progress	Resource Utilization

92% On Track

● On track   ▲ Not on track   ◆ N/A 2024   ● Not assessable   ◆ Discontinued

44% Budget Utilization

41,810	42,741	18,629
2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure

(in thousands of Swiss francs)

Performance Data and Risk	🔗 https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#ip

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	7,855	8,013	3,423
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,854	2,213	725
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,029	9,231	4,096
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,591	7,487	3,411
4.5	Enhanced IP infrastructure for IP Offices	15,481	15,796	6,974
	Total	**41,810**	**42,741**	**18,629**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	27,116	26,374	12,450	47%
Non-Personnel Resources	14,694	16,367	6,179	38%
Total	**41,810**	**42,741**	**18,629**	**44%**

Global Challenges and Partnerships

Performance Dashboard

Performance Indicator Progress	Resource Utilization

83% On Track

● On track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

48% Budget Utilization

(in thousands of Swiss francs)

2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
29,281	30,093	14,395

Performance Data and Risk   🔗 *https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#gcp*

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	5,225	5,304	3,671
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	6,768	6,621	3,011
2.3	International dialogue and cooperation on Building Respect for IP	3,444	3,495	1,594
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	5,864	5,874	2,766
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,632	2,122	550
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,312	1,733	541
4.3	Increased IP knowledge and skills in all Member States	2,221	2,155	950
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,815	2,789	1,312
	Total	**29,281**	**30,093**	**14,395**

Budget and Expenditure (Personnel and Non-Personnel)
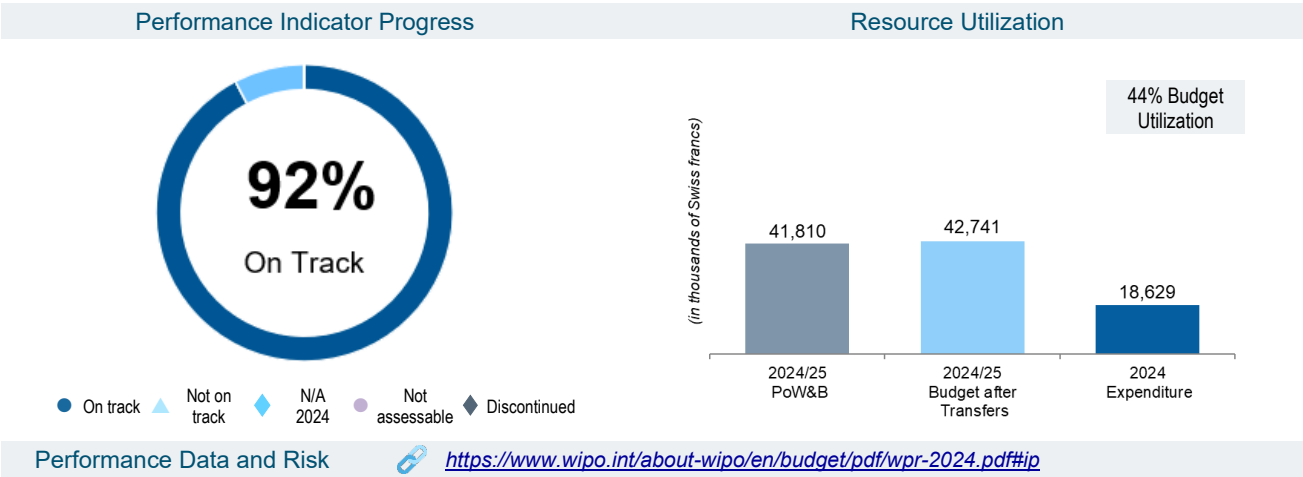*(in thousands of Swiss francs)*

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	20,338	19,766	9,279	47%
Non-Personnel Resources	8,943	10,327	5,116	50%
Total	**29,281**	**30,093**	**14,395**	**48%**

IP and Innovation Ecosystems

Performance Dashboard

Performance Indicator Progress	Resource Utilization

90% On Track

● On track ▲ Not on track ◆ N/A 2024 ● Not assessable ◆ Discontinued

44% Budget Utilization

41,810 — 2024/25 PoW&B
42,741 — 2024/25 Budget after Transfers
18,629 — 2024 Expenditure

(in thousands of Swiss francs)

Performance Data and Risk	🔗	*https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#ie*

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	7,855	8,013	3,423
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,854	2,213	725
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,029	9,231	4,096
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,591	7,487	3,411
4.5	Enhanced IP infrastructure for IP Offices	15,481	15,796	6,974
	Total	**41,810**	**42,741**	**18,629**

Budget and Expenditure (Personnel and Non-Personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	27,116	26,374	12,450	47%
Non-Personnel Resources	14,694	16,367	6,179	38%
Total	**41,810**	**42,741**	**18,629**	**44%**

Administration, Finance and Management and Sector of the Director General

Performance Dashboard

Performance Indicator Progress	Resource Utilization

69%
On Track

● On track　▲ Not on track　◆ N/A 2024　● Not assessable　◆ Discontinued

45% Budget Utilization

(in thousands of Swiss francs)

315,863 — 2024/25 PoW&B
300,126 — 2024/25 Budget after Transfers
135,143 — 2024 Expenditure

Performance Data and Risk	🔗 *https://www.wipo.int/about-wipo/en/budget/pdf/wpr-2024.pdf#afm_odg*

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

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	6,024	7,079	3,602
2.1	Development of balanced and effective international normative frameworks for IP	1,981	2,156	996
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	7,080	7,984	3,844
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	153	146	76
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	35,135	34,589	14,839
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	56,249	45,014	20,163
5.2	Digitally enabled, secure and sustainable operating environment and services	161,514	156,042	71,483
5.3	Sound and prudent financial management and effective corporate governance and oversight	47,728	47,115	20,140
	Total	**315,863**	**300,126**	**135,143**

Budget and Expenditure (Personnel and Non-Personnel)
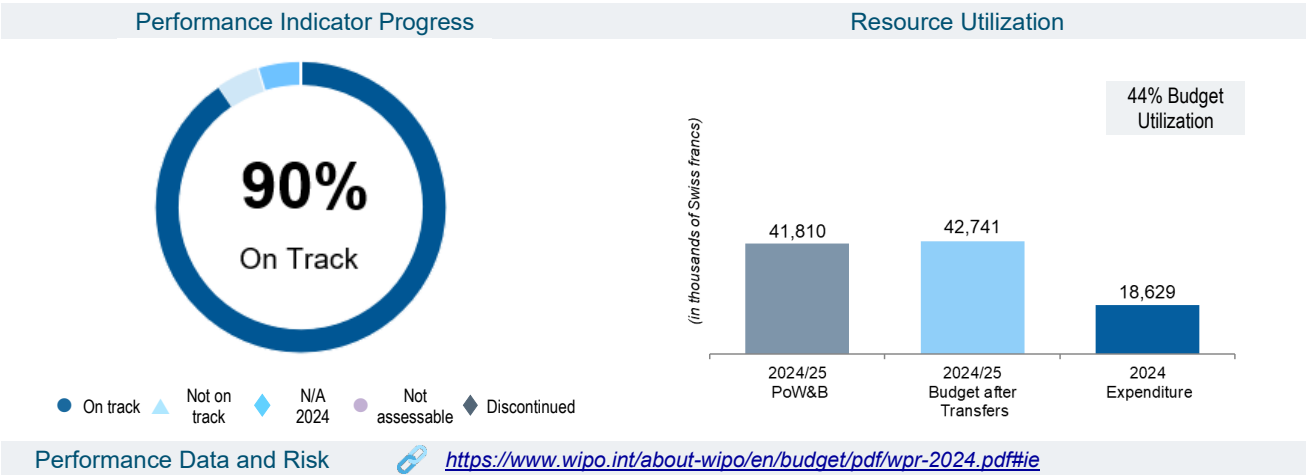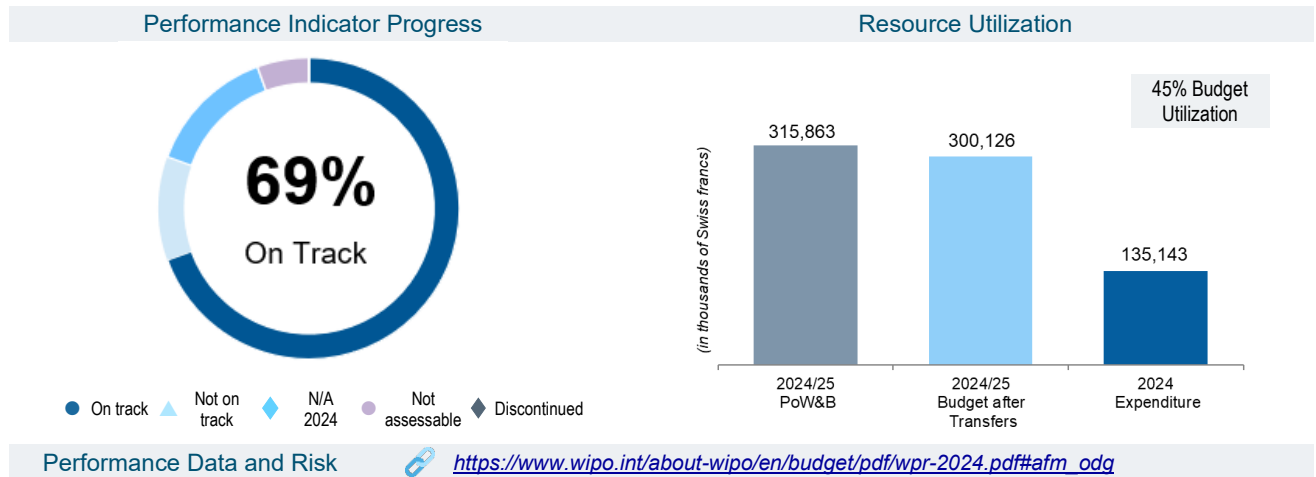*(in thousands of Swiss francs)*

Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
Personnel Resources	165,346	149,184	67,562	45%
Non-Personnel Resources	150,517	150,942	67,580	45%
Total	**315,863**	**300,126**	**135,143**	**45%**

IV. ANNEXES

ANNEX I   2024/25 Budget after Transfers by Sector

(in thousands of Swiss francs)

Sector	2024/25 PoW&B	Transfers[1]			2024/25 Budget after Transfers[2]	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Sector	Total PoW&B
Patents and Technology	214,036	1,723	(14,139)	(12,417)	223,811	-5.8%	-1.4%
Brands and Designs	79,230	2,464	(1,813)	651	79,881	0.8%	0.1%
Copyright and Creative Industries	37,764	3,004	(4,529)	(1,525)	36,239	-4.0%	-0.2%
Regional and National Development	80,374	5,131	(875)	4,256	84,629	5.3%	0.5%
Infrastructure and Platforms	41,810	1,141	(210)	931	42,741	2.2%	0.1%
Global Challenges and Partnerships	29,281	1,851	(1,039)	812	30,093	2.8%	0.1%
IP and Innovation Ecosystems	50,771	3,789	(1,078)	2,711	53,482	5.3%	0.3%
Administration, Finance and Management	315,863	8,195	(1,740)	6,454	300,126	2.0%	0.8%
Unallocated	8,171	14,907	(16,780)	(1,873)	6,298	n/a	n/a
TOTAL	**857,300**	**42,204**	**(42,204)**	**-**	**857,300**	**-**	**-**

[1] WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 3.4: "The Director General may make transfers of resources from one Sector (organizational entity) to another for any given budget period, up to the limit of five per cent of the amount corresponding to the biennial allocation of the receiving Sector (organizational entity), or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the Organization."

[2] As at January 31, 2025.

ANNEX II   Estimated Income for 2024

(in thousands of Swiss francs)

	2024 PoW&B Income Estimates[1]	2024 Updated Income Estimates[2]
Fees		
PCT	366,563	373,370
Madrid	83,876	83,680
Hague	7,858	8,490
Lisbon	100	100
Sub-total	*458,397*	*465,640*
Contributions (unitary)	17,615	17,615
Arbitration	1,700	1,700
Publications	470	470
Miscellaneous Income	1,019	1,019
Sub-total	*20,804*	*20,804*
Total Income after IPSAS adjustments	**479,201**	**486,444**

[1] *Income Estimates are based on the annual income table in Annex VIII of the Program of Work and Budget 2024/25.*

[2] *Updated estimates for the PCT, Madrid and the Hague Systems fees as per the October 2024 Forecast by the Chief Economist. All other income is estimated based on the annual budgets reflected in Annex VIII of the Program of Work and Budget 2024/25.*

ANNEX III 2024/25 Approved Budget by Sector and 2024 Budget after Transfers by Sector

Sector	Approved Budget[1]			2024 Budget after Transfers[2]
	2024	2025	Total	
Patents and Technology	106,625	107,410	214,036	104,859
Brands and Designs	39,433	39,797	79,230	41,027
Copyright and Creative Industries	18,830	18,934	37,764	18,143
Regional and National Development	40,014	40,359	80,374	43,508
Infrastructure and Platforms	20,758	21,052	41,810	20,475
Global Challenges and Partnerships	14,634	14,648	29,281	16,015
IP and Innovation Ecosystems	25,134	25,637	50,771	26,119
Administration, Finance and Management	157,358	158,505	315,863	149,213
Unallocated	4,083	4,088	8,171	6,047
TOTAL	**426,869**	**430,431**	**857,300**	**425,405**

[1] Total Approved Budgets by Sector for 2024 and 2025 reflect the total annual budgets in Annex VIII of the Program of Work and Budget 2024/25.

[2] As at January 31, 2025.

ANNEX IV Indicators of the PCT System

General

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

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

Publication of PCT applications usually takes place every Thursday.

Workloads

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

Evolution of PCT applications by Medium of Filing
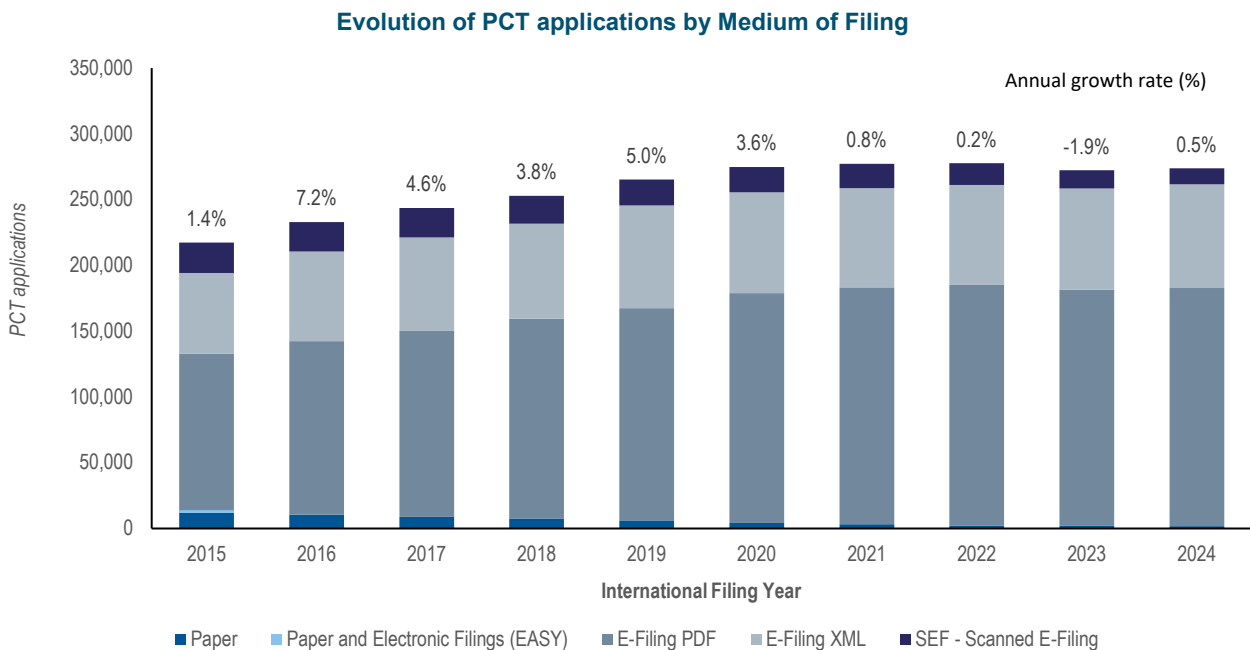
Note: Data for 2024 are WIPO estimates. PDF, XML and SEF-Web are the three electronic filing mediums.
Source: WIPO Statistics Database, March 2025.

- In 2024, 273,900 PCT applications were filed, representing an increase of 0.5 per cent compared to the previous year.

- In 2024, electronic filing methods, which represented 99.4 per cent of total filings, were composed of PDF (66.1 per cent), XML (28.8 per cent), and SEF-Web (4.5 per cent) filings.

Language Distribution

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

Language of Filing *(all languages)*
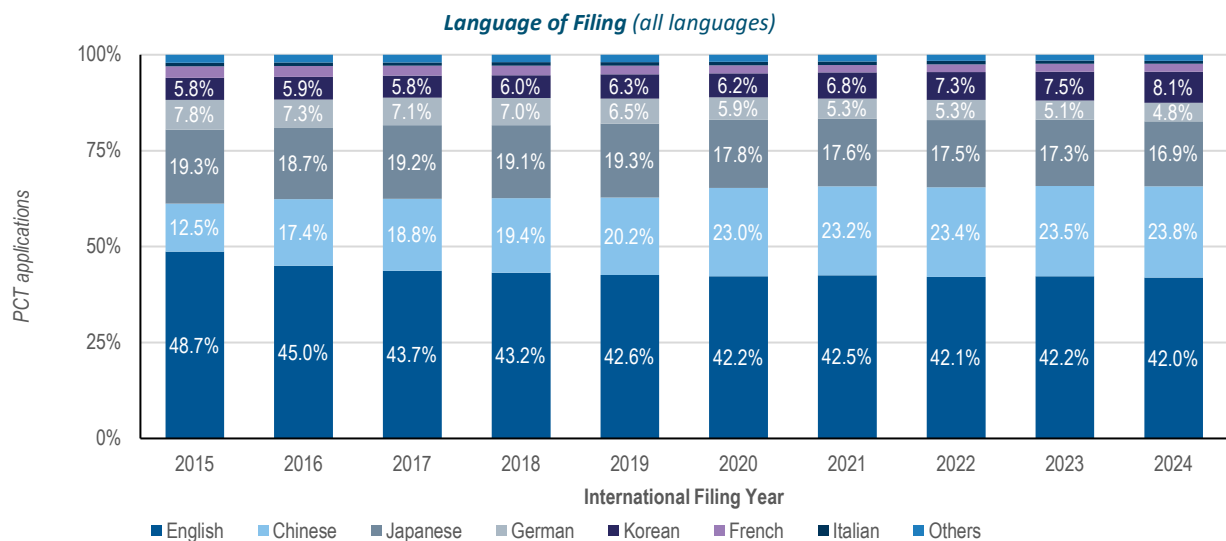
Source: WIPO Statistics Database, March 2025.

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

Languages of Filing *(all languages except English)*
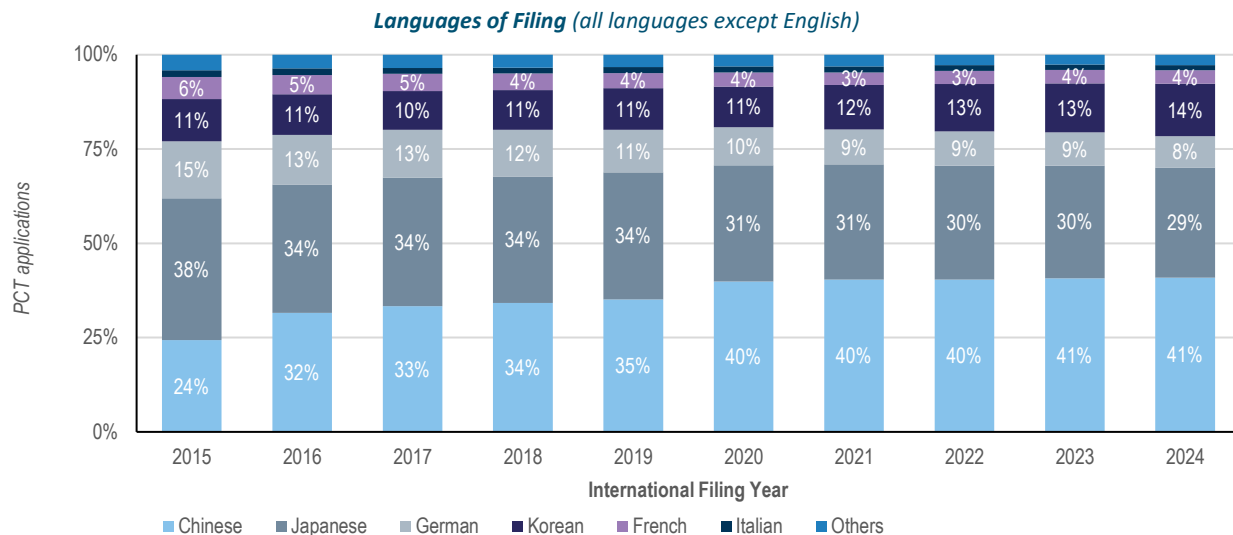
Source: WIPO Statistics Database, March 2025.

The sharp increase in the number of applications filed in Asian languages over the past decade represents a considerable challenge for the IB to diversify resources able to work in these languages. To address this, mitigation efforts have included automating certain tasks and recruiting additional staff proficient in Asian languages.

Unit Cost of Processing an Application

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

The methodology for calculating direct and indirect costs is standardized across all Global IP Services. The total cost of production includes expenditures relating exclusively to the PCT System and expenditures relating to activities that support the PCT System.

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

Formally, the unit cost is defined as:

$$\text{Unit cost} = \frac{\text{Total cost of production}}{\text{Number of publications}}$$

Unit Cost of Processing a Published PCT Application

(in Swiss francs)

Source: WIPO Statistics Database, March 2025.

The average cost of processing a published PCT application was 544 Swiss francs in 2024, representing a decrease of 3.6 per cent compared to 2023. The unit cost in 2024 decreased because of a 0.9 per cent decrease in the number of published PCT applications combined with a 4.5 per cent decrease in total costs (mainly due to lower expenditure on PCT translation services, driven by the increased use of machine translation and transition to post-editing) as compared to 2023.

Productivity of Formalities Examination

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

Productivity of Formalities Examination
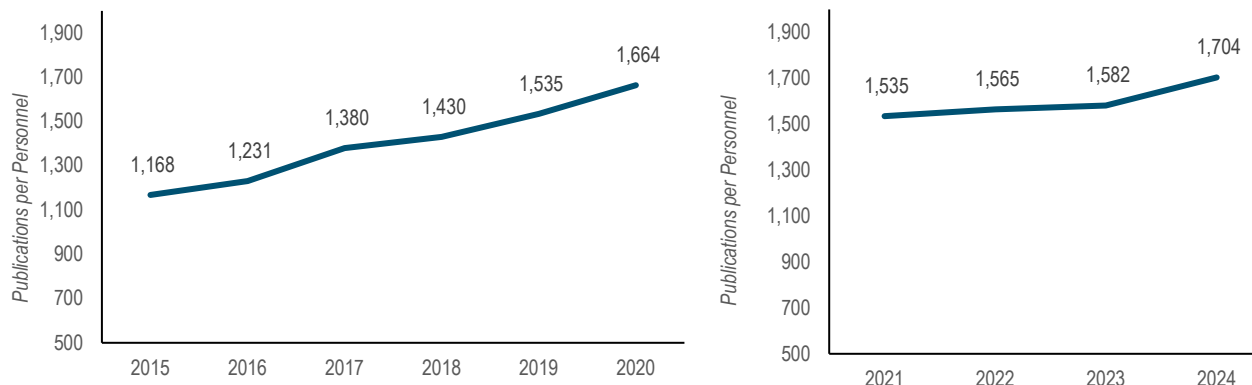
Note: From 2021 onwards, the methodology for calculating the number of personnel is aligned with the head count (rather than full time equivalent) based methodology applied for the PCT unit cost indicator.

Source: WIPO Statistics Database, March 2025.

- The productivity of formalities examination increased by 7.7 per cent, from 1,582 in 2023 to 1,704 in 2024.

- The overall increase in productivity was mainly due to automation, along with the introduction of new work methods that enable the processing of a higher level of workload.

Aggregate Quality of Formalities Examination

To measure the quality of the work performed by the IB in a simple and comprehensive manner, the IB has developed an aggregate quality index, calculated as the average of four lead quality indicators. Three of these indicators are based on the timeliness of key transactions: acknowledgement of receipt of the PCT application, publication, and republication. The fourth indicator reflects errors made during the processing of PCT applications.

Quality Index of Formalities Examination
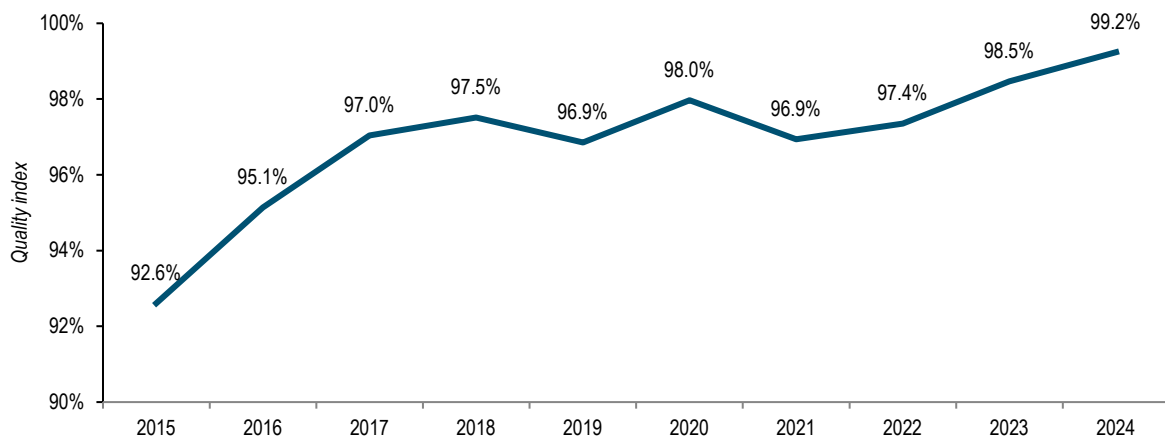
Source: WIPO Statistics Database, March 2025.

- The overall quality, as measured by the aggregate index, improved for a third consecutive year to 99.2 per cent in 2024.

- The quality of formalities examination has increased by 6.6 percentage points since 2015.

Quality of Translation

Documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is "acceptable" or "not acceptable". This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with external agencies that consistently have less than 80 per cent of their translations deemed "acceptable" are discontinued. In 2024, 93 per cent of translations were determined to have been of acceptable quality.

Quality of Translation
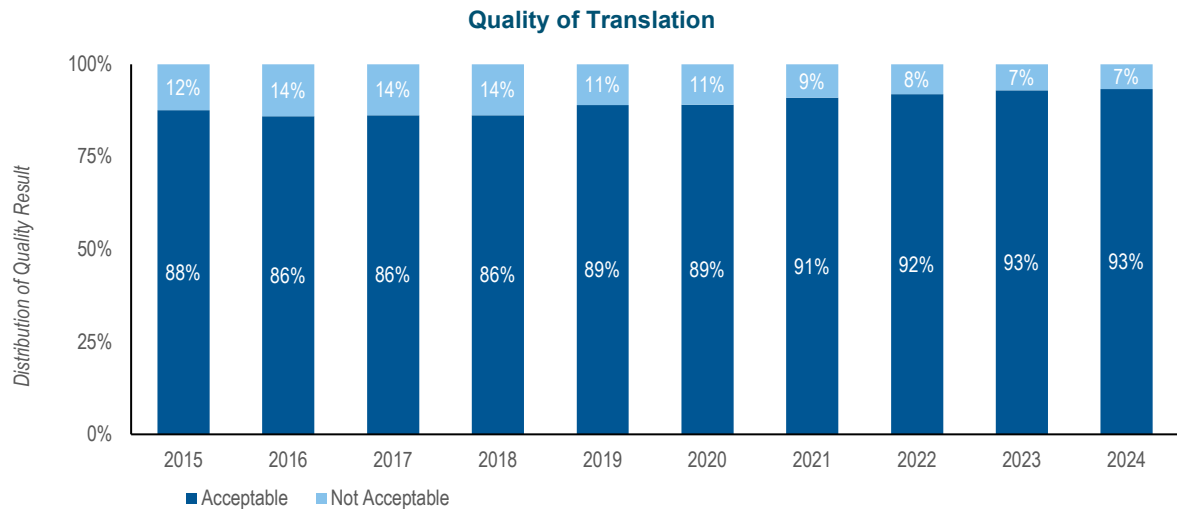
Source: PCT Translation Division, March 2025.

Quality of Software Development

Until 2021, the quality of software development (QSD) indicator provided a measure of the quality of major software releases for eDossier and ePCT projects. From 2022 onwards, the indicator covers the development outputs for all software projects. The QSD reflects the share of time spent delivering new functionality (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment. Under this approach, development outputs that contain low levels of rework are deemed high quality as they reflect the extent of value added to the product through the delivery of new features.

The QSD is defined as:

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

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

Quality of Software Development
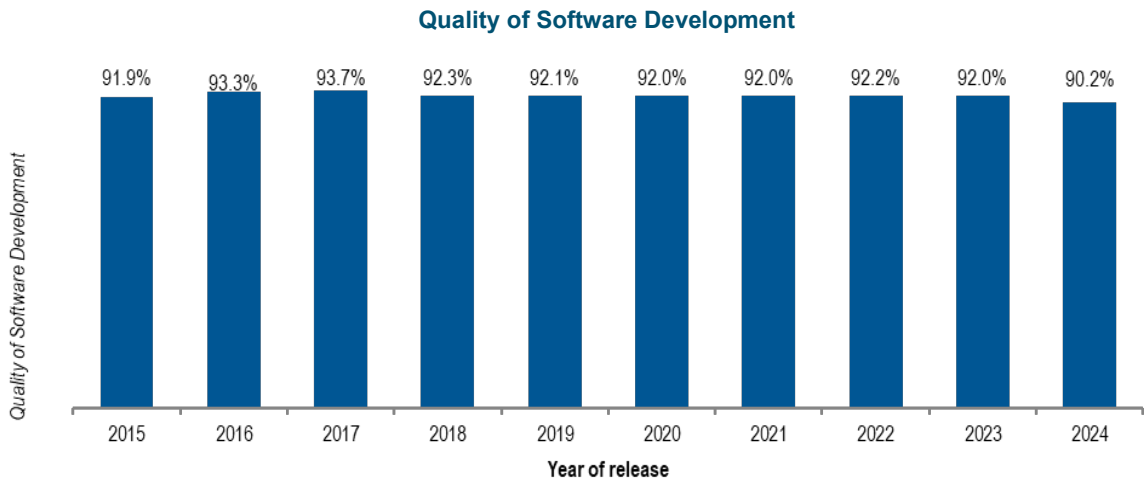
Source: PCT Services Department, March 2025.

RO/IB Filings

This table presents PCT filings by the top 10 receiving Offices (by number of applications filed) over the past five years to 2024. PCT applications are typically filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT Contracting States. The evolution of the filings at the RO/IB and its ranking in terms of the number of filings among other receiving Offices are shown in the table below.

PCT applications filed at the top 10 receiving Offices

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

Note: Data for 2024 are WIPO estimates.
Source: WIPO Statistics Database, March 2025.

ANNEX V   Indicators of Madrid Operations

General

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

- Incoming workload;
- Total processed workload;
- Transmission of incoming workload;
- Unit cost of processing;
- Productivity of examination;
- Pendency; and
- Quality of examination.

Incoming Workload

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

International Applications
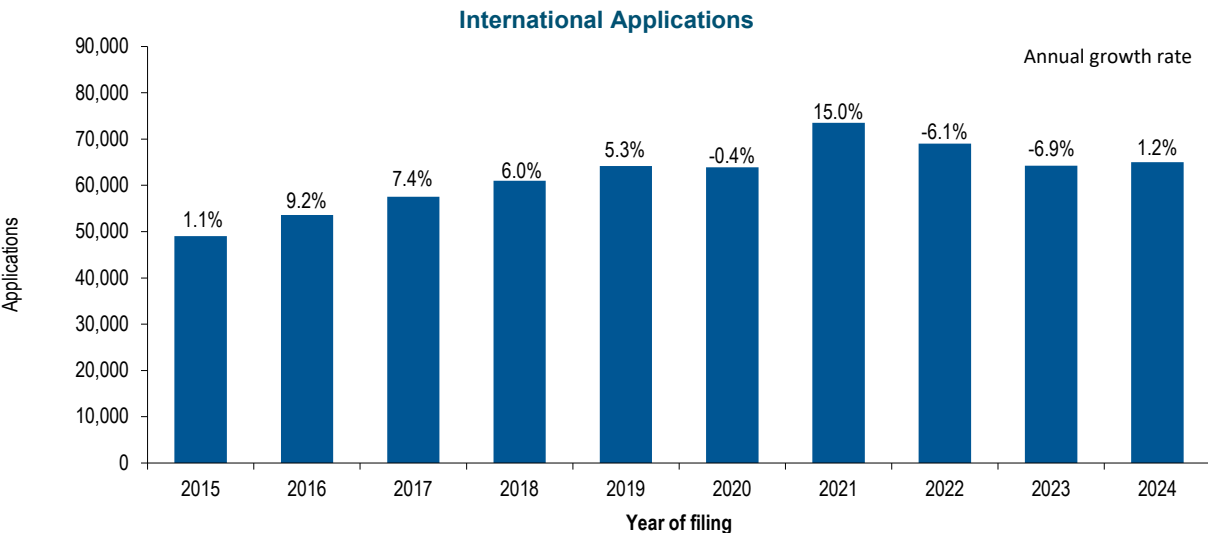
Note: Data for 2024 are WIPO estimates.

Source: WIPO IP Statistics Database, March 2025.

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

Distribution of Applications by Language of Filing
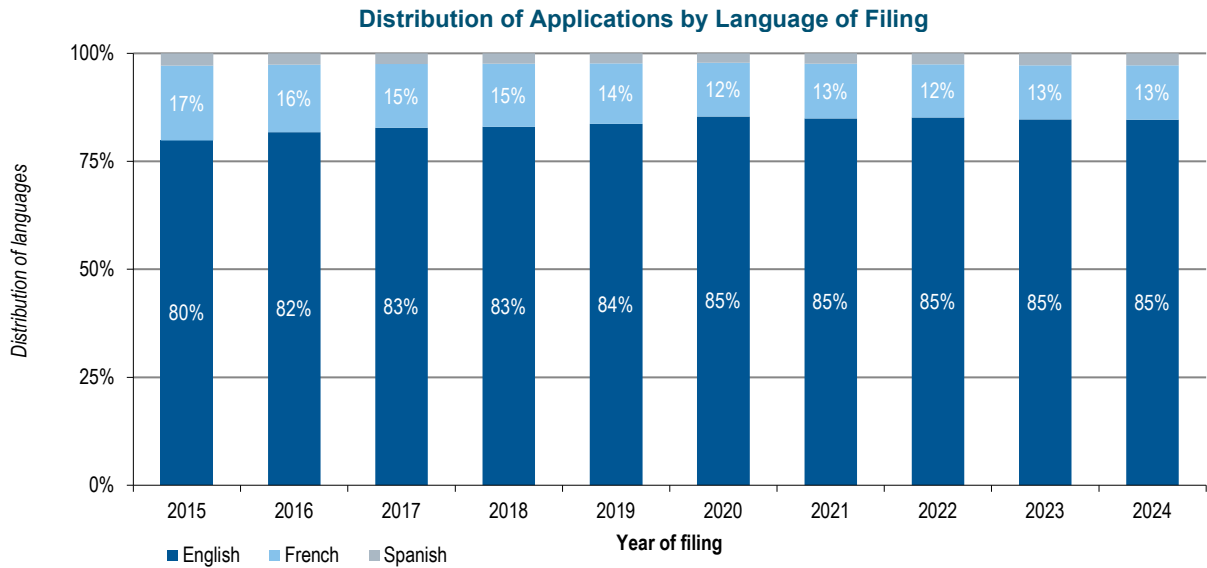
Source: WIPO IP Statistics Database, March 2025.

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

Renewals of International Registrations
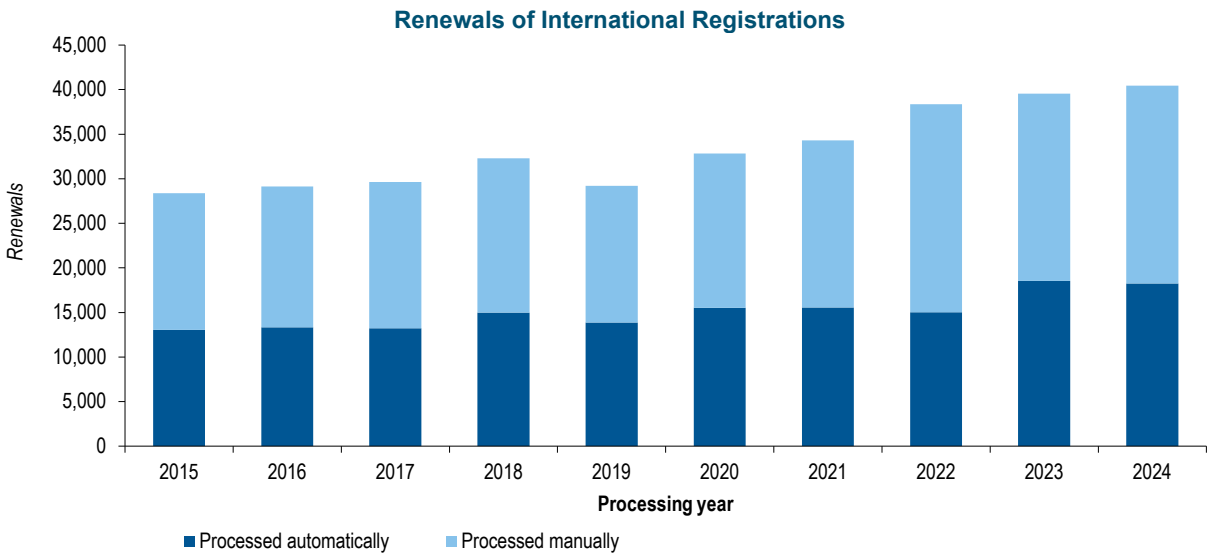
Source: WIPO IP Statistics Database, March 2025.

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

Total Processed Workload

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

As the processing of each type of document does not require an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can manually process either 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions (a 1:1.6:1.8:1.8:10 workload ratio). Similarly, during the time it takes to process an international application, an examiner enables 20.8 documents to be processed automatically by supporting IT systems.

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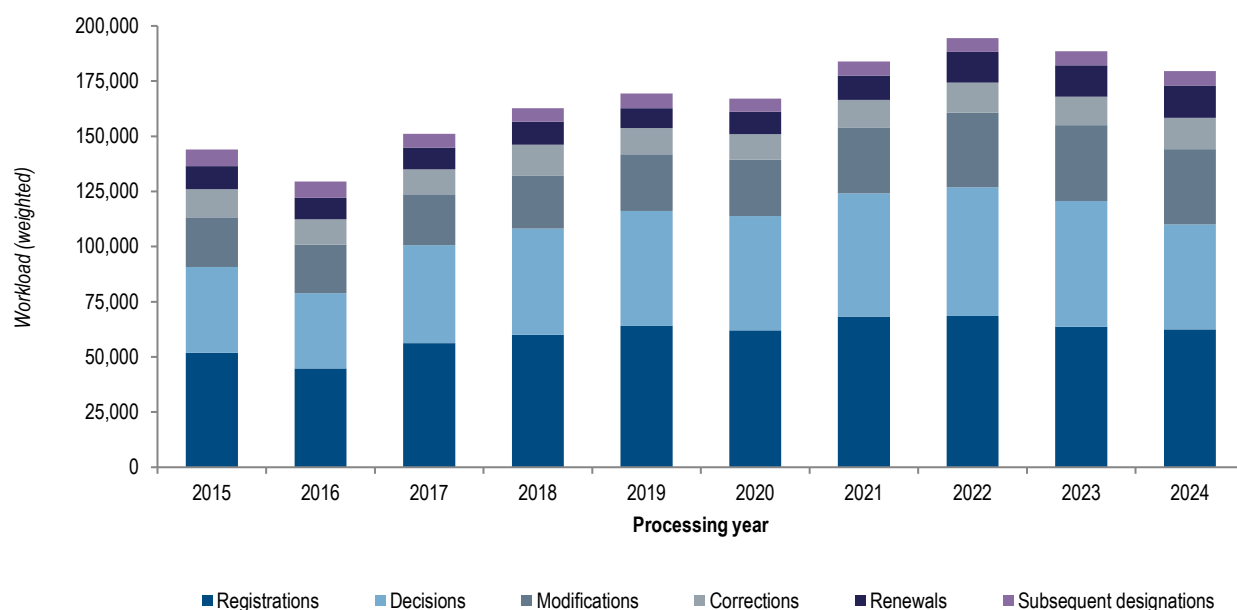
Source: Madrid Registry and WIPO IP Statistics Database, March 2025.

- In 2024, the total processed workload (weighted) decreased by 4.8 per cent compared to 2023.

- The decrease in processed workload (weighted) in 2024 is mainly due to an update of the automation ratio which reflects further efficiencies gained through automation.

Transmission of Incoming Documents

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

Distribution of Incoming Documents by Medium of Transmission
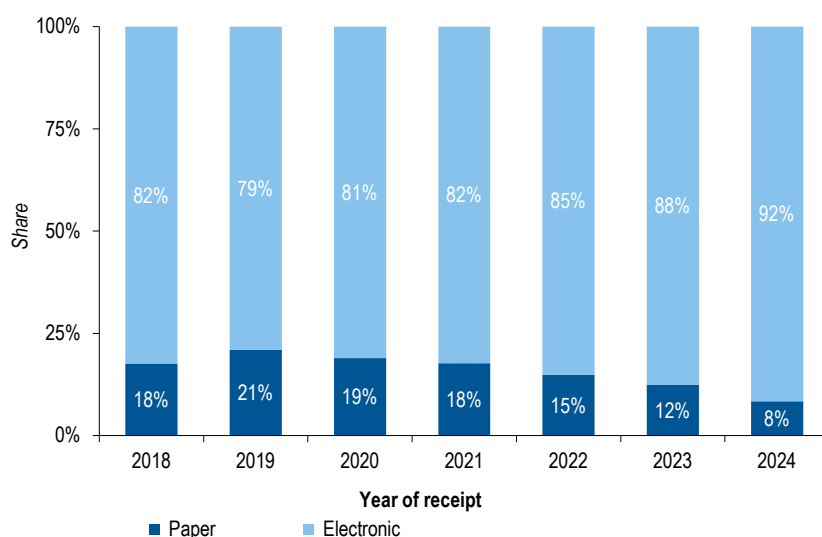
Source: Madrid Registry, March 2025.

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

Unit Cost of Processing

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

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

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

The weighted workload is used to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed International Registration

New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year. Combined, these two types of transactions reflect the core business of the IB.
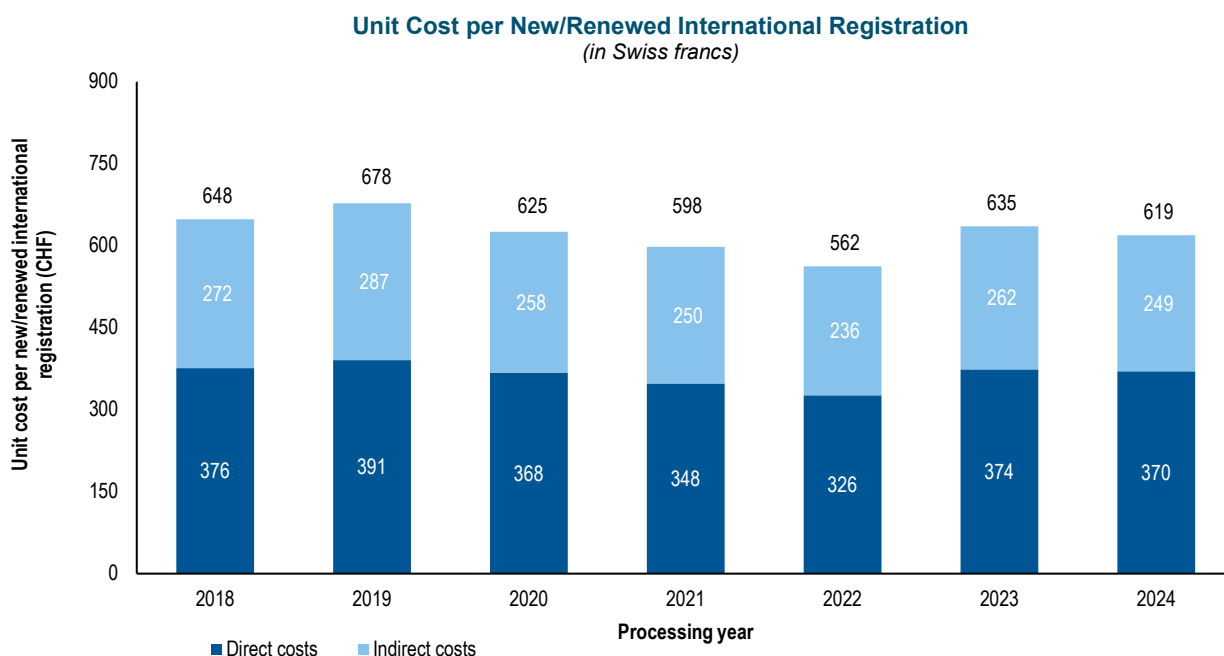
Unit Cost per New/Renewed International Registration
(in Swiss francs)

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

- The average cost of processing a new/renewed international registration decreased by 2.5 per cent to 619 Swiss francs in 2024. This is explained by a 0.9 per cent decrease in the number of new and renewed registrations, alongside a 3.4 per cent decrease in total costs, as compared to 2023.

Unit Cost per Document Inscribed in the Register

The documents inscribed in the register correspond to the total volume of processed workload (see "Total Processed Workload" above).
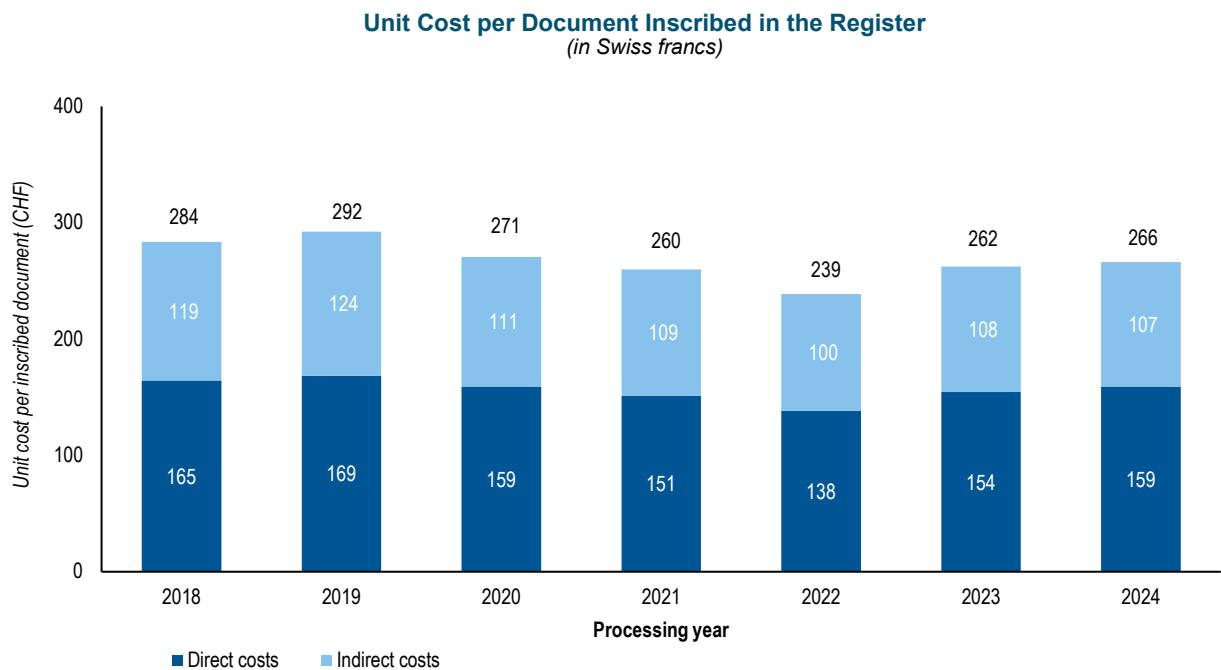
Unit Cost per Document Inscribed in the Register
(in Swiss francs)

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

- The average cost of inscribing a document increased by 1.4 per cent to 266 Swiss francs in 2024. This was the result of a 4.8 per cent decline in the weighted workload partially offset by a 3.4 per cent reduction in costs.

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.

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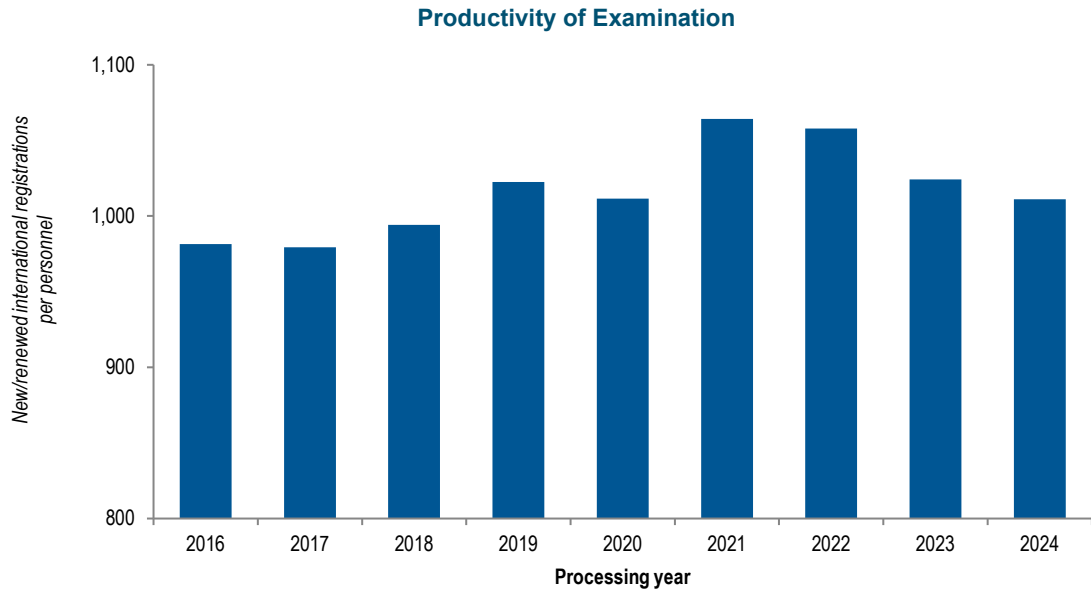
Source: ERP systems and WIPO IP Statistics Database, March 2025.

- In 2024, the productivity of examination slightly decreased by 0.6 per cent as a result of a slight decline in new/renewed international registrations while resources remained the same.

- Another contributing factor is the ongoing diversification of examiners' tasks from examination only to also include customer support, training, and provision of business inputs to classification, IT and other projects.

Pendency

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

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
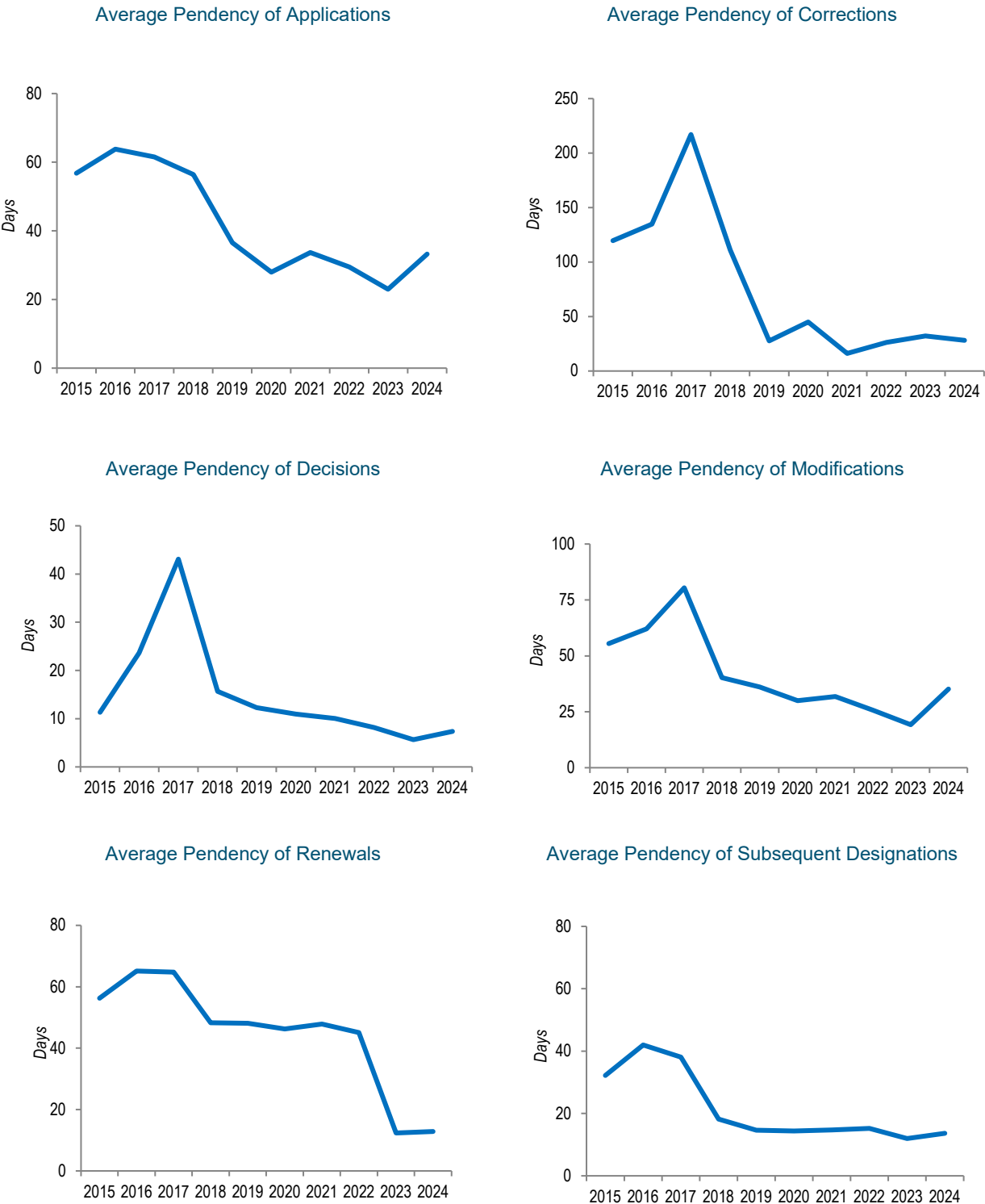
Source: Madrid Registry, March 2025.

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

Quality of Examination

The overall quality of trademark examination is monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance[39].

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

   (a)   The results of the internal review of Nice classification work; and

   (b)   Classification errors made by the IB following the receipt of correction requests under Rule 28 of the Regulations.

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

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

Quality Performance: Nice Classification
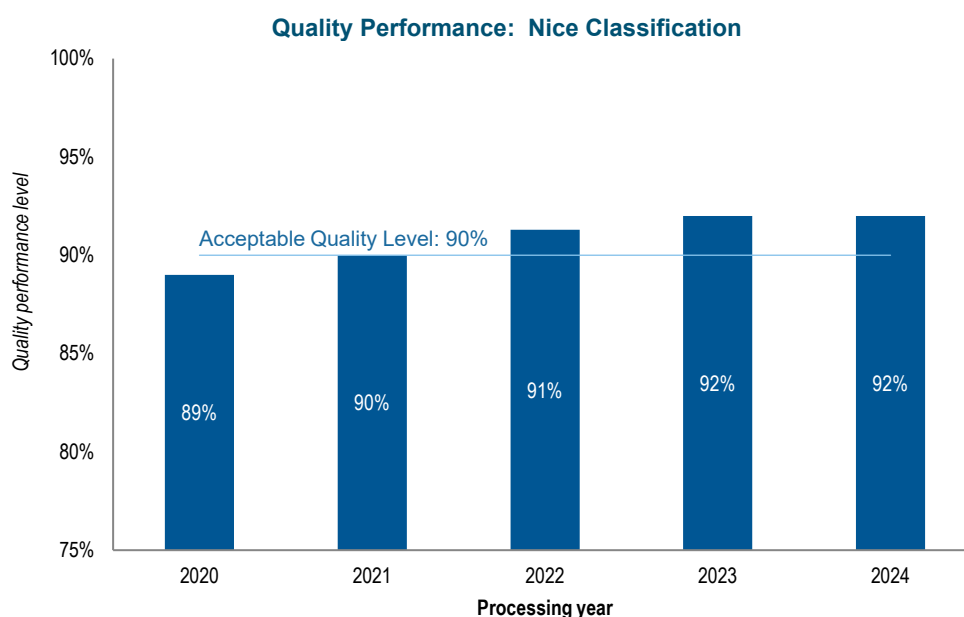
Source: Madrid Registry, March 2025.

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

Errors Made by the IB

The distribution of errors presented in the chart below is based on a sample of correction requests related to errors in the examination of lists of goods and services[40]. The sample includes transactions that were processed both manually and automatically.

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[39] The Madrid Registry QMF is available on request at madrid.qp@wipo.int.
[40] Transactions which contain one or more errors.
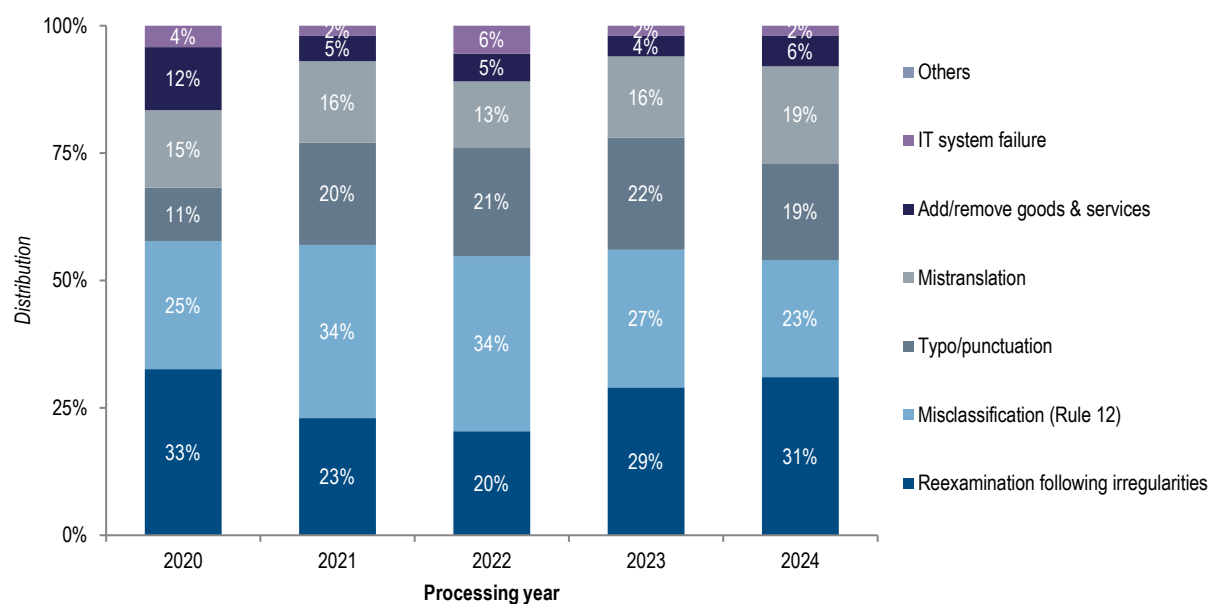
Source: Madrid Registry, March 2025.

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

ANNEX VI   Indicators of the Hague Operations

General

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

- Incoming workload;
- Total processed workload;
- Unit cost of processing; and
- Pendency.

Incoming Workload

The IB receives four main types of documents, namely international applications, renewals, changes, and decisions. The 10-year trends for international applications and renewals received by the IB is presented below. Information on other types of documents can be found in the *Hague Yearly Review*.

International Applications Filed

Source: WIPO IP Statistics Database, March 2025.

- In 2024, applicants filed 9,454 international applications, up 10.3 per cent from 2023.

- In 2024, 99.8 per cent of applications were filed electronically, representing a 0.1 percentage points decrease over 2023.

- In 2024, 95.2 per cent of applications were filed directly with the IB, with the remaining 4.8 per cent filed directly with national offices, primarily those of the Republic of Korea and the United States of America.

Average Number of Designs per Application
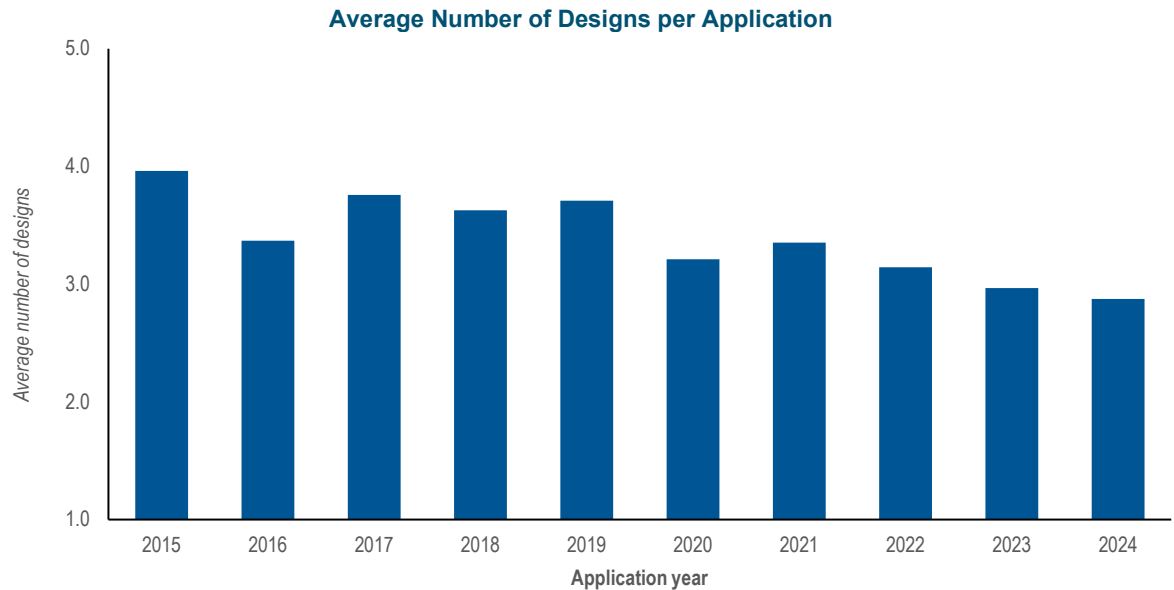
Source: WIPO IP Statistics Database, March 2025.

- An application filed in 2024 contained, on average, 2.9 designs.

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

Renewals of International Registrations

Source: Hague Registry, March 2025.

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

Total Processed Workload

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

As the processing of these types of documents does not require an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international

application, an examiner can manually process either 1.9 renewals, 1.7 changes, or 9.6 decisions (a 1:1.9:1.7:9.6 workload ratio). Similarly, during the time it takes to process an international application, an examiner enables 25 renewals or 13.4 decisions (a 1:25:13.4 workload ratio) to be processed automatically by supporting IT systems.

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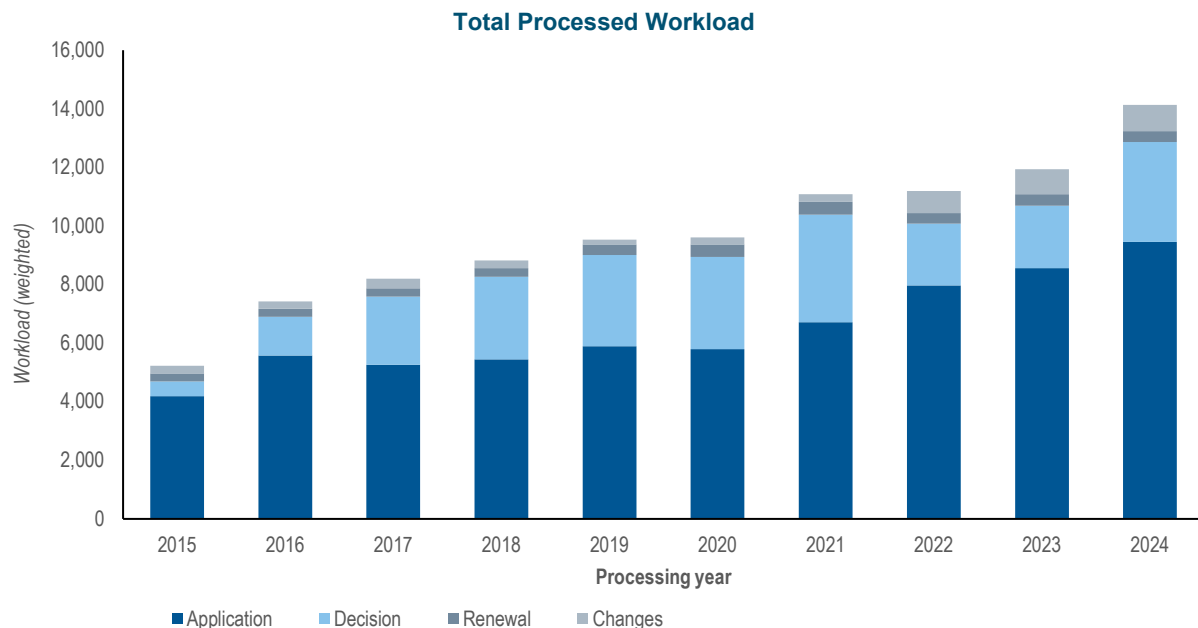
Source: Hague Registry and WIPO IP Statistics Database, March 2025.

- In 2024, the total processed workload (weighted) increased by 18.4 per cent as compared to 2023.

- The sharp increase in processed workload (weighted) in 2024 was mainly driven by a 56.7 per cent growth in decisions compared to 2023.

- The overall workload (weighted) has shown an upward trend since 2020.

Unit Cost

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

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

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

The weighted workload is used to better approximate the actual work required to process the four categories of documents, considering that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed Design

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

The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.
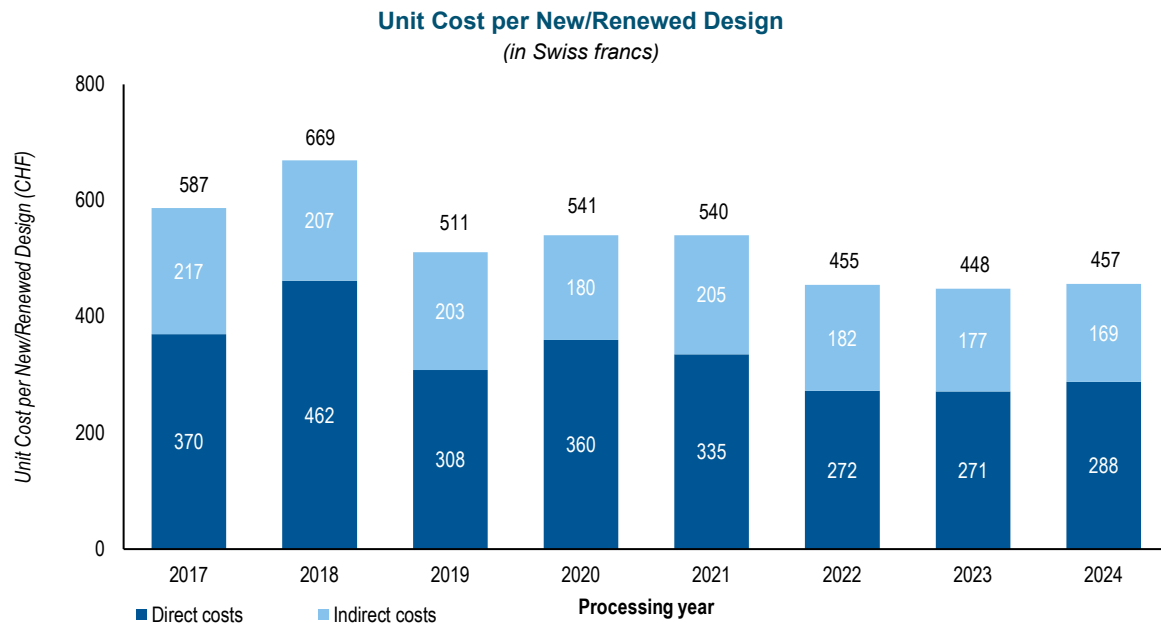
Unit Cost per New/Renewed Design
(in Swiss francs)

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

- The average cost of processing a new/renewed design was 457 Swiss francs in 2024, representing an increase of 1.8 per cent as compared to 2023. This is explained by a 6.3 per cent increase in the number of new and renewed designs, alongside an 8.2 per cent increase in total costs, primarily due to the strong growth in decisions and the onboarding of new staff as compared to 2023.

Unit Cost per Document Recorded in the Register

The documents recorded in the Register correspond to the total workload.
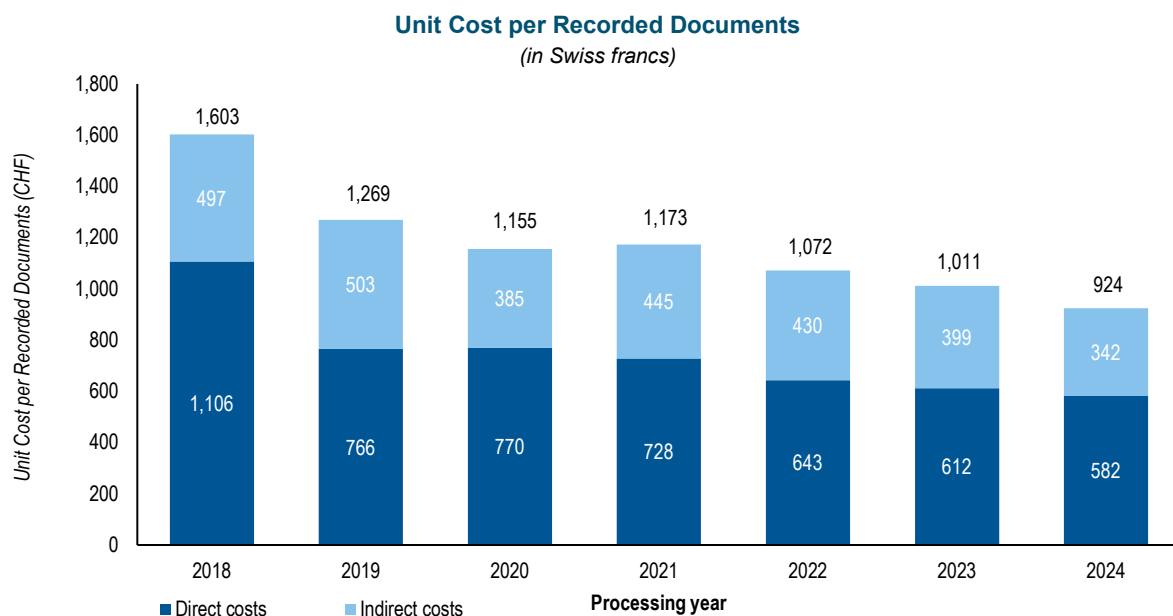
Unit Cost per Recorded Documents
(in Swiss francs)

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

- The average cost of recording a document in the Register amounted to 924 Swiss francs in 2024, reflecting a sharp decrease of 8.6 per cent compared to 2023. This reflects an 18.4 per cent increase in total recorded documents, while total costs increases were contained at 8.2 per cent due to improved efficiencies in processing as compared to 2023.

Pendency

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

Timeliness to Process Regular International Applications
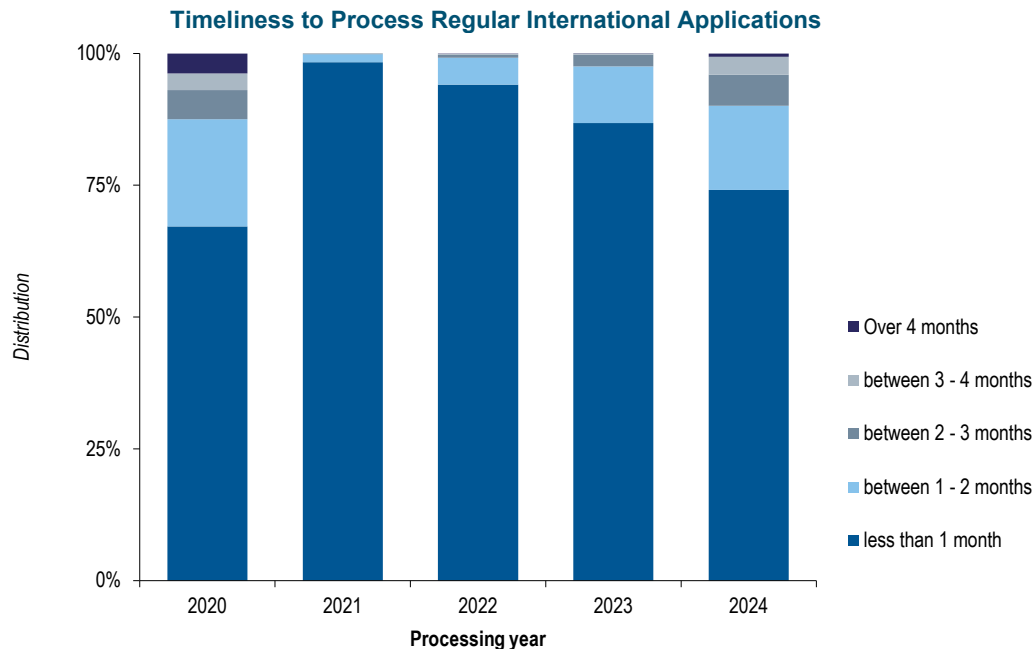
Source: Hague Registry, March 2025.

- The share of regular applications processed within one month decreased from 86.8 per cent in 2023 to 74.1 per cent in 2024. This was mainly due to a combination of increased filings and onboarding of new staff.

- In 2024, 57.8 per cent of total processed applications were regular, as compared to 47.7 per cent in the previous year.

ANNEX VII   Indicators of Lisbon Operations[41]

General

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

- Applications received; and
- Processed documents.

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

Appellations of origin and geographical indications in force under the Lisbon System
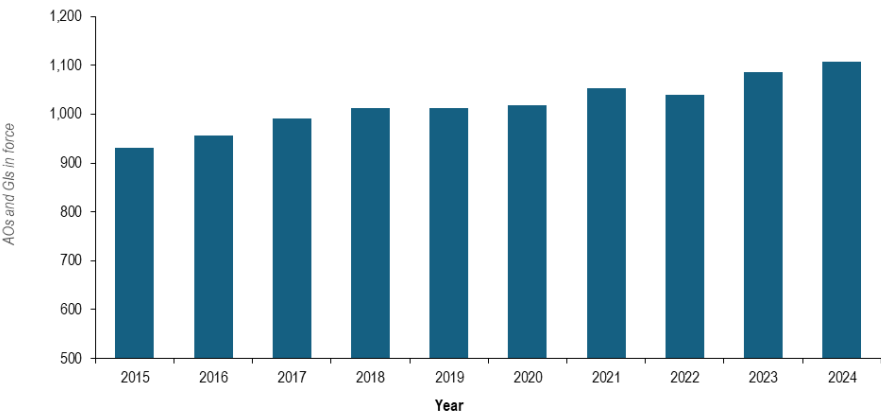
Source: Lisbon Registry, January 2025.

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

Applications received

The latest trend for international applications filed at the IB is presented below.

Applications for International Registration
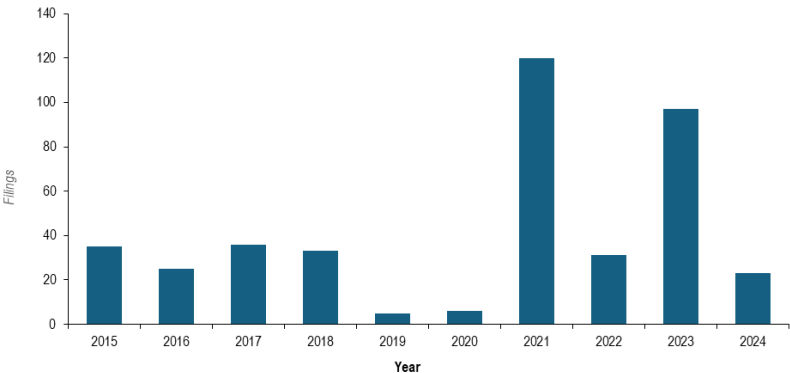
Source: Lisbon Registry, January 2025.

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[41] Unit cost and productivity measures are under development and will be reported in subsequent WPRs.

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

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

Processed documents

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

Documents processed

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

Note: Due to technical reasons, accession documents are excluded.
Source: Lisbon Registry, January 2025.

- In 2024, the largest increase in processed documents, compared with 2023, were grants of protection (+597 documents), cancellations (+95) and refusals of protection (+45). In contrast, modifications (-131) and registrations (-63) decreased.

- The sharp increase in processed documents in 2024 is mainly due to the migration of Lisbon back-office operations to eLisbon and availability of dedicated staff members to deal with Lisbon Operations.

ANNEX VIII   Funds-in-Trust Progress Report 2024

The FIT report is an integral part of the WIPO Performance Report. The Annex provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2024 as well as financial information. The Annex further reports on the FITs listed in the table below and excludes FITs exclusively financing personnel and FITs under which no activities were implemented in 2024.

FUND-IN-TRUST	SECTOR
Australia	Regional and National Development Sector
Accredited Indigenous and Local Communities	Global Challenges and Partnerships Sector
China	Brands and Designs Sector
France (Industrial Property)	Regional and National Development Sector
Japan (Copyright)	Infrastructure and Platforms Sector
Japan (Global)	Infrastructure and Platforms Sector
Mexico	Regional and National Development Sector
Republic of Korea (Alternative Dispute Resolution)	IP and Innovation Ecosystems Sector
Republic of Korea (Building Respect for Copyright and Related Rights)	Global Challenges and Partnerships Sector
Republic of Korea (Copyright)	Regional and National Development Sector
Republic of Korea (Industrial Property)	Regional and National Development Sector
Republic of Korea (IP Education)	Regional and National Development Sector
Spain	IP and Innovation Ecosystems Sector
Uruguay	Regional and National Development Sector

Funds-in-Trust as at December 31, 2024
(in Swiss francs)

Fund-in-Trust Donor	Fund code	Balance as of December 31, 2023	2024 Income				2024 Expenditure				Balance as of December 31, 2024
			Funds received	Interest gain	ULO/Other income	Total	Staff	Other direct	Administrative support costs	Total	
Accredited indigenous and local communities	W_IGC	22,868.97	18,518.24	119.11	-	18,637.35	-	41,506.31	-	41,506.31	0.01
Australia	WAUS4	-	573,780.00	1,874.04	-	575,654.04	-	116,066.38	15,088.65	131,155.03	444,499.01
China	WCNSP	387,206.37	242,609.13	2,302.71	-	244,911.84	-	470,208.21	61,127.10	531,335.31	100,782.90
China HR (CNIPA)	WCNPR	309,657.19	851,111.17	1,524.42	-	852,635.59	362,333.15	1,468.98	47,294.30	411,096.43	751,196.35
China HR (MFA)	WCNFA	297,933.00	185,009.58	970.89	-	185,980.47	279,220.10	-	36,298.65	315,518.75	168,394.72
France (Industrial Property)	WFRIP	593,995.81	300,000.00	3,715.93	1,185.90	304,901.83	-	406,483.38	52,688.70	459,172.08	439,725.56
France (Lisbon)	WFRLS	82,759.96	-	418.28	-	418.28	-	-	-	-	83,178.24
Italy	WITIP	44,128.71	-	223.05	-	223.05	-	-	-	-	44,351.76
Japan (Copyright)	WJPCR	1,179,169.68	468,646.00	6,250.95	-	474,896.95	112,958.60	155,527.11	34,903.15	303,388.86	1,350,677.77
Japan (Industrial Property) Global	WJPIG	8,545,534.18	5,775,490.00	45,793.03	678.20	5,821,961.23	1,263,264.45	3,650,115.55	638,651.25	5,552,031.25	8,815,464.16
Japan (Junior Professional Officers)	WJPOJ	169,790.90	-	858.22	-	858.22	-	-	-	-	170,649.12
Mexico	WMEXI	123,570.22	-	617.73	-	617.73	-	5,128.24	666.70	5,794.94	118,393.01
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	712,916.06	201,857.09	3,399.24	-	205,256.33	-	273,570.68	13,678.55	287,249.23	630,923.16
Republic of Korea (Copyright)	WKRCR	1,069,741.94	283,861.53	5,128.11	-	288,989.64	-	243,770.43	12,188.55	255,958.98	1,102,772.60
Republic of Korea (Copyright/Professional Officers)	WKRPO	47,318.22	234,144.50	660.92	-	234,805.42	180,403.45	-	21,648.45	202,051.90	80,071.74
Republic of Korea (Industrial Property)	WKIPO	382,057.37	300,000.00	1,789.10	-	301,789.10	102,731.20	144,084.65	2,468.20	249,284.05	434,562.42
Republic of Korea (IP Education)	WKRED	670,206.29	318,425.97	3,070.70	-	321,496.67	-	387,453.24	19,372.70	406,825.94	584,877.02
Republic of Korea (Professional Officers)	WKRJP	110,791.97	547,217.00	1,916.97	-	549,133.97	424,755.97	-	50,970.75	475,726.72	184,199.22
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	151,133.00	118,591.04	662.74	-	119,253.78	-	119,242.93	10,731.90	129,974.83	140,411.95
Republic of Korea (Ministry of Justice)	WKRJH	37,070.69	257,464.00	589.87	-	258,053.87	221,289.80	-	26,554.80	247,844.60	47,279.96
Saudi Arabia	WSAIP		4,821,988.22	-	-	4,821,988.22	-	-	-	-	4,821,988.22
Singapore	W_SGP	-	34,762.00	-	-	34,762.00	-	18,269.63	2,375.10	20,644.73	14,117.27
Spain (Industrial Property)	WESPI	329,809.13	174,941.50	1,539.96	-	176,481.46	-	161,015.88	20,932.10	181,947.98	324,342.61
Uruguay	WUYCH	31,058.71	-	137.33	-	137.33	-	5,310.00	690.30	6,000.30	25,195.74
The United Arab Emirates	WDUAE	46,202.47	-	233.53	-	233.53	-	-	-	-	46,436.00
WIPO for Creators	WWFCR	113,891.04	1,000.00	570.00	-	1,570.00	-	-	-	-	115,461.04
TOTAL		15,458,811.88	15,709,416.97	84,366.83	1,864.10	15,795,647.90	2,946,956.72	6,199,221.60	1,068,329.90	10,214,508.22	21,039,951.56

Australia

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**		
	Training has a wide and diverse audience	The Regional "Right to Read" Conference for Pacific Island Countries brought together a core group of 18 participants from one copyright office and one association for the blind and was successful in: (i) creating an understanding among the participants of the functioning and the benefits of the Marrakesh Treaty (MVT) and showcasing viable solutions for accessible book publishing suitable for the participating Pacific Island Countries; (ii) linking the copyright authority with the association for the blind in each country to enable joint advocacy for ratifying and implementing the MVT; (iii) connecting beneficiary countries' organizations of persons with disabilities to create a network for sharing good practices and, ultimately, exchanging accessible books; and (iv) shedding light on the abundance of resources offered by the ABC, the DAISY Consortium, the International Council for Education of People with Visual Impairment (ICEVI), the Round Table on Information Access for People with Print Disabilities and similar organizations.	Asia and the Pacific (9)
		100% of the 16 respondents to the post-Conference survey conducted among the core group agreed that:	
	Increase knowledge of best practices for accessible books for people who are print disabled	- their knowledge of best practices for accessible books for people who are print disabled had increased as a result of the Conference (69% strongly agreed; 31% agreed).	
	Increase networking of participants	- the Conference had led to increased networking among the participants (56% strongly agreed; 44% agreed).	
4.3	**Increased IP knowledge and skills in all Member States**		
	Training has a wide audience	WIPO collaborated with the Supreme Court of the Philippines, the Philippine Judicial Academy (PHILJA), and the Intellectual Property Office of the Philippines (IPOPHL) to conduct an integrated judicial education project for the Philippines Judiciary, based on the WIPO IP Benchbook-Philippines, comprising: (i) WIPO Academy's Distance Learning Course for Judges customized to include local procedures and examples from the Benchbook, and (ii) WIPO Judicial Institute's Judicial Colloquium in Manila. - The DL Course was completed by twenty-one judges with 100% of the post-course survey respondents indicating that the course assisted them in making more informed judicial decisions related to IP. - The Judicial Colloquium was attended by 34 judges and attorneys of IPOPHL.	Asia and the Pacific (1)
		100% of the 10 respondents to the post- Colloquium survey agreed that:	
	Training provides practical examples and increases knowledge of IP adjudication	- the Colloquium provided practical examples and increased their knowledge of IP adjudication (90% strongly agreed; 10% agreed).	
	Increased use of the Judicial 'IP Benchbook' in practice	- the Colloquium would increase their use of the IP Benchbook in their professional practice (90% strongly agreed; 10% agreed).	
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Training has a wide and diverse audience	Some 162 professionals from startups, SMEs and government SME development agencies in Indonesia and Viet Nam participated in 2 IP Management Clinics (IPMCs) representing 14 industries: - Indonesia: 105 SMEs and 25 SME development agencies - Viet Nam: 24 startups and SMEs	Asia and the Pacific (2)
	Level of satisfaction with the IPMC training and skills development	98% of the 124 respondents to the post-IPMC surveys indicated satisfaction.	
	At least 50% of beneficiary businesses participating in the IPMCs to be women owned, led, or orientated	Out of a total of 22 companies, 73% were women-owned/women-led: - Indonesia: 83% (10 out of 12) - Viet Nam: 60% (6 out of 10)	

Accredited Indigenous and Local Communities

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
2.1	**Development of balanced and effective international normative frameworks for IP**		
	On average, 4 participants from indigenous or local communities financed by the WIPO Voluntary Fund per IGC session, subject to the rules of the Fund as agreed by the WIPO General Assembly, and, in particular, to adequate funds being available	- 2024 Diplomatic Conference on Genetic Resources and Associated Traditional Knowledge: 7 participants[42] - IGC 48: none - IGC 49: none	Africa (2); Asia and the Pacific (1); Latin America and the Caribbean (2); North America (2)

China

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
2.1	**Development of balanced and effective international normative frameworks for IP**		
	Enhanced understanding among IP officials from Belt and Road Countries on the importance of IP as a means to alleviate poverty	16 ministerial-level government representatives and more than 400 IP professionals from 54 countries and 5 regional organizations took steps to promote mutually beneficial cooperation on IP through the exchange of experiences and dissemination of best practices at a high-level conference in September 2024, organized in cooperation with the China National Intellectual Property Administration (CNIPA).	Africa (3); Arab countries (10); Asia and the Pacific (14); Latin America and the Caribbean (9); Transition countries (17); Other (1); Regional Organizations (5)
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	No. of registrations of GIs by local communities as a result of WIPO technical assistance	Progress on the protection, collective management and commercialization of new GIs was made under Phase II of the following projects:	Africa (2)
		− GI Project "*Madd de Casamance*": registration of the "*Madd de Casamance*" GI at OAPI level (first GI from Senegal) and delivery of the GI registration certificate to the local community in June 2024.	
		− GI Project "*Riz de Kovié*": registration of the "*Riz de Kovié*" GI at OAPI level in January 2024 (first GI from Togo).	
	Enhanced capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of GIs	Capacity to use GI strategically by local communities in Senegal was enhanced as part of the GI Project "*Madd de Casamance*": collaborations between national authorities and GI producers association (APPIGMAC) have been strengthened to foster promotion of the GI products and local investments; and the members of the board of the APPIGMAC and local authorities developed a joined roadmap for the implementation of the GI, with special focus on control/certification and promotion/commercialization of the GI products.	Africa (1)
		Capacity of the members of the GI producer association (APIG - "*Riz de Kovié*") in Togo was enhanced in the area of implementation of the control plan and collective management of the GI.	Africa (1)
	Enhanced capacity of IP professionals, particularly in the area of trademarks and designs	Enhanced knowledge of IP professionals from developing countries in the core areas of IP with a focus on industrial property through the provision of scholarships for one continuing student and two new students.	Africa (1); Asia and the Pacific (2)

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[42] Pursuant to a decision by the 2023 Assemblies of Member States of WIPO. Four additional participants were funded through the budget allocated to the Diplomatic Conference.

France

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Participants with enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 892 participants from Offices, private sector, key public institutions, Government, universities and R&D institutions across 49 countries in the management and valuation of intangible IP assets, focusing in particular on: (i) important trademark issues and trademark procedures; (ii) technology transfers, licensing, IP commercialization and IP valuation as well as related European and international IP Law. This included 50 participants from IP enforcement agencies/institutions such as national police, national customs, and intelligence agencies from Mercosur countries to provide a comprehensive tailor-made capacity building program to enhance coordination among enforcement authorities within the participating countries.	Africa (16); Arab countries (8); Asia and the Pacific (9); Latin America and the Caribbean (10); Other (6)
	No. of countries engaged in South-South Cooperation	38 developing countries benefited from the South-South cooperation in various capacity building programs organized with the respective countries and organizations: Colombia, Côte d'Ivoire, Brazil, Peru, OMPIC and OAPI.	Africa (16); Arab countries (5); Asia and the Pacific (8); Latin America and the Caribbean (9)
	% of trainees satisfied with the enhanced knowledge and skills acquired	92% of the 9 participants (response rate 56%) in the WIPO Summer School of the Center for International Intellectual Property (IP) Studies CEIPI.	Africa (1); Arab countries (3); Asia and the Pacific (4); Latin America and the Caribbean (1)
		100% of the 8 participants (response rate 100%) who took part in the *Advanced Inter GI Europe 2024: The Collective Management of Quality for Geographical Indications.*	Africa (2); Asia and the Pacific (6)
		100% of the 6 participants (response rate 50%) in the *Advanced Inter GI Latin 2024: The Collective Management of Quality for Geographical Indications.*	Latin America and the Caribbean (6)

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	3 countries (Bangladesh, Pakistan, Lao People's Democratic Republic) took steps to advance and strengthen the development of their copyright framework and to increase knowledge and skills.	Asia and the Pacific (3)
	Level of satisfaction of participants in Mentorship Programs for Managers of Copyright Management Organizations	95% of respondents were satisfied with the Mentorship Programs.	Asia and the Pacific (3)

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**		
	Global participation in World IP Day Campaign	The World IP Day 2024 Campaign materials, such as the World IP Day video clip and digital ads, were delivered in 8 languages (the 6 official UN languages, Japanese and Portuguese). Online content was viewed by visitors from 246 countries/territories.	All countries and regions

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	93% of participants were satisfied with the following capacity building and training activities:	
		- Regional Meeting of Intellectual Property Office Officials Responsible for the Madrid System for Selected Asia and the Pacific Countries.	Asia and the Pacific (7)
		- Regional Meeting of Intellectual Property Office Officials Responsible for the Madrid System in Latin American and the Caribbean and an Outreach Event for Chilean Trademark Professionals.	Latin America and the Caribbean (8)
		- Expert Workshop on the Madrid System for the Intellectual Property Office of Brazil and An Outreach Event for Brazilian Trademark Professionals.	Latin America and the Caribbean (1)
	Enhanced access to information for the use of IP to support innovation	Five additional WIPOD – Design Talks were published in 2024, for a total of 6 episodes overall.	All countries and regions
3.3	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**		
	Participation of stakeholders in the WIPO GREEN platform	1 new stakeholder from Japan participated in WIPO GREEN	All countries
4.1	**More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**		
	Level of satisfaction of participants in WIPO training and skills development programs	98% of participants were satisfied with the following WIPO training and skills development programs:	
		- Mentoring Workshop on "Intellectual Property Fundamentals for Brand Designs and Co-creation of MSMEs Brands".	Asia and the Pacific (2)
		- Coaching and Mentoring Project for Women SMEs in Agribusiness: Follow up to Regional Conference for Women in Agribusiness.	Africa (25)
		- African Regional Youth Conference on Intellectual Property "From Ideas to Impact: The Role of IP in Fostering Youth Innovation and Creativity for Sustainable Development".	Africa (43)
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO capacity building, training and skills development programs	97% of participants were satisfied with the following WIPO capacity building, training and skills development programs:	
		- Sub-regional Workshop on the Enforcement of Intellectual Property Rights for Customs Officials, Police Investigators and Prosecutors, San José, Costa Rica.	Latin America and the Caribbean (7)
		- WIPO-JPO-EGIPA Sub-Regional Seminar on the Enforcement of Intellectual Property for Law Enforcement Officials from selected Arabic-speaking Countries in Africa.	Arab countries (6)
		- Regional Workshop on Intellectual Property Crimes in Rio de Janeiro, Brazil.	Latin America and the Caribbean (5)
		- IP4Youth &Teachers Regional Seminar on Innovation, Creativity, Intellectual Property and Entrepreneurship for ASEAN countries.	Asia and the Pacific (7)
		- National Workshop on Examination in the PCT National Phase for Patent Examiners of Intellectual Property Organization of Pakistan (IPO-Pakistan), Pakistan.	Asia and the Pacific (1)
		- Hands-on Training on Examination in the PCT national Phase for Examiners of Angolan Institute of Intellectual Property (IAPI).	Africa (1)
	% of participants who have successfully completed skills-based training programs	94% of participants successfully completed the following WIPO training and skills-based training program:	
		- WIPO-South Africa Advanced Summer School on Intellectual Property and Transfer of Technology.	Africa (6)

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
	No. of downloads of the mobile app	The ECOWAS mobile app for Designs ("AfricDeezayn") was downloaded 1,822 times.	Africa (15)
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Level of satisfaction of participants in WIPO capacity building, training and skills development programs	96% of participants were satisfied with the following WIPO capacity building, training and skills development programs:	
		- Technology and Innovation Support Centers (TISCs) Training Workshop on Patent Information and Technology Databases.	Asia and the Pacific (1)
		- Training Workshop on Patent Database Searches and Development of Technology and Innovation Support Centers (TISCs).	Asia and the Pacific (1)
		- Training seminar on Patent Analytics for Technology and Innovation Support Centers (TISCs) in Latin America.	Latin America and the Caribbean (3)
		- WIPO Regional Meeting on Strengthening the ASEAN Regional Technology and Innovation Support Center (TISC) Network.	Asia and the Pacific (9)
		- IP Management Clinics in Brunei Darussalam, Lao Peoples Democratic Republic.	Asia and the Pacific (2)
		- IP Management Clinic for SMEs and Start-Ups from the Arab region- E-commerce.	Arab countries (11)
		- WIPO Technology and Innovation Support Center (TISC) Regional Meeting for Arab Countries Webinar.	Arab countries (11)
		- WIPO Regional Meeting for the Development of Technology and Innovation Support Center (TISC) Networks in Central Asia.	Transition countries (5)
		- ASEAN IP Valuation Project.	Asia and the Pacific (3)
		- WIPO-ARIPO Regional Meeting on the Development of a Regional Technology and Innovation Support Center (TISC) Network.	Africa (22)
		- Scaled-up IP Management Clinic in Malaysia.	Asia and the Pacific (1)
		- Scaled-up IP Management Clinic in Thailand.	Asia and the Pacific (1)
		- Strategic IP Assist in Indonesia.	Asia and the Pacific (1)
		- Cross-Regional Forum on IP and Women in Entrepreneurship.	Africa (4) Latin America and the Caribbean (4)
		- Training, Coaching and Mentoring in IP and Branding Strategies for Youth Entrepreneurs.	Africa (1)
		- Intellectual Property (IP) Weeks Initiative in Ethiopia.	Africa (1)
		- Development of Women Agribusiness Impact Journal.	Africa (24)
		- Inventor Assistance Program Summit 2024.	Africa (2); Arab countries (1); Asia and the Pacific (1); Latin America and the Caribbean (4)
	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	100% of participants were satisfied with the following WIPO capacity building and training activity:	
		- Scholarships for the International Patent Drafting Program (2024 course).	Africa (3); Asia and the Pacific (4)
	Enhanced content of IP Advantage Database	8 new case studies were added to the IP Advantage Database.	All countries and regions
	Enhanced access to information for the use of IP to support innovation	Access to information was enhanced through:	
		- Patent Land scape reports on (i) Generative AI and (ii) Agrifood.	All countries and regions
		- Translation of the WIPO Patent Drafting Manual (Second Edition) into Arabic.	Arabic-speaking countries
4.5	**Enhanced IP infrastructure for IP Offices**		
	No. of IP documents digitized, captured, validated, or converted to full text	- Digitization of IP documents such as patents, trademarks, and industrial designs for IP Offices.	Africa (1 regional organization); Arab countries (1); Asia and the Pacific (2)
		- Data Validation and verification of IP documents.	Africa (2)
		- Produce patent full text by OCR proofreading and loading in PATENTSCOPE.	Latin America and the Caribbean (1)

Level of satisfaction of participants in WIPO training and skills development programs	100% of participants were satisfied with the following WIPO training and skills development programs:	
	- 4th ASEAN IP Register Regional Coordinators Meeting and WIPO-ASEAN IT Workshop.	Asia and the Pacific (9)
	- 6th ASEAN IP Register Regional Coordinators Meeting.	Asia and the Pacific (9)
	- Sharing Best Practices (SBP) Workshop on Digital Customer Services.	Asia and the Pacific (4)
	- WIPO Regional Training workshop on IPAS 4.0 cloud native.	Africa (18)

Mexico

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Enhanced knowledge of Geographical Indications (GIs) and Appellations of Origin (AO) as tool for economic growth and social development	Increased awareness of the importance of GIs and AOs as a tool for economic growth and social development of IP professionals through an exchange of views among 400 participants, as part of the Seminar to commemorate the 50th Anniversary of Tequila (AO) and 30th Anniversary of the Tequila Regulatory Council.	Latin America and the Caribbean (1)

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Over 3,600 participants from 125 Member States enhanced their awareness of WIPO's ADR services through webinars on ADR for copyright and content disputes.	Africa (28); Arab countries (13); Asia and the Pacific (19); Latin America and the Caribbean (21); Transition countries (22) Other (22)
	Increased use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	3 disputes in 2024 were referred to the MCST-WIPO Mediation Promotion Scheme in the period. The Scheme was expanded to support the resolution of copyright disputes beyond the Republic of Korea in one additional country.	Asia and the Pacific (2); Latin America and the Caribbean (1)
	Increased access to online tools to facilitate the filing and administration of ADR cases related to copyright and content disputes	Development and implementation of online modules to streamline the co-administration of mediation requests filed with Member States Intellectual Property and Copyright Offices, including the Business and Intellectual Property Authority of Namibia (BIPA), Copyright Office of Tanzania (COSOTA), Kenya Copyright Board (KECOBO), National Copyright Office of the Dominican Republic (ONDA), and the National Institute for the Defense of Competition and Protection of Intellectual Property of Peru (INDECOPI).

In 2024, an additional 559 mediation requests (+55% over 2023) and additional 599 hearings (+3% over 2023) were conducted through such online modules. | All countries and regions |

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

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
2.3	**International dialogue and cooperation on Building Respect for IP**		
	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 effectiveness and the legal and technical means of implementing website blocking orders for copyright enforcement at the global level was completed in December 2024 and will be published ahead of the 17th session of the Advisory Committee on Enforcement (ACE) in February 2025 (available under WIPO/ACE/17/13).	All countries and regions
	Increased access to tools and information aimed at raising public awareness, in particular among youth, of the importance of respect for copyright	The IP Clubs project, implemented jointly with ARIPO, continued in 2024 with 15 schools in 3 countries (Malawi, Liberia, Zimbabwe) and reaching over 300 students and 30 teachers.	Africa (3)
		Arabic and French versions of the online "IP Challenge" game were added to the existing versions in English, Indonesian, Portuguese, Spanish and Vietnamese, enhancing the tool's accessibility and reach.	All countries and regions
	Increased awareness on topical issues that arise in IP enforcement and in building a culture of respect for IP	The International Symposium on Copyright Enforcement was held in Hanoi, Viet Nam, on June 17 to 21, 2024. It was organized by WIPO in collaboration with the Copyright Office of Viet Nam (COV) and the Ministry of Culture, Sports and Tourism (MCST) of the Republic of Korea, with the cooperation of the Korea Copyright Protection Agency (KCOPA) and the World Trade Organization (WTO). Twenty-one speakers and 34 participants exchanged experiences and best practices from across the IP enforcement ecosystem, including administrative and judicial proceedings and insights from the creative industries.	Africa (2); Arab countries (1); Asia and the Pacific (10); Latin America and the Caribbean (2)
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs	100% satisfaction based on 44 responses to the survey questionnaire by participants and speakers in the above Symposium.	Same as above

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	1 additional country (Bangladesh) took steps to advance and strengthen the development of their copyright framework and to increase knowledge and skills. 3 countries (Nepal, Pakistan, Sri Lanka) took additional steps to advance and strengthen the development of their copyright framework and to increase knowledge and skills.	Asia and the Pacific (4)
	No. of accessible books produced by local partners in various countries	Through funding and technical assistance provided by ABC, the partner NGOs in 3 countries produced 496 accessible format copies of educational materials in Bangla, English and Sinhala for primary, secondary and university-level students in EPUB3, DAISY Audio, Braille Ready Files (BRF) and embossed braille: Bangladesh (295), Sri Lanka (160) and Trinidad and Tobago (41).	Asia and the Pacific (2); Latin America and the Caribbean (1)

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs on the use of IP and Artificial Intelligence in conducting substantive examination	Under the project "WIPO IPwAI (IP with AI) for Enhancing the Capacity of National IP Offices to Use Artificial Intelligence (AI)", 113 public officers from 4 national IP Offices enhanced their IP knowledge and skills on the practical use of AI in conducting searches and substantive examinations. 97% of the 89 respondents indicated that they were satisfied or very satisfied with the coaching program.	Asia and the Pacific (4)
	No. of countries that have taken measures to strengthen business competitiveness through brands and designs	1 additional country took measures to strengthen business competitiveness through brands and designs (19 countries cumulative).	Asia and the Pacific (1)
	Increased information on the benefits of trade secret protection in the IP eco-system	The WIPO Guide to Trade Secrets and Innovation, which aims to provide a strategic and legal overview of trade secrets for anyone interested in intellectual property strategy and management, was published in July 2024.	All countries and regions
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Increased awareness among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	Some 38 participants enhanced their understanding of the importance of Appropriate Technologies and problem-solving using patent information in the 2nd edition of the orientation workshops for the Appropriate Technology Competition (ATC).	Latin America and the Caribbean (1)
	Enhanced understanding among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	As part of the ATC, 17 innovators from Trinidad and Tobago submitted projects (+8 as compared to 2023, or an increase in participation of 94%). 3 innovators received rewards for: (i) Bio-electrical water treatment system; (ii) Eco-car wash; (iii) Giant African Snail De-FENCE device. The 3rd place winner of the Competition began exporting his device from Trinidad and Tobago to countries in the Caribbean region.	Latin America and the Caribbean (1)
	No. of technologies developed by public institutions commercialized	1 technology - a prototype for Low-density Polyethylene (LDPE) food packaging film containing Rice Husk Ash (RHA) to extend the shelf life of fruits and vegetables - developed by Khon Kaen University (KKU) in Thailand - received patent protection in 2024 and began licensing out as part of the commercialization process.	Asia and the Pacific (1)

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	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, focusing on: (i) understanding of IP issues; (ii) learning tools for IP Management; and (iii) knowledge of the role and functions of WIPO (49 participants - 28 women, 21 men - from 25 countries successfully completed a short-term education program).	Africa (7); Arab countries (2); Asia and the Pacific (10); Latin America and the Caribbean (3); Transition countries (3)
		Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (15 participants - 9 women, 6 men - from 12 countries successfully completed the Master's degree program).	Africa (3); Arab countries (1); Asia and the Pacific (5); Latin America and the Caribbean (2); Transition countries (1)

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
		Enhanced knowledge and practical skills of design examiners and from developing countries, LDCs and countries in transition (33 participants – 20 women, 13 men - from 20 countries completed the training).	Africa (7); Arab countries (2); Asia and the Pacific (7); Latin America and the Caribbean (2); Transition countries (1); Other (1)
		Enhanced knowledge and skills of patent examiners from developing countries, LDCs and countries in transition (16 patent examiners - 9 women, 7 men - from 9 countries completed the 3 phases of in-person training).	Africa (1); Arab countries (2); Asia and the Pacific (4); Transition countries (2)
		Enhanced knowledge and skills of trademark examiners and professionals from developing countries, LDCs and countries in transition (122 participants - 68 women, 54 men - from 46 countries completed the online training).	Africa (16); Arab countries (1); Asia and the Pacific (13); Latin America and the Caribbean (6); Transition countries (7); Other (3)
		Enhanced the IP knowledge among women scientists, academics, and entrepreneurs, and empowered prominent women in science from developing countries, LDCs, and countries in transition (23 women scientists from 14 countries, including UNESCO-L'Oréal Laureates).	Africa (2); Arab countries (3); Asia and the Pacific (3); Latin America and the Caribbean (5); Transition countries (1)
		Enhanced the capacities of public officers, professionals and researchers in the field of Intellectual Property and Artificial Intelligence (55 participants – 22 women, 33 men – from 28 countries completed full training).	Africa (6); Arab countries (5); Asia and the Pacific (7); Latin America and the Caribbean (2); Transition countries (7); Other (1)
		Enhanced knowledge and skills of public and private sector professionals from developing countries, LDCs and countries in transition in managing IP assets:	
		– 1,296 participants from 110 countries completed the online component of training.	
		– 194 participants successfully completed IP Panorama and DL-450 training.	
		– 35 participants (18 women, 17 men) from 24 developing countries, LDCs and countries in transition, participated in the in-person training, including a mock-negotiation session and group exercises, and were awarded Advanced International Certificates for successful completion of the final intensive training phase.	Africa (5); Arab countries (2); Asia and the Pacific (10); Latin America and the Caribbean (2); Transition countries (4); Other (1)
	Participants who were satisfied with the training programs	Of 209 respondents to evaluation surveys conducted across 4 of the above training programs[43], 93% reported overall satisfaction.	

Spain (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Increased knowledge of IP professionals on various topics under the framework of modernization programs of Industrial Property Offices	19 IP professionals increased their knowledge on various topics under the framework of modernization programs of Industrial Property Offices and appreciated the exchange of ideas with professionals from across the region.	Latin America and the Caribbean (19)
	Level of satisfaction of participants attending the event	100% of the participants (response rate 47%) were satisfied with the overall quality and content of the program.	
4.1	**More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**		
	Enhanced capacity of IP professionals on the intersection of IP, Innovation and Gender	Enhanced capacity of 34 IP experts on IP, Innovation and Gender.	Latin America and the Caribbean (7); Other (2)
	% of participants in WIPO workshops who find the training useful	100% of the participants (response rate 59%) in the above workshop found the information provided useful.	
4.3	**Increased IP knowledge and skills in all Member States**		

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[43] Executive training in (i) design examination and (ii) trademark examination; (iii) WIPO Summer School; (iv) Advanced International Certificate Course (AICC) on IP Asset Management for Business Success; (iv) Interactive Online Workshop on AI and IP

	Performance Indicators	Key Results in 2024	Beneficiary Countries
	Level of satisfaction of participants in WIPO training and skills development programs	100% satisfaction of 68 participants in the following programs (response rate 51%):	
		- Regional Seminar on Trademarks as factors of innovation and business.	Latin America and the Caribbean (17)
		- Regional Seminar on IP for Judges of Latin America.	Latin America and the Caribbean (15 countries and 1 regional organization)
		- Regional training course on trademarks and common aspects of industrial property for trademarks examiners from IPOs.	Latin America and the Caribbean (10)
	% of participants in WIPO workshops who find the skills acquired relevant for their institutions	100% of the above respondents found the skills acquired relevant for their institutions.	See above

Uruguay

Performance Data

	Performance Indicators	Key Results in 2024	Beneficiary Countries by Region
4.5	**Enhanced IP infrastructure for IP Offices**		
	Improved management and processing of industrial property files and applications with the objective of safeguarding the protection of the Industrial Property rights of their owners	Under Phase II, Stage II, of the Project for the modernisation of IT platforms of the National Directorate of Industrial Property (DNPI) of Uruguay, operationalization of several key improvements, including *inter alia*: (i) the development of the new system for online filing and notifications of IP rights; and (ii) the integration with APIA Documentum, (the electronic document management system of the State of Uruguay), began at the end of 2024. Full implementation is scheduled for 2025.	Latin America and the Caribbean (1)

ANNEX IX Capital Master Plan Progress Report 2024

This Annex reports on all Capital Master Plan (CMP) projects funded by the WIPO Reserves as approved by Member States.

The report includes Progress Reports for projects that were under implementation in 2024 and Completion Reports for projects that were completed during 2024.

Progress Reports provide Member States with an overview of progress made in project implementation during the period January to December 2024. Completion Reports provide a concise summary of the overall project implementation and achieved benefits.

CMP 10	Madrid IT Platform	Completion Report
CMP 11	Integrated Conference Services Platform (ICSP)	Progress Report
CMP 25	Treasury Management System (TMS)	Progress Report
CMP 31	Enterprise Performance Management (EPM) 2nd Generation Cloud Based	Completion Report
CMP 35	Strong Modern Authentication	Progress Report
CMP 36	WIPO IP Portal - Phase III	Progress Report
CMP 37	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications Phase III	Progress Report
CMP 38	Enterprise Service Management	Progress Report
CMP 39	AIMS 2.0 Transformation - Phase I	Progress Report
CMP 40	Data Management and Governance	Progress Report
CMP 41	PCT Resilient and Secure Platform - Hybrid Phase	Progress Report

Reserved-funded projects as at December 31, 2024
(in thousands of Swiss francs)

	Project Budgets	Expenditure [1]			Remaining Balance	Budget Utilization
		Expenditure up to end 2023	2024 Expenditure	Total Expenditure		
ICT Related Projects						
WIPO IP Portal - Phase III	7,531	4,722	1,970	6,692	838	89%
PCT Resilient and Secure Platform - Hybrid Phase	9,945	1,370	2,887	4,257	5,688	43%
Madrid IT Platform	6,000	3,766	2,163	5,929	71	99%
Madrid IT Platform - Phase II[4]	10,950	-	376	376	10,574	3%
Cloud Transition - Phase III[2]	2,750	1,464	734	2,198	552	80%
Integrated Conference Services Platform	930	583	62	645	285	69%
Hague Externalization Project [3]	3,001	2,981	20	3,000	1	100%
Treasury Management System (TMS)	250	112	23	135	115	54%
Enterprise Performance Management (EPM) 2nd Generation Cloud Based	825	668	36	704	121	85%
AIMS 2.0 Transformation - Phase I	2,900	488	1,049	1,537	1,363	53%
AIMS 2.0 Transformation - Phase II[4]	21,500	-	-	-	21,500	-
Enterprise Service Management (ESM)	1,500	220	315	535	965	36%
Data Management and Governance	1,000	-	-	-	1,000	-
Sub-total	**69,082**	**16,374**	**9,636**	**26,010**	**43,072**	**38%**
Building Related Projects						
Building Management System for HVACS facilities and lighting[4]	10,839	-	-	-	10,839	-
Sub-total	**10,839**	**-**	**-**	**-**	**10,839**	**0%**
Safety and Security Related Projects						
Strong Modern Authentication	897	105	222	327	570	36%
Sub-total	**897**	**105**	**222**	**327**	**570**	**36%**
GRAND TOTAL	**80,818**	**16,479**	**9,858**	**26,336**	**54,481**	**33%**

[1] *Expenditure refers to actual expenditure pre-IPSAS adjustments.*

[2] *Project full name: "Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications".*

[3] *This project has been closed, and its remaining balance has been returned to the Accumulated Surpluses.*

[4] *Project was approved in 2024 and will be included in the 2025 WPR.*

CMP 10 MADRID IT PLATFORM PHASE I

Project Completion Report[44]

Deliverable Achievement

- Completed
- In Progress
- Planned
- De-scoped

Resource Utilization

Utilization rate: 99%

Objectives	Key Achievements
Enhance customer experience and improve digital communication with Madrid System users.	A design prototype for eMadrid[45] was developed, and an interim landing page was launched as a first step in providing unified access to all Madrid services. The architectural framework was designed, basic requirements were implemented, and initial integrations with existing WIPO systems for eMadrid[46] were completed.
	Eight new online forms were launched, all enhanced to include guided steps and additional data validation features. Additionally, a more robust audit functionality was added to proactively identify issues and avoid service delays.
	A standardized, organization-wide approach to Identity and Portfolio Management was established. This approach enables eMadrid to support self-service, authentication, real-time functionalities, and effective management of IP assets.
	A new notification system was implemented, based on an event-driven architecture with cloud-native infrastructure to ensure a more reliable and auditable record of high-priority communications with Madrid customers.
	A secure payment functionality was activated, allowing customers to pay for international trademark applications and modification transactions by credit card.
Improve data storage integrity and the quality of data exchange with IP Offices.	The development of MOSS (Madrid Object Storage System), a new and improved document storage and retrieval system that supports several file types, including audiovisual marks, was well advanced by the end of 2024. Additional minor refinements[47] of the solution are still required to ensure maintainability and alignment with organizational standards.
	The specification, design, and delivery of Madrid Office APIs[48] (Application Programming Interfaces) for all decision notifications were completed. The Lithuanian National IP Office is piloting the usage of these APIs, and bilateral discussions are ongoing with other IP Offices that have expressed interest in their adoption.

The Security and Information Assurance Division (SIAD) has been extensively consulted throughout the lifecycle of the enhancements and planning processes detailed above to ensure security and privacy by design from the start. The integration of the development processes into the CI/CD pipelines ensured continuous testing and validation against security requirements. This extended to the pre-release testing and will feature in the continuing roadmap.

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[44] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2018-27" (document WO/PBC/27/9). For updates to those, please refer back to previous CMP Progress Reports and to the proposal for Phase II (CMP 42) in the "Capital Master Plan Project Proposals" (document WO/PBC/37/11).

[45] An online portal that offers Madrid external users a secure and centralized location to perform all necessary actions related to the filing and management of their international applications and registrations.

[46] The release of eMadrid to external users is planned for 2025 under Phase II (CMP 42).

[47] These will be delivered in the early stages of Phase II (CMP 42).

[48] The creation of a structured set of Madrid transaction APIs will eventually replace the existing file transfer process (FTP batch upload) and gives IP Offices the option to exchange and submit data (decision notifications) electronically via these APIs.

This roadmap outlines the planned deliverables for the entire project and provides the foundation for Phase II (CMP 42). The objective of Phase II of the project is to establish a new fundamental application architecture, upon which streamlined and cost-effective data processing and examination systems will be based. This will enable the flexibility and responsiveness required to support the current and future needs of the Madrid Registry and its customers.

Benefits Realization

All Benefits Delivered by the Project

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

IMPROVED CUSTOMER EXPERIENCE

- The online services/tools ensure that the user is guided through the required steps via a simple and effective online user interface.
- The adoption of the Madrid Application Assistant accounts for over 4% of new applications received.
- The Madrid System offers online forms for 96 per cent of the volume of transactions that concern the management of international registrations.
- The adoption rate of online forms is 70 per cent since their implementation.
- The launch of the interim eMadrid landing page was the first step in ensuring that customers have access to all Madrid services through a single online entry point.
- Customers have the option to pay via credit card in addition to bank transfer, current account, PayPal, etc.

INCREASED EFFICIENCY OF WIPO

- Transactions received via online forms bypass the data entry process, leading to lower pendency compared to transactions received by PDF or paper. The following illustrates the pendency results for online forms as at the end of 2024:
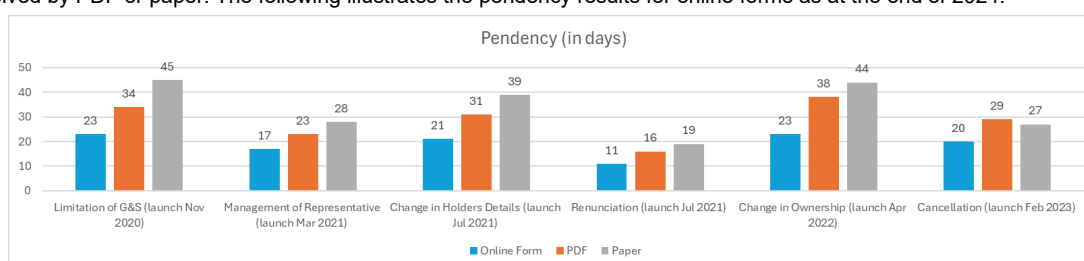
IMPROVED DATA EXCHANGE BETWEEN WIPO AND NATIONAL/REGIONAL OFFICES

- The new Madrid Office APIs establish and define clear and unambiguous data requirement standards needed to improve data quality of the Madrid Register. The availability of these APIs allows IP Offices to directly exchange and submit data as opposed to the traditional uploading of batched transactions. The APIs offer real time validation, which streamlines operations for both IP Offices and WIPO. The receipt of higher quality inputs will accelerate the processing of transactions and examination as manual intervention will be reduced. To fully realize these benefits, active participation from interested IP Offices is required.
- The Madrid Application Assistant, available to IP Offices, improves the quality of incoming international trademark applications due to integrated data validation and translation tools.

IMPROVED QUALITY OF WIPO OUTPUTS

- The data received from online forms is of higher quality due to enhanced validations, which leads to a reduction in irregularities compared to transactions received by PDF or paper. The following illustrates the irregularity rates for online forms as at end 2024:
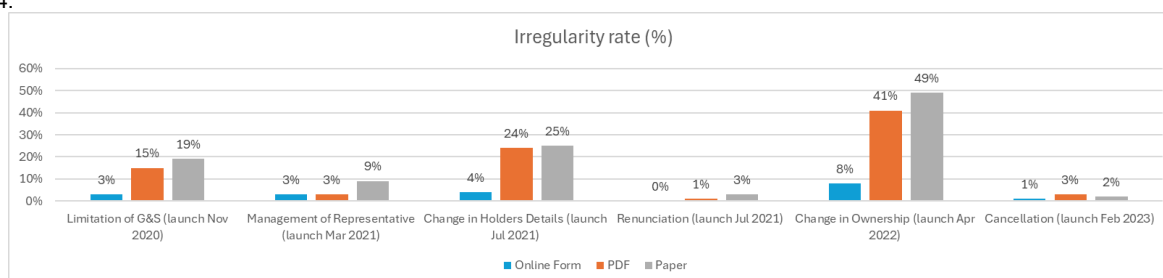
- A more comprehensive and reliable auditing functionality for online forms proactively identifies issues and avoids service delays.
- The new notification system has increased auditability and reporting capabilities compared to previous processes, reducing notification errors and requiring less manual intervention.

Project Timeline

The project was initially delayed due to a backlog of transactions and development tasks that had accumulated during the Madrid IT modernization program and needed to be addressed as a priority.

	2018				2019				2020				2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																												
Actual																												

The COVID-19 pandemic shifted priorities to business continuity and the need for digital exchange with users and IP Offices. As a result, the engagement of an external consultancy to deliver the technical feasibility assessment and the subsequent establishment of the project roadmap were delayed.

Finally, the roadmap indicated that implementing key areas of work would span several years, likely requiring multiple phases. In 2023, in-depth progress assessments resulted in a refined roadmap, reflected in the proposal of Phase II (CMP 42).

Risk and Mitigation Actions

No strategic risks that had a significant impact on project implementation materialized.

Lessons Learned

Assigning a dedicated full-time Solution Architect exclusively to the project is crucial for providing architectural guidance, ensuring a well-structured technical solution, and for strengthening alignment across teams, which improves overall project execution.

Instead of recruiting separate development resources for individual work packages, maintaining a core team that works across multiple packages fosters better knowledge transfer, cross-application expertise, and overall efficiency.

Investing more effort to refining business requirements and specifications early in the project reduces ambiguity, sets clearer expectations, and minimizes rework during development.

Annual Recurring Costs

Cloud hosting costs of approximately 60,000 Swiss francs

Resource Utilization

Resource Utilization as at December 31, 2024
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Analysis & Planning	482,220	484,074	484,074	100%	100%
Madrid Online Forms (step 1)	365,932	325,587	325,587	100%	100%
Madrid Online Forms (step 2)	337,556	311,043	311,043	100%	100%
Madrid Online Forms (Auditing functionalities)	-	454,317	454,317	100%	100%
Overhaul of data receipt and notification system	-	-	-	-	100%
Identity & Portfolio Management	142,000	44,288	44,288	100%	100%
Madrid credit card payment	-	-	-	-	100%
eMadrid (step1 - design)	568,440	758,489	758,489	100%	100%
eMadrid (step 2 – development & implementation)	-	1,769,638	1,769,638	100%	80%[49]
Madrid Object Storage System (MOSS)	660,256	1,201,141	1,201,141	100%	95%[49]
Business Process Manager – Analysis & initial configuration	129,840	53,980	53,980	100%	–[50]
Basic cloud Infrastructure	249,507	55,172	55,172	100%	–[50]
Madrid Office APIs	-	304,584	304,584	100%	100%
New document/data ingestion system	-	34,566	34,566	100%	20%[49]
New Application MVP (Core Architectural Elements)	-	132,616	132,616	100%	2%[49]
Additional deliverables to be defined in the project roadmap	3,064,249[51]	-	-	-	-
Total	**6,000,000**	**5,929,495**	**5,929,492**	**100%**	**100%**

The remaining budgetary balance amounting to 70,508.09 Swiss francs will be subsequently returned to Accumulated Surpluses.

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[49] Work package delivery will continue under Phase II (CMP 42).
[50] Work package has been absorbed into other work packages of the project.
[51] During this project phase, the budget was reassigned to the work packages as they were defined in the project roadmap.

CMP 11 INTEGRATED CONFERENCE SERVICES PLATFORM (ICSP)
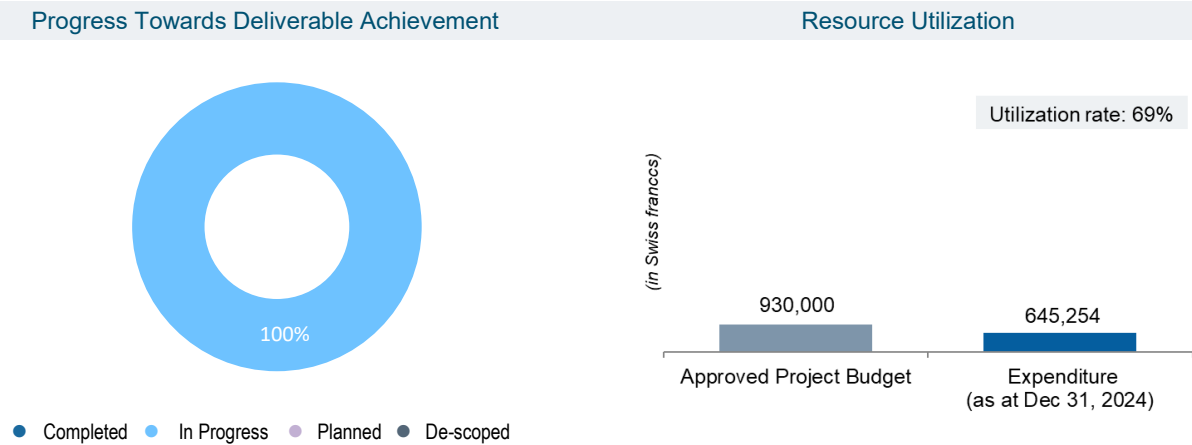
Project Progress Report[52]

Revisions to Project Business Case, Objectives or Scope in 2024

Following the fundamental changes in the Organization and the broader strategic, business, and technology landscape since the ICSP requirements were set in 2018, WIPO management decided in 2023 to halt the ISCP project, to revisit the six-year-old requirements, and to start with a fresh vision.

In 2024, the ICSP project was thus marked by a re-orientation phase to close off the initial ICSP project and kick off the new initiative. By end 2024, a vision document had been prepared which set out the broader direction, motivation and purpose of the Digital Secretariat initiative.

Notably it sets out a clear set of objectives for how to make WIPO's meeting processes (and the meetings themselves) more efficient and more client-oriented, which will give more credibility to WIPO as a convener and instill confidence in the Organization's potential. The vision offers a basis for several workstreams and projects, associated with meeting management process redesign and the implementation of IT tools to support them. All of these workstreams are contributing toward achieving the desired transformation.

This current CMP project will continue in 2025 and 2026 to deliver a robust planning framework for the new initiative.

Progress Towards Deliverable Achievement

Resource Utilization

Utilization rate: 69%

100%

930,000 — Approved Project Budget

645,254 — Expenditure (as at Dec 31, 2024)

(in Swiss franccs)

● Completed   ● In Progress   ● Planned   ● De-scoped

Key Achievements in 2024

A new vision for the Digital Secretariat initiative was developed.

Performance Data

No benefits were delivered in 2024 as work advanced on developing the new vision.

Project Timeline

	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Initial									
Actual									

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[52] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2018-27" (document WO/PBC/27/9). For updates to those, please refer back to previous CMP progress reports.

CMP 25 TREASURY MANAGEMENT SYSTEM

Project Progress Report[53]

Progress Towards Deliverable Achievement
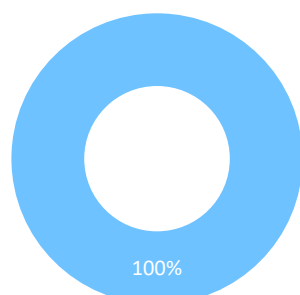
100%

● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization

Utilization rate: 54%

(in Swiss francs)

250,000
Approved Project Budget

134,962
Expenditure
(as at Dec 31, 2024)

Key Achievements in 2024

- The PCT Receiving Office (RO) Fee Transfer Service was successfully implemented by replacing outdated processes with an Application Programming Interface (API) for creating PCT RO bills, ISA payments, and refunds. Furthermore, negative bills were replaced by AP vouchers, deposits for all PCT RO receipts were standardized, the outdated reservation process for PCT RO was discontinued, and a refund dashboard for streamlining PCT RO refund requests was introduced.

- Progress continued on the development of the PCT IB Fee Transfer Service.

- SIAD was extensively involved in defining and validating the security controls implemented in the Treasury Risk Management System (TRMS), including ensuring segregation of duties within the various processes and ensuring secure communications between the TRMS and external payment/treasury environments.

Performance Data

Benefits Delivered by end 2024

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

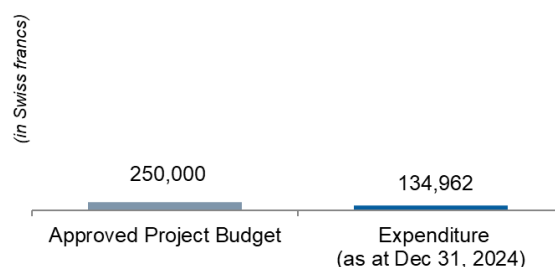|	
Improved efficiency in payment processing for treasury transactions	Improved deployment of cash for investment purposes resulting in incremental interest income
Improved counterparty risk management related to operational risk	Improved visibility and management of currency risk exposures
Improved security and reduced risk of error or payment fraud with enhanced security controls embedded in the treasury management system	Improved visibility and management of counterparty credit risk exposures
Improved operational risk management during crisis planning with the enhanced banking connectivity in the TRMS	Improved efficiency in the transmission of financial data from AIMS to eDossier
Improved cash visibility and cash forecasting accuracy resulting in better liquidity management	Improved financial information processing in AIMS

Project Timeline

	2020				2021				2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																								
Actual																								

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[53]The original Business Case and Objectives are reflected in "Capital Master Plan for 2020-29" (document WO/PBC/30/11). For updates to those, please refer to previous CMP progress reports.

CMP 31 ENTERPRISE PERFORMANCE MANAGEMENT (EPM) 2ND GENERATION CLOUD BASED

Project Completion Report[54]

Deliverable Achievement	Resource Utilization

100%

● Completed ● In Progress ● Planned ● De-scoped

Utilization rate: 85%

(in Swiss francs)

825,000 — Approved Project Budget

704,338 — Expenditure (as at Dec 31, 2024)

Objectives

Identify and implement a cloud-based EPM solution that meets WIPO's business needs to support its full performance cycle and associated processes. Introduce new technologies to enhance user experience, system functionalities and performance as well as leverage advanced features.

Ensure that WIPO's EPM system is future-proof and is operating in a supported and secure environment. The advanced features of the EPM cloud will enable quick deployments and provide enriched user experience with more value-added results.

The EPM cloud-based solution will cover current business needs while enhancing the intuitiveness and look and feel of the existing user interfaces, ensuring compatibility with current versions of web browsers, improving the performance of the application, and simplifying integration with other ERP systems.

Key Achievements

A cloud-based solution to support WIPO's performance cycle (planning, implementation and monitoring as well as performance assessment) was selected that meets current and future business needs. Increased flexibility and self-service functionalities were developed that empower business users. Simplified, seamless and automated integrations of the new solution with the current AIMS suite of ERP systems were implemented.

Security requirements and architecture were prioritized from the outset, ensuring a future-proof solution from both information security and privacy perspectives. The user-centric, intuitive interface was developed in collaboration with over 25 colleagues from across all Sectors.

The early involvement of end-users from all Sectors ensured that intuitiveness, look and feel, system performance, and compatibility with web browsers were at the forefront of the solution development. Unlike the previous EPM solution, the new solution WePerform and its underlying SaaS offers exceptional flexibility to adapt to changing business requirements, whilst reporting capabilities are more user-friendly, agile, and seamlessly integrated.

Benefits Realization

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.2 Digitally enabled, secure and sustainable operating environment and service				
Enhanced self-service capabilities to empower the business	No. of self-service functionalities, including reporting and analytical functionalities, available to business users	Limited self-service capabilities and no ad hoc reporting/analytics capabilities	End Users: tbd in line with business requirements	6 enhanced self-service capabilities delivered
			Central Team: tbd in line with business requirements	20 enhanced self-service capabilities delivered

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[54] Business Case and Objectives are reflected in the "Supplementary Capital Master Plan Projects" (document WO/PBC/31/12).

Benefit description	KPI	Baseline Value	Target Value	Performance Data
Improved user experience	Increased overall user satisfaction with EPM, including ease of use	65%	≥ 85% (satisfied or highly satisfied)	Subsequent user survey pending
Improved performance of the application	% of users that indicate satisfaction with EPM performance	N/A	85%	Subsequent user survey pending
Seamless, reliable and improved integration processes with other ERP systems	No. of fully automated interfaces, including across biennia	All integrations semi-automated and not available across biennia	All integrations fully automated including across biennia, where relevant	All integrations fully automated including across biennia
Future-proof in terms of information security compliance and browser compatibility	Automatic software/browser upgrades with limited intervention from support teams	Implemented with additional time and effort by WIPO and UNICC.	Automatic upgrades by the cloud solution to ensure the "last upgrade ever" status at all times	Application updates are automatically applied as and when requested by WIPO
	No. of new generation browsers with which EPM is compatible	1 (Internet Explorer)	All supported browsers, including on mobile devices	Chrome, Firefox, and Edge are supported and in use; usage on mobile devices descoped
Enhanced agility and flexibility to address new business needs	Reduction in time and effort to prepare EPM for biennial and annual planning cycles, including enhancements to the systems	Biennial planning[55]: 20 weeks	Biennial planning: 4 weeks	2026/27 biennial planning application was prepared in less than one week
		Annual Workplanning[54]: Y1 – 18 weeks Y2 – 6 weeks	Annual Workplanning: Y1 – 4 weeks Y2 – 3 weeks	Annual workplanning applications for 2024 and 2025 were each prepared in less than one week
	Reduction in the no. of customizations	Critical business requirements are dependent on customized software solutions	100% of the current customizations use out of the box functionalities.	No customizations implemented

Project Timeline

2020				2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Initial																
			Actual																

The project was delayed in 2021 due to other conflicting organizational priorities, in particular, related to the intense planning cycle for the Program of Work and Budget for 2022/23 and other preparations for the Program and Budget Committee (PBC).

Risk and Mitigation Actions

No strategic risks that had a significant impact on project implementation materialized.

Lessons Learned

Experience from other organizations is helpful in avoiding mistakes made by others and steering the high-level solution design in the right direction.

User Experience experts add significant value in designing workflows and layouts that help maximize end-user buy-in of the solution.

Involving future end-users from all areas of the business increases buy-in, knowledge spread and adoption.

Implementation teams comprising of business experts, technical experts and resources at the intersection of business and IT are valuable in avoiding siloed and biased decision making.

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[55] From the date the Service Request was raised until business sign-off of the application for go-live; as-is implementation, i.e. no enhancements and significantly reduced no. of reports

Lessons Learned

Providing business requirements that are as precise and detailed as possible is a worthwhile up-front investment that will pay off during subsequent phases of the project.

Having the implementation partner on-site occasionally could have prevented many issues, emphasizing the need for the implementation team to not be fully off-site.

Annual Recurring Costs

– Licenses and support: 190,000 Swiss francs

– Technical support resource: 200,000 Swiss francs

The remaining budgetary balance amounting to 120,661.87 Swiss francs will be subsequently returned to Accumulated Surpluses.

CMP 35 STRONG MODERN AUTHENTICATION

Project Progress Report[56]

Revisions to Project Business Case, Objectives or Scope in 2024

The Strong Modern Authentication solution deployed at WIPO in 2024 relies on servers hosted in WIPO's data centers. To enhance reliability, in line with WIPO's Cloud Policy, and to unlock additional features not supported by the on-premise solution, the scope will be expanded to integrate the cloud-based service of the selected authentication product.

Progress Towards Deliverable Achievement

- Completed
- In Progress
- Planned
- De-scoped

Resource Utilization

Utilization rate: 36%

897,000 — Approved Project Budget

326,763 — Expenditure (as at Dec 31, 2024)

(in Swiss francs)
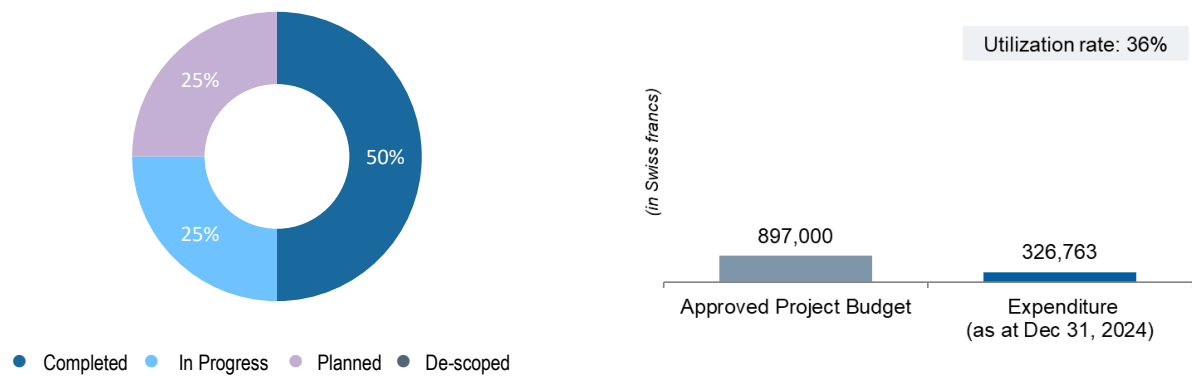
Key Achievements in 2024

– Proofs of concept for two password-less authentication solutions were carried out, enabling the selection of the most suitable option for WIPO meeting the previously defined business, technical and security requirements.

– The selected solution was configured, tested, and deployed to all WIPO users.

– Further improvements were implemented to enhance user experience.

– Accessibility testing was performed to develop a solution for visually impaired users.

– A business continuity assessment was completed to identify additional fallback solutions for critical personnel and users in different time zones.

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[56] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
Improved user experience	% of user satisfaction	N/A	>50% of satisfied users	To be assessed via a user satisfaction survey conducted 6 months post-project completion.
5.2 Digitally enabled, secure and sustainable operating environment and service				
Reduction in authentication-related ICTD helpdesk tickets	Average number of authentication-related Service-Desk tickets per month	124 tickets on average per month	<50% tickets on average per month, post implementation	To be measured 6 months post-implementation.
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduction in cyber risk exposure	Risk assessment	Pre-implementation residual risk assessed as Med-High	Post implementation residual risk reduced to Low	The current setup has provided a higher level of protection against phishing and password abuse. To be measured 6 months post implementation and early-life support.
Enhanced access controls to information resources	Strength of access controls	Coarse-grained[57] access controls for all applications	Identity-based application and data level access for internal applications	To be measured 1-year post-implementation.

Project Timeline

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																
Actual																

The project timeline has been extended until the end of 2025 to accommodate the expanded scope.

CMP 36 WIPO IP PORTAL – PHASE III

Project Progress Report[58]

Progress Towards Deliverable Achievement

100%

● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization

Utilization rate: 89%

7,530,663

6,692,419

(in Swiss francs)

Approved Project Budget

Expenditure
(as at Dec 31, 2024)

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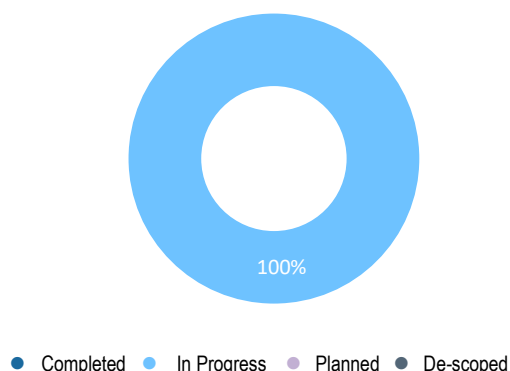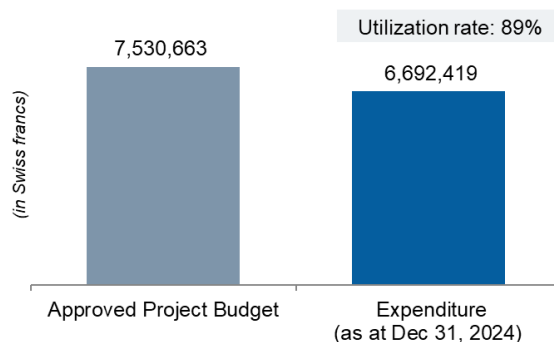
[57] Course-grained access refers to high-level access based on simple rules such as "user X has access to application Y".
[58] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Key Achievements in 2024

- Extensive analysis of customer data was completed to create a customer data profile mapped to business systems in preparation for the implementation of WIPO's enterprise Customer Relationship Management (CRM) solution.

- Internal CRM demonstrations were facilitated, and key CRM use cases were identified. Evaluations were completed, resulting in the selection of a CRM software solution.

- A revamped WIPO IP Portal landing page was released, improving navigation and providing a channel for direct user feedback. The application showcases WIPO's first case of adaptive user experience based on geolocation, to provide relevant information to users.

- A new search capability was launched, integrating search results from multiple WIPO resources in one space, including the WIPO website, PATENTSCOPE, Global Brand Database, Global Design Database, WIPO Lex and IP training resources. This resulted in a simplification of the user journey and promotion of the range of WIPO's resources within the IP Portal.

- In response to user feedback, a solution was deployed to provide more space for global database results, and a review of user interface (UI) components was conducted for a more efficient display of data.

- The common navigation component (Navbar) was integrated across the WIPO Academy ecosystem, streamlining user journeys across the Academy, IP Portal and WIPO website, and three applications were supported with the migration to the common user interface components.

- A dedicated Working Group on the WIPO Account progressed with designing a number of self-service related improvements that will be rolled out to users in 2025.

- The efficiency of the enterprise data platform was enhanced via standardization of the development environment, reducing onboarding time and enhancing developer productivity.

- Web analytic report costs were reduced by 70 per cent and six web analytic reports were modified to include additional features.

- A customer name harmonization algorithm was developed, and an internal name harmonization API was created and shared with business teams for testing and requirement gathering.

- Data science studies delivered insights on user behavior to support UI customization and the capability to further deliver personalized experiences to customers.

- Visitor overlap analyses were conducted, including overlaps of the WIPO IP Portal, Academy and website, with the resulting insights providing a clearer understanding of how WIPO's digital products are used.

- An Application Programming Interface (API) management solution was selected, and a design prototype for an external portal was produced.

- A machine translation widget was developed that enables users to translate web content into the language of their choice. The widget also includes a feature for on-the-fly translation of live-stream video subtitles.

- An external provider was engaged to provide assurance on the security of the WIPO Navbar. This review resulted in no security vulnerabilities being detected.

- SIAD was consulted to identify any specific security architectural patterns and controls that should be implemented for each of the functional updates, and alignment with these control requirements were confirmed as part of the SIAD ISS Certification and Accreditation (C&A) process prior to release.

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data				
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems	Customer satisfaction score	82% in Feb 2021	≥ 85% satisfied or very satisfied	80%
	Ease of use score	80% in Feb 2021	85%	84%
Increased contribution to innovation and creativity for the	Average daily number of visitors & users of a service from developing countries[59]	18,092/day on average in Q4 2023[60]	20% increase	19,494

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[59] "Users" refers to those who log in. The performance data relies not only on the IP Portal project but also other business areas.
[60] The baselines have been adjusted using 2023 data to accurately reflect non-bot traffic. Non-bot traffic statistics are not available for 2021.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of new users of a service from developing countries accessing the service through the WIPO IP Portal[58]	23/day on average in Q2 2021	100% increase	524[61]
Increased number of visitors and users of the services integrated with the WIPO IP Portal[59]	Average daily number of visitors and users per service[58]	77,309/day on average (for all the services) in Q3 2023[59]	20% increase	166,414
	Average daily number of new users and visitors per service accessing the service through the WIPO IP Portal[58]	68/day on average (for all the services) in Q2 2021	100% increase	1,206[60]
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account)	69% in May 2021	100% for the ICT systems applicable	83%
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets	603 users on average in Q2 2021	5,000 users	2,750
	Customer satisfaction score for services provided through the ePay2	87% in Feb 2021	90%	89%
Increased positive perception of WIPO services and brand recognition	Customer satisfaction score	58% in Feb 2021	≥ 85% satisfied or very satisfied	80%
Enhanced customer data quality and customer relationship management	Number of ICT systems using common customer data	0 in June 2021	tbc under CRM project in Phase III	CRM will be completed under the Customer Experience Section.
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	84% in Feb 2021	≥ 85% satisfied or very satisfied	80%

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial															
Actual															

Risk and Mitigation Actions

No strategic risks that had a significant impact on project implementation materialized during the course of 2024.
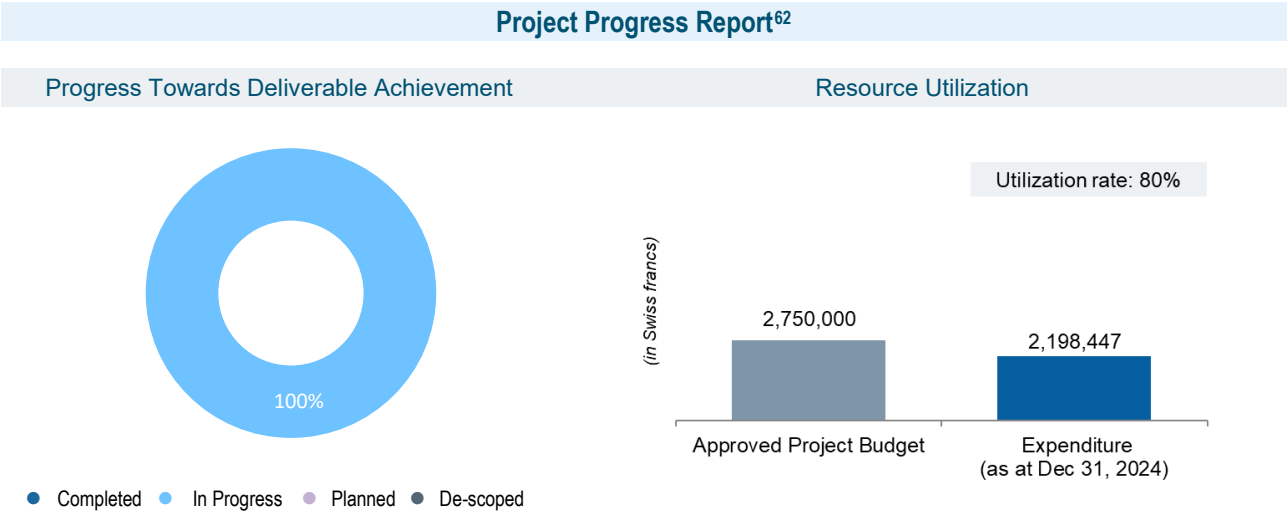
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[61] As the footprint of the product expanded, the calculation methodology has been updated accordingly for traffic via the IP Portal.

Resource Utilization

Resource Utilization as at December 31, 2024
(in Swiss francs)

	Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
CRM	Establishment of an enterprise level Customer Relationship Management (CRM) solution, enabling a common approach to customer related data and contact management, including the standardization of customer communication channels and the consolidation of customer feedback management	1,274,380	600,126	456,492	76%	75%
CX	Establishment of common portfolio management capabilities across WIPO services, on a corporate level for WIPO customers	2,451,940	2,713,797	2,668,156	98%	85%
	Development of the WIPO Accounts application to standardize data capture, harmonize across services and improve CX					
	Increased integration of WIPO services with the WIPO IP Portal and continual development of the WIPO IP Portal and its related functionalities, with eventual handover to operations					
	Establishment of the framework and participation in the development of the WIPO Mobile app					
	Leveraging the WIPO IP Portal as a channel for IP Commercialization					
IP Analytics	Alignment of capabilities of the IP Analytics Platform to emerging organizational policy on data governance and management	1,556,139	2,198,131	1,924,206	88%	97%
	Increased automation of data flows and the coverage and usage of internal data sets to optimize the way WIPO handles big data, along with reinforcing and maturing the data platform					
	Developing and embedding the strategic application of data science to enable the effective implementation of the customer experience-related business strategy and transferring analytics capabilities to an operational state					
Tech. Standardization	Operationalizing API Management capabilities across the Organization, improving developer experience, and the adoption of modern API based interaction with the WIPO IP Portal	1,497,960	1,512,573	1,220,585	81%	96%
	Increased convergence in data processing & IT solutions to achieve greater organizational efficiencies and transferring technical products to operational management.					
	Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets					
PM	Delivery of high-quality Program administration, production & management of strategies/plans according to MSP methodology	750,244	369,777	422,980	114%	85%
Total		**7,530,663**	**7,394,404**	**6,692,419**	**91%**	**88%**

CMP 37 ESTABLISHMENT OF A LONG-TERM CAPABILITY FOR WIPO TO UTILIZE CLOUD SERVICE PROVIDERS AND MIGRATION OF LEGACY APPLICATIONS – PHASE III

Project Progress Report[62]

Progress Towards Deliverable Achievement

100%

● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization

Utilization rate: 80%

(in Swiss francs)

2,750,000 — Approved Project Budget

2,198,447 — Expenditure (as at Dec 31, 2024)

Key Achievements in 2024

− Support for the migration (re-platforming) of WIPO's applications to the cloud continued, with the deployment of: (i) seven new applications; (ii) 13 additional applications to a fully managed container orchestration service; and (iii) 27 on-premise servers and their applications. At the same time, 16,000 upgrades of existing cloud applications were performed with fully automated deployments, changing the way in which development teams work, from slow development lifecycles to agile, dynamic deliveries.

− The High Availability (HA) and Disaster Recovery (DR) annual exercise was finalized for nine critical cloud applications using an accelerated approach, incorporating the Fault Injection Simulator and automated testing.

− The Central API Management Solution architecture, infrastructure, and deployment were completed in the acceptance environment. The solution is expected to go live in 2025 and will enable organization-wide API onboarding. Additionally, a SaaS database solution was deployed, providing high availability, streamlined backup and restore capabilities.

− The Managed Services Provider started on October 1, 2024, and a WIPO cloud community of practice to share knowledge across the Organization was established. Additionally, a UN Cloud Alliance Event for cloud architects, organized quarterly with other UN Agencies, was hosted at WIPO.

− Cloud operational cost savings of approximately 1 million USD were realized in 2024 through the implementation of a custom-built ECS Scheduler tool. This tool automatically shuts down containerized workloads during predefined periods (such as overnight and weekends), significantly reducing operational costs for development and acceptance systems.

− Best practices were established, secure deployment patterns were created, and the deployment of AI-based solutions was automated. A pilot AI & IP project was initiated to define baseline solution requirements for WIPO's future AI initiatives and to document common solution architectures.

− From the start, SIAD has been closely involved in this project to ensure that the relevant security requirements have been taken into consideration and tested.

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[62] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Effective Enterprise-level support for cloud hosted systems	Improved service delivery to external stakeholders[63]	Apdex score >0.6 for 78% of applications moved to the cloud (end 2020)	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	77% of measured cloud applications have an Apdex score of ⩾ 0.6
	Secured business continuity	No recovery time objective explicitly defined in current business continuity measures	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)	80% of critical cloud applications were highly available (HA) Disaster Recovery (DR) for 78% of critical cloud applications were successful[64]
5.2 Digitally enabled, secure and sustainable operating environment and service				
Increase flexibility and agility through matured support for development and operations (DevOps) of IT systems	% of application deployments automated	72.9% in Dec 2021	80% applications with automated deployment capabilities	94%
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Effective management of Cloud-related expenses	Cost of application hosting[65]	Cost for hosting application in UNICC, including professional services	>30% cost reduction for migrated applications	Reductions ranging from 18% to 75% are anticipated from 2025, with an average of 67% for applications migrated in 2024. The main cost savings came from the WIPO CASE and DAS applications, with projected savings of approximately 125,000 USD/year. Specifically for the WIPO DAS application, savings resulted from fully redesigning and leveraging serverless technology. This significantly enhanced both the system's reliability and cost efficiency.
	Timely control and optimization of hosting costs	Monthly cost reporting for UNICC services (>1 month lag)	"Real-time" monitoring and control of cloud-related expenditure	Real time monitoring and control are not yet fully available.

Project Timeline

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																
Actual																

The project has been extended for an additional six months to:

– Continue supporting the migration of key WIPO business applications to the cloud.

– Onboard the selected Managed Service Provider (MSP) and enhance its integration within WIPO's cloud operations.

– Further pursue cloud cost optimization initiatives and facilitate the deployment of AI-driven services.

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[63] Within this CMP, performance measurements from 2022 to 2024 are aggregated and reported. Under WIPO regular budget, this KPI is reported under ER 5.2, with performance measurements conducted in the given period of the biennium reported.
[64] The DR exercise for the WIPO CASE and WIPO DAS highly critical applications will be performed in 2025.
[65] Calculation done for all applications for which a comparison is possible, i.e. excluding new applications for which an estimation of the corresponding on-premise cost is not available.
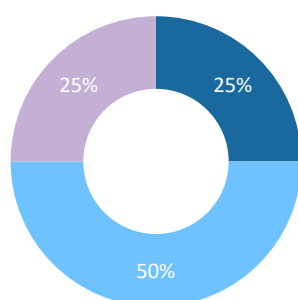
CMP 38 ENTERPRISE SERVICE MANAGEMENT

Project Progress Report[66]

Revisions to Project Business Case, Objectives or Scope in 2024
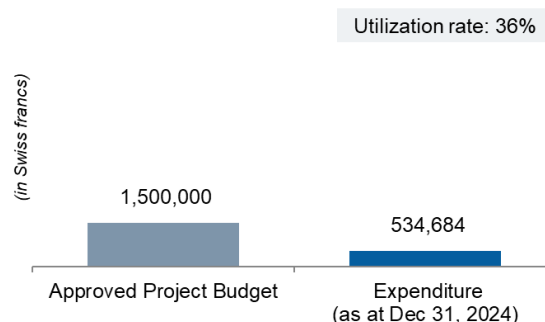
The scope of the project was expanded to include the implementation of service request management for the new Interpretation Management System (IMS) and the Language Division.

Progress Towards Deliverable Achievement

- ● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization

Utilization rate: 36%

(in Swiss francs)

1,500,000 — Approved Project Budget

534,684 — Expenditure (as at Dec 31, 2024)

Key Achievements in 2024

- The Enterprise Service Management platform and the implementation partner were selected.
- The WIPO Enterprise Service Management Strategy and Design Document were developed.
- The Service Management platform, a SaaS, was configured.
- Implementation for HR, ESD and IMS commenced in Q4 2024.
- SIAD was extensively consulted during the selection process to ensure the relevant security requirements and approaches were identified, and during implementation to ensure that the necessary security controls were deployed in line with WIPO security architecture patterns.

Performance Data

No benefits were realized in 2024.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
A cohesive and uniform experience across the business units implementing the Enterprise Service Management solution.	% of satisfaction across business units	n/a	≥ 85% of the business units satisfied or very satisfied	-
Ease of use and improved customer experience for internal users of services provided through the Enterprise Service Management Solution	% of end-user satisfaction	98.9% satisfied with IT Service Desk services	> 96% satisfied or very satisfied for services provided through the Enterprise Service Management Solution after one year of implementation	-
5.2 Digitally enabled, secure and sustainable operating environment and service				
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduction in the number of contact points for the users to access the services	Count of contact points	One or more contact points for each of the six business units involved	Max. 3 contact points, all on the same platform	-

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[66] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11). For updates to those, please refer back to previous CMP progress reports.

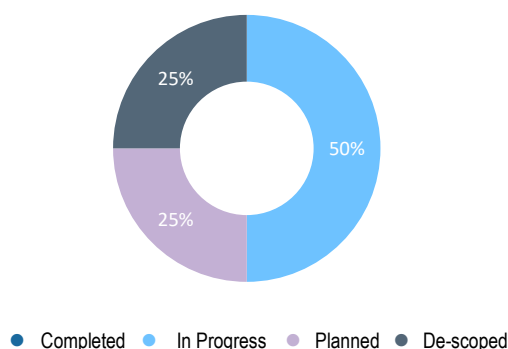| Benefit description	KPI	Baseline Value	Target Value	Performance Data
Simplified access to cross-functional services (i.e. services involving multiple business units such as new hire requiring office space, badge, IT equipment and credentials)	Number of cross-functional services accessible with a single request	None	At least two cross-functional services accessible with a single request after one year of implementation	-

Project Timeline

	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																				
Actual							Actual →													

The project timeline has been extended to allow for the inclusion of IMS and the Language Division, which led to adjustments in the schedule, pushing the project implementation to mid-2026.
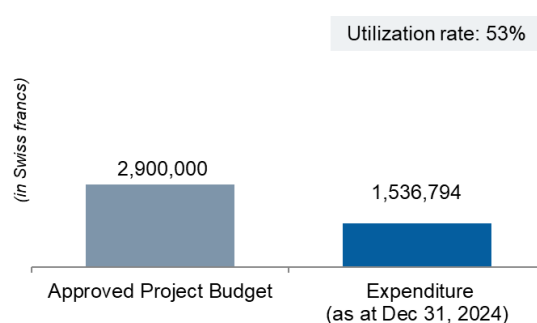
CMP 39 AIMS 2.0 TRANSFORMATION – PHASE I

Project Progress Report[67]

Progress Towards Deliverable Achievement

50% In Progress
25% De-scoped
25% Planned

● Completed   ● In Progress   ● Planned   ● De-scoped

Resource Utilization

Utilization rate: 53%

(in Swiss francs)

Approved Project Budget: 2,900,000
Expenditure (as at Dec 31, 2024): 1,536,794

Key Achievements in 2024

– A comprehensive evaluation of SaaS solutions was performed, with three major providers, leveraging 600+ scenarios and 15 days of detailed demonstrations, involving more than a hundred WIPO staff members from various business and technical areas.

– The selection of a SaaS solution was completed, in close collaboration with various business stakeholders. Detailed due diligence on solution providers was conducted and contracts for license subscription and implementation services were finalized.

– An integration platform for enabling application interactions was selected based on the identified and documented business requirements.

– Upskilling activities for the project team on the new solution were initiated.

– The review and streamlining of business processes commenced.

– A project governance structure for Phase II was established to ensure effective project implementation.

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[67] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11). For updates to those, please refer to previous CMP progress reports.

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.2 Digitally enabled, secure and sustainable operating environment and service				
Accelerate Next Generation ERP adoption readiness by identifying critical business and technical requirements and lessons learned from the market and peer agencies.	Critical business requirement and its priorities are identified	N/A	95% of requirements are identified and prioritised	100% of requirements identified and prioritised
Improved process efficiency and user satisfaction	Number of processes streamlined and documented	N/A	10	1

Project Timeline

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																
Actual																

CMP 40 DATA MANAGEMENT AND GOVERNANCE

Project Progress Report[68]

Progress Towards Deliverable Achievement	Resource Utilization
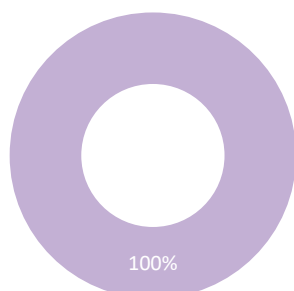
Utilization rate: 0%

100%

(in Swiss francs)

1,000,000

-

Approved Project Budget

Expenditure
(as at Dec 31, 2024)

● Completed   ● In Progress   ● Planned   ● De-scoped
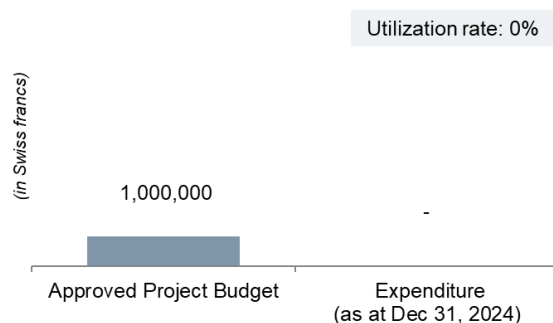
Key Achievements in 2024

The initiation phase of the project commenced, and various business case options were explored to ensure alignment with WIPO's current priorities, including CRM.

Performance Data

No benefits were realized in 2024

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
5.2 Digitally enabled, secure and sustainable operating environment and service				
Enhanced provision of data & analytics support to internal customers	Adoption rate (%) of reports generated from the new centralized enterprise data sources	N/A	80% of internal users using reports	-

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[68] Business Case and Objectives are reflected in the "Capital Master Plan for 2022-23' (document wo_pbc_33_11).

Benefit description	KPI	Baseline Value	Target Value	Performance Data
	Data sets available through self-service platforms	0	3[69]	-
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Enable analysis and data-driven decision making through improving data management and literacy	% of data sets defined according to clear standards (e.g., taxonomies, definitions, usage)	0	50%	-
Reduce data mismanagement risk exposure through strengthened data governance and data management practices	% of data standards implemented and monitored (e.g., taxonomies, definitions, usage)	0	50%	-
	% increase of business areas using the standardized data architecture and management	1	200%	-

Project Timeline

	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																				
											Actual								

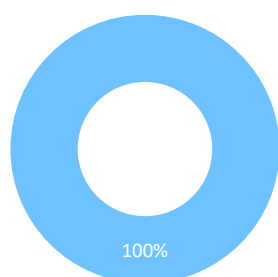# CMP 41 RSP HYBRID PHASE

Project Progress Report[70]

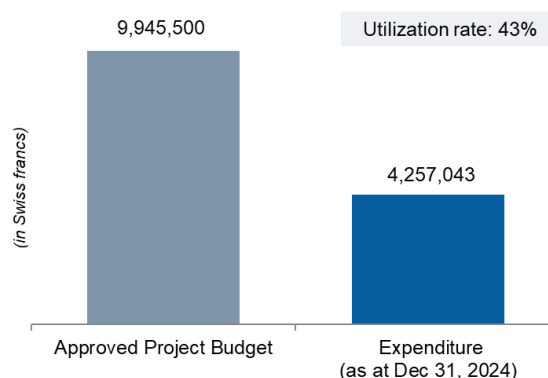### Revisions to Project Business Case, Objectives or Scope in 2024

In 2024, the scope of Convergence (eDossier/ePCT) was narrowed to align with the adoption of new processes and workflows introduced during the Software Transformation project's specification phase.

Progress Towards Deliverable Achievement

100%

● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization

9,945,500

Utilization rate: 43%

4,257,043

(in Swiss francs)

Approved Project Budget

Expenditure (as at Dec 31, 2024)

Key Achievements in 2024

– An additional 10 PCT systems were modernized under the Software Transformation project, bringing the total to 112 out of 118.

– Hybrid Infrastructure was delivered, including secure controls and CI/CD pipeline scripts.

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[69] AIMS, Infosec, Economics and Statistics

[70] The Business Case and Objectives for the Hybrid Phase are reflected in "Supplementary Capital Master Plan Proposal for the PCT Resilient and Secure Platform (RSP) Hybrid Phase" (document WO/PBC/34/11).

- Modernized software was deployed to the hybrid infrastructure, including: ePCT internal component business, ePCT resources, ePCT dashboard, ePCT support tools, ePCT statistics, ePCT for Embedded, ePCT4IB, FormRenderer and IArenderer.

- Convergence related software modules were developed, including: publication management, fee management, and proof of concepts covering: OCR QC, XML editor and an operations dashboard.

- The IB Database was validated and deployed in the Hybrid infrastructure.

- A proof of concept for a modernized, resilient, and secure on-premises storage solution was successfully completed.

- As part of a WIPO Cloud Management audit, the current architectural design of the PCT RSP was assessed to ensure the adequacy of the architectural security measures implemented to safeguard PCT data, focusing on Network Security, Access Management and Security Monitoring/Incident Management. The audit concluded that no issues were detected in the planned security architecture for the hybrid environment that will host the PCT RSP.

- During 2024, SIAD engaged a Cloud Security Engineer to focus on the continuous review and enhancements of the RSP security controls, and to provide assurance of the correct implementation of security requirements within the hybrid environment.

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Improved PCT critical systems service levels and reduced interruption time for PCT critical systems	PCT systems availability (internal and external)	99.5%	99.8%	99.8%
5.2 Digitally enabled, secure and sustainable operating environment and service				
Reduced interruption time for PCT critical systems	Return To Operations in case of a major incident	1 day	1 hour	1 day
	Recovery Point Objective for PCT Data	30 min	10 min	30 min
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduced likelihood of malicious or unintentional disclosure or modification of unpublished application/registration/patent information, reduced likelihood of cyber-attacks and reduction of impact resulting from a successful cyber-attack	Surface of exposure of cyber threats	59.5%[71]	40%	41.2%
	Risk assessment on PCT's security posture	Medium	Low	Medium

Project Timeline

	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																				
					Actual															

The project timeline has been extended to complete all planned project deliverables.

Risk and Mitigation Actions

No strategic risks that had a significant impact on project implementation materialized during the course of 2024.

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[71] Baseline value reported in document WO/PBC/34/11 was based on projections for the end of 2022. The value is revised to reflect the actual measures at the end of 2022.

Resource Utilization

Resource Utilization as at December 31, 2024

(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Software transformation: modernize, secure and streamline PCT processing applications + convergence	2,211,000	1,345,826	61%	68%
Software transformation: migrate modernized applications to the hybrid infrastructure	804,000	430,516	54%	62%
PCT Infrastructure: modernize the documents at rest management infrastructure	1,200,000	105,189	9%	56%
PCT Infrastructure: deliver PCT hybrid cloud infrastructure	3,200,000	1,661,787	52%	80%
Security: implement measures to secure hybrid model	2,080,000	447,539	22%	79%
RSP: Program management	450,000	266,186	59%	70%
Total	**9,945,000**	**4,257,043**	**43%**	**69%**

V. 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 each Sector based on the results framework approved by Member States in the Program of Work and Budget (PoW&B) 2024/25. 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 2024/25.

The WPR 2024 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 PoW&B 2024/25. Where a performance indicator is measured by more than one target, the rating for each target is provided, resulting in multiple ratings[72].

The following assessment criteria have been used for the WPR 2024:

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 2024 ◆ is applied when performance data are not available for 2024 but are expected to be available at the end of the biennium.

- Not assessable ● 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.

- Discontinued ◆ is applied when a performance indicator is no longer used to measure the performance of the Sector.

Out of a total of 165 Performance Indicator Evaluations (PIEs)[73] in the WPR 2024: 131 were assessed as On track; 17 as Not on track; 15 as N/A 2024; two as Not assessable; and none as Discontinued.

The performance assessments for individual Sectors in the WPR 2024 comprise:

Section I: Sector Dashboard

This section provides a comprehensive, graphical summary of the Sector's programmatic performance and resource utilization in the first year of the biennium and provides a link to view the Performance Data and Risk tables.

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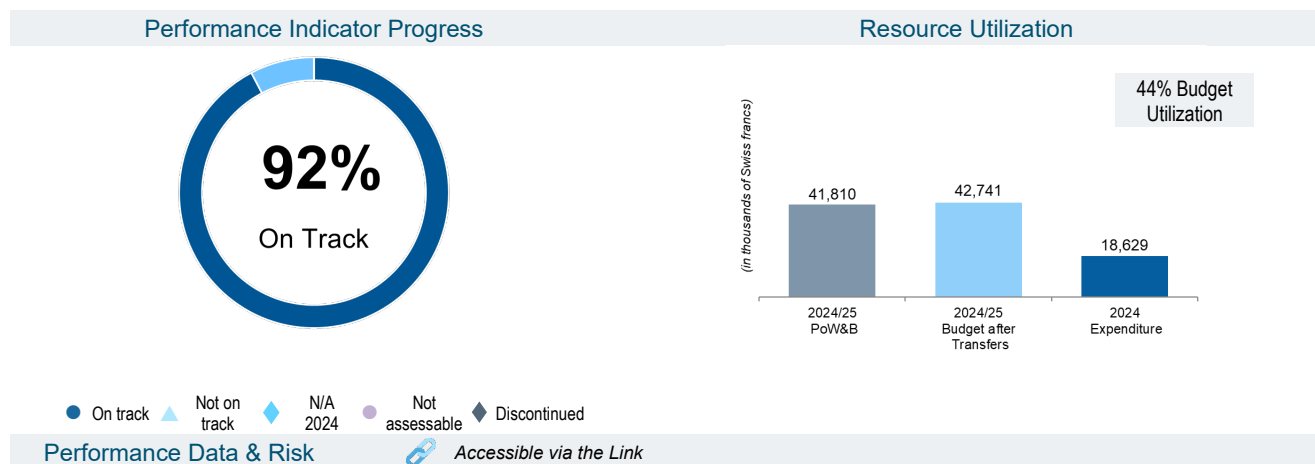
[72] In the Strategic Pillar view of Performance Data, the PIEs for indicators that are shared across Sectors have been aggregated.
[73] The number of unique performance indicators in 2024 amounts to 84.

Performance Data *(accessible via the link)*

- The Performance Data table references the Expected Results to which the Sector contributes and the Performance Indicators, which measure the Sector's contributions to the Results as approved by Member States in the PoW&B 2024/25.

- As compared to the PoW&B 2024/25, baselines have been updated, where relevant, to reflect the status at the end of 2023, and targets were updated, where relevant.

An example of the performance data table is provided below.

	Performance Indicator as published in the PoW&B 24/25	*Defined/Updated baselines, where relevant, reflecting the situation at the end of 2023*	*Defined/Updated targets*	*Performance data for 2024 in relation to each indicator[74]*	*Assessment of performance using the **Performance Indicator Evaluation (PIE)** rating scale described above*
	Performance Indicators	**Baselines**	**Targets**	**Performance Data**	**PIE**
4.3	**Increased IP knowledge and skills in all Member States**				
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	93% (2020/21)	≥ 90% satisfied or very satisfied	97% based on 250 responses from the evaluation of 8 activities	●

Risk Table *(accessible via the link)*

An example of the risk table is provided below.

Risk as published in the PoW&B 24/25	*Indicates whether the risk materialized and the evolution of the risk exposure*	*Addresses whether the mitigation actions envisaged in the PoW&B 24/25 or added during the year were effective*	*Addresses the impact of the risk(s) and mitigation actions on the performance of the Sector (See key below)*
Risk	**Risk Evolution**	**Effectiveness of Mitigation**	**Impact on performance**
Limited legal and/or technical frameworks may restrict Member States' and stakeholders' ability to benefit from the regional and international exchanges of copyrighted works in a fast-evolving digital technological environment leading to inability to meet core objectives. *[ER 4.2]*	The risk did not materialize; the risk exposure remained stable throughout the year.	The mitigation plan to support Member States' and stakeholders' efforts to create and evolve their legal and technical ecosystems was effective and was implemented across the CCI Sector.	→

↗	*Performance was positively affected*	↘	*Performance was Negatively affected*	→	*There was no, or negligible effect on performance*

Section II: Resource Utilization

This section provides information on the 2024/25 PoW&B, the 2024/25 Budget after Transfers, expenditure and budget utilization in 2024.

The reporting in this section includes two tables: The Budget and Expenditure (by Result) provides information indicated in the example below.

	Expected Result	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	7,855	8,013	3,423
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,854	2,213	725
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,029	9,231	4,096
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,591	7,487	3,411
4.5	Enhanced IP infrastructure for IP Offices	15,481	15,796	6,974
	Total	**41,810**	**42,741**	**18,629**

The Budget and Expenditure (Personnel and Non-Personnel resources) provides information indicated in the example below.

	Cost Category	2024/25 PoW&B	2024/25 Budget after Transfers	2024 Expenditure	Utilization rate (%)
	Personnel Resources	27,116	26,374	12,450	47%
	Non-Personnel Resources	14,694	16,367	6,179	38%
	Total	**41,810**	**42,741**	**18,629**	**44%**