WIPO Youth Engagement Process Review

Internal Oversight Division
Internal Audit Engagement

IOD Ref: IA 2025-09
Date: May 26, 2025



WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

This report has been re-issued on January 21, 2026, to reflect updated rating terminology. These changes do not affect the engagement conclusion.

WIPO FOR OFFICIAL USE ONLY

Table of Content

1 Executive Summary

2 Background

3 Objectives, Scope, Methodology

4 Observations and Recommendations

5 Annexes

WIPO FOR OFFICIAL USE ONLY

1

Executive Summary

Engagement conclusion:

As included in Annex 1, IOD has 5 ratings:
1) Satisfactory
2) Satisfactory, Some improvement needed
3) Partially satisfactory, Major improvement needed
4) Unsatisfactory
5) N/A

(Ratings revised as of March 2025).

The Internal Oversight Division (IOD) conducted a process review of **WIPO Youth Engagement** to assess the adequacy and effectiveness of Governance, Risk Management, and Controls around the key activities of this program. The review covered activities in 2024 up to the performance of audit procedures in May 2025. The review was conducted in conformance with the Global Internal Audit Standards issued by the Institute of Internal Auditors.

Engagement Conclusion

In IOD's opinion • The assessed governance arrangements, risk management practices, and controls were generally established and functioning, but need some improvement. • Issues identified by the audit do not significantly affect the achievement of the objectives of the audited entity/area.	Satisfactory, some improvement needed

Audit ratings by key audit area

Governance: Alignment with the Expected Results	Satisfactory	Go to Slide 4.1
Governance Structure	Satisfactory	Go to Slide 4.2
Governance: WIPO Youth Engagement Strategy	Satisfactory	Go to Slide 4.3
Governance: Monitoring Budget and Performance	Satisfactory, some improvement needed	Go to Slide 4.4
Management of WIPO Youth Projects	Satisfactory, some improvement needed	Go to Slide 4.7
Cooperation and Collaboration	Satisfactory	Go to Slide 4.9
Acquisition of Services and Goods	Satisfactory	Go to Slide 4.10
Communication	Satisfactory	Go to Slide 4.11
Risk Management and Key WIPO Youth project risks and controls	Satisfactory	Go to Slide 4.12

IOD developed one recommendation on the coordination and reporting of youth-related activities across the organization.

1.1 Table of Findings

ID	Finding	Signifi-cance	Recommendations	Person(s) Responsible	Comments and Action Plan	Deadline
1	Since 2022, the number of WIPO Youth projects and associated budgets has grown. While activities became more cross-sectoral, the overall project progress is not always readily and quickly accessible to the WIPO Youth Engagement Facilitator, which makes coordination and reporting more challenging. Moreover, currently, there is no "tagging" of youth-related activities in the WIPO WePerform system. [Go to Slide 4.7]	High	In collaboration with Youth Focal Points and partnering WIPO sectors, the WIPO Youth Engagement Facilitator should establish a central repository for all WIPO Youth projects and facilitate the "tagging" of WIPO youth-related activities in the WIPO WePerform system. The repository will house all relevant project management information, enabling robust reporting and follow-up, generating valuable insights, and assessing risks, performance, impacts, and outcomes, among other benefits. The "tagging" will ensure better traceability of youth-related activities across WIPO. Closing criteria: • A centralized project summary file is maintained to track all youth-related projects, including key project metrics. This file provides direct links to each project within the WIPO Youth portfolio, ensuring easy access for the WIPO Youth Engagement Facilitator. It is reviewed and updated regularly to reflect the latest developments. • All WIPO youth-related activities are appropriately tagged in the WePerform system for easy tracking and reporting.	Director, Building Respect for Intellectual Property Division Youth Engagement Facilitator, Building Resect for Intellectual Property Division	The Building Respect for IP Division (BRIP), commits to establishing and maintaining a centralized project summary file. This will be done through a collaborative filing space on Microsoft SharePoint accessible to Youth Focal Points and project collaborators from other sectors. The repository will take the form of a strategic summary list that complements rather than duplicates information contained in workplans. It will serve as a practical tool for external briefings and internal reporting, offering high-level insights into WIPO's youth engagement work across the organization. To ensure the repository remains current and useful, the Youth Engagement Facilitator will prompt Youth Focal Points in the various Sectors on a half-yearly basis to update the list with new or noteworthy engagements relevant to youth in their respective sectors. In parallel, BRIP will work with the Planning, Budget and Risk Management Division to implement a tagging feature in the WePerform system. The Youth Engagement Facilitator will provide guidance to Youth Focal Points on how to tag youth-related activities in their sectoral workplans, ensuring better visibility, traceability, and coherence of youth engagement efforts across WIPO.	Central repository - December 2025 WePerform tagging – May 2026 (Subject to agreement with the Planning, Budget and Risk Management Division)

2 Background – WIPO Youth Engagement at a Glance

Photos from:
WIPO Youth Engagement Team

The WIPO Youth Engagement Agenda is an **overarching strategy** that **aims to engage and empower young people worldwide to fulfill their potential in intellectual property (IP).**

In line with WIPO's mission to promote innovation and creativity, it fosters global engagement in IP through education, training, and collaborative projects for young people. Empowering young innovators and creators enhances WIPO's mission to build a more inclusive and impactful global IP ecosystem.















WIPO recognizes the importance of engaging with youth to foster a culture of innovation and creativity.

As part of the Medium-Term Strategic Plan (MTSP) 2022-2026, Strategic Pillar 4, WIPO is committed to supporting governments, enterprises, communities, and individuals to use IP as a tool for growth and sustainable development.

2.1

Background – WIPO Youth Activities

Key Areas of Youth Engagement

Sparking Passion

- Creating a culture of love for innovation, creativity, and IP.
- Using media and diverse activities to engage youth.
- Initiatives include cartoons, animations, games, short videos, and competitions.

Building Skills

- Providing IP education, training, and practical skills.
- Integrating IP curricula into primary, secondary, and high schools.
- Establishing IP clubs, youth camps, and formal courses for young adults.

Empowering Action

- Creating opportunities for youth to apply their knowledge.
- Partnering with various stakeholders to develop projects.
- Initiatives include innovation challenges, hackathons, and mentoring programs.

How did it start? First Activity

In **November 2021**, WIPO Youth organized a webinar on IP and youth engagement in Casamance, Senegal, with **47 participants** and a budget of **CHF 871**.



ECONOMIE TERRITOIRES ET DÉVELOPPEMENT SERVICES

OMPI
ORGANISATION MONDIALE DE LA PROPRIÉTÉ INTELLECTUELLE

WEBINAIRE

CERTIFICAT

Nous soussignés, certifions que

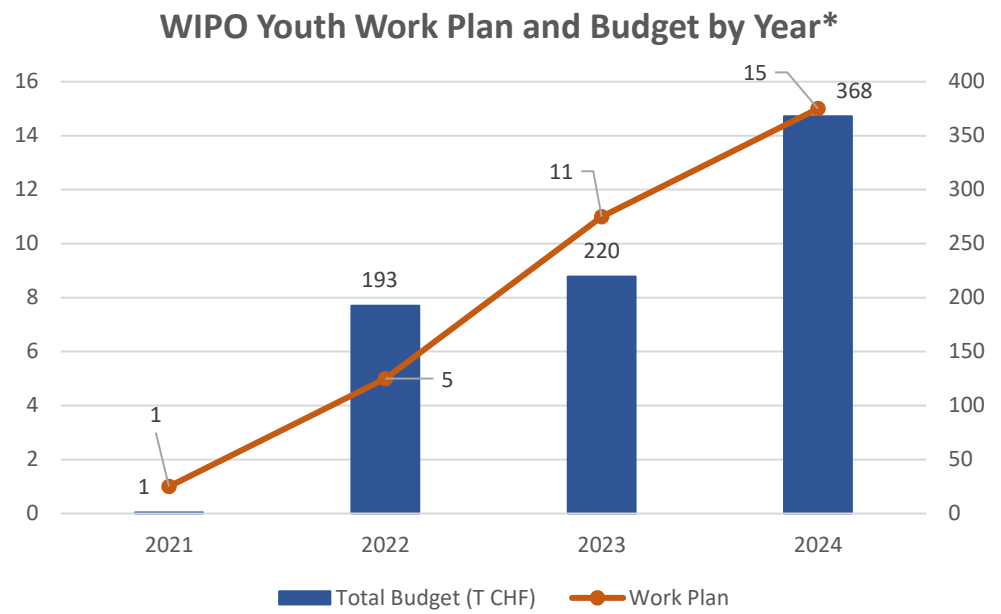
a réussi le webinaire
LES DROITS DE PROPRIÉTÉ INTELLECTUELLE (DPI) AU SERVICE DE L'INNOVATION SCIENTIFIQUE ET L'ENTREPRENARIAT DES JEUNES EN CASAMANCE, SÉNÉGAL

Organisé par
L'Organisation Mondiale de la Propriété Intellectuelle (OMPI); Et,
Economie Territoires et Développement Services (ETDS)

Casamance, Sénégal
18 - 19 Novembre 2021

Pape-Tahirou Kanoute
Directeur exécutif
ETDS

Edward Kwakwa
Sous-directeur général
Secteur des enjeux et des partenariats mondiaux
OMPI



**Only reflects the work plan and budget within the ADG office or the Building Respect for IP Division, where the WIPO Youth Engagement team is located.*

Growth Over 3 Years

Over the past 3 years, WIPO Youth's engagement has expanded to **15 projects in 2024**, with a **total budget of CHF 368,132**, including a **non-personnel budget of CHF 96,342**.



3

Objectives, Scope, Methodology

Objectives

a. Review the effectiveness of governance, risk management, and internal controls surrounding the WIPO Youth Engagement processes.

b. Analysis of WIPO Youth Engagement expenditures to confirm their alignment with the program's objectives and WIPO's expected results.

Scope

Operations from 2024 up to the date of performing the review procedures. Analysis may cover prior years to support the analysis.

Methodology

-Interviews with relevant stakeholders.

- Review and analyses of documents and records.
- Walkthroughs.
- Data analytics, and test of controls.

WIPO FOR OFFICIAL USE ONLY

4.1

Contribution to WIPO Strategic Framework

- WIPO Strategy House – A conceptual framework developed by the World Intellectual Property Organization (WIPO) to outline its strategic vision and operational approach. This model is detailed in WIPO's Medium-Term Strategic Plan (MTSP) for 2022–2026 Link.

- [1] Based on the 2024 WIPO Youth Engagement Annual Work Plan.

Where WIPO Youth Engagement **contributes to** within the WIPO Strategy House[1]

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

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

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

Foundation: Empower our people 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	**5.2** Digitally enabled, secure and sustainable operating environment and services	**5.3** Sound and prudent financial management and effective corporate governance and oversight

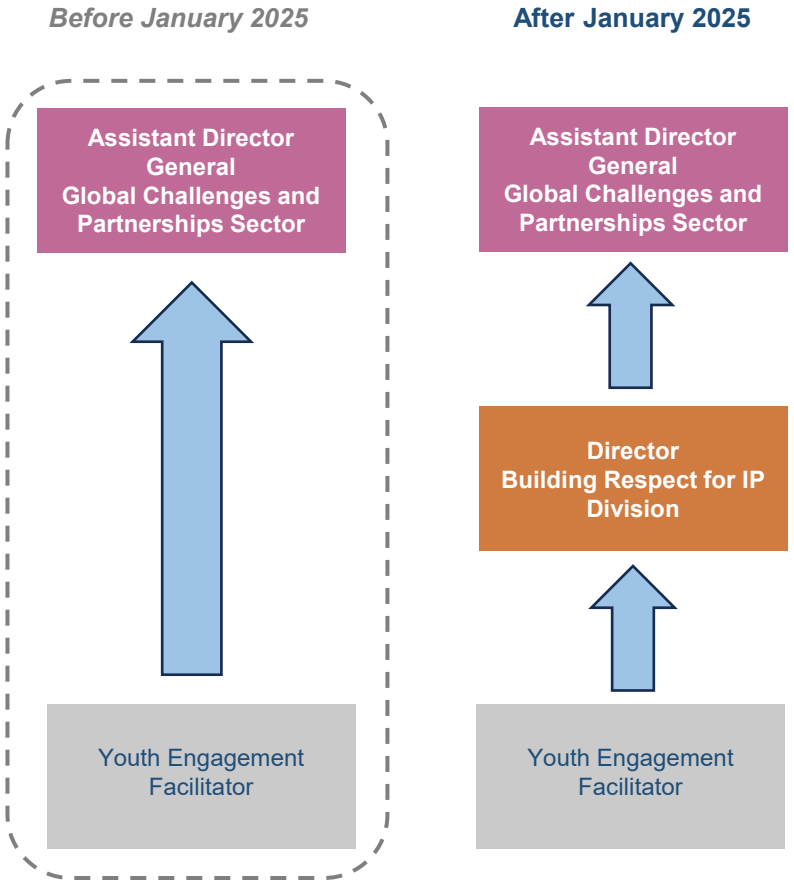
4.2

Governance Structure

The WIPO Youth Engagement Facilitator is part of the Building Respect for IP Division. However, WIPO Youth Engagement is a cross-sectoral arrangement at WIPO, with coordination maintained by the WIPO Youth Engagement Facilitator.

- MTSP – WIPO Medium-term Strategic Plan. Link.
- PW&B – WIPO Program of Work and Budget 2024/25. Link.

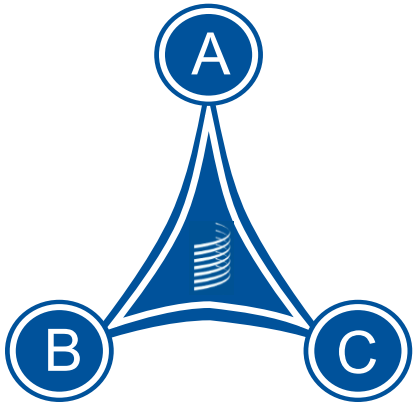
Governance Structure



- **Before January 2025**, the Youth Engagement Facilitator **directly reported to the ADG**.
- Since January 2025, an additional control layer has been introduced: the Youth Engagement Facilitator reports to the Director of Building Respect for IP Division.

Advantages of the New Governance Structure

An additional layer of Control and Risk Management



Closer Collaboration and Advice

More Balanced Governance

WIPO Youth Engagement Facilitator Role

- Based in the Global Challenges and Partnerships Sector (GCPS)
- Map and monitor existing and planned youth-focused activities **across WIPO**.
- Collaborate regularly with **external partners**.
- Provide technical input, maintains networks, and supports communication and outreach on youth engagement.
- Support the **development, monitoring, and evaluation of youth-focused initiatives organization-wide**.

Source: WIPO Youth Engagement Facilitator Job Description

WIPO

4.3

Governance: Strategy

IP-YES!






IP rights are not just legal rights, but also **powerful tools that can help youth realize their goals and create impact** where it is needed the most. At the heart of **IP-YES**! is a critical objective: that of **nurturing the boundless potential of young innovators and creators everywhere**.

----- *From "WIPO IP-YES!"*



Overview

The WIPO **IP-YES!** is a **strategic policy framework** that provides strategic coherence to WIPO's efforts to equip younger generations with the IP insights, resources, and skills required to materialize their visions for the future and transform their ideas into tangible outcomes. IP-Yes! was published in 2024.

WIPO Youth Engagement Strategy

- Aligned with WIPO's strategic objectives.
- Structured around three key action areas: sparking passion, building skills, and empowering action.
- Tailoring initiatives and activities to support Youth groups is a key strategy feature.
- WIPO defines youth as individuals between 15 and 35 years old.

Key Measures of success

– A rise in the IP awareness index score among youth, to be measured by future editions of WIPO Pulse;
– An increase in the number of youth beneficiaries of WIPO's knowledge and skills building programs;
– An expansion in the number of WIPO projects involving youth.

As a strategic guidance document, WIPO IP YES! outlines three action-oriented areas:

- ***Sparking passion***
- ***Building skills***
- ***Empowering action***

The IP-YES! runs in parallel with the current Medium-Term Strategic Plan (MTSP) 2022–2026.

Sparking passion



Building Skills





Empowering Action

WIPO FOR OFFICIAL USE ONLY

WIPO

4.4.1

Status of Budget and Work Plan of WIPO Youth Activities Across WIPO

As of May 20, 2025, no data was obtained except for the Global Challenges and Partnerships Sector. Please refer to Slide 4.6 for more details.

Biannual Execution of WIPO Youth related activities (2024/25) Across WIPO as of May 2025

Sector	2024/25 Budget related to WIPO Youth activities, KCHF	2024/25 Budget Execution related to WIPO Youth activities, KCHF	Planned WIPO Youth related Workplan Activities for 2024/25	"Ongoing" Projects
Sector of Director General	No data provided	No data provided	No data provided	No data provided
Global Challenges and Partnerships Sector	837	154	29	15
Administration, Finance & Management Sector	No data provided	No data provided	No data provided	No data provided
Brands & Designs Sector	No data provided	No data provided	No data provided	No data provided
Copyright & Creative Industries Sector	No data provided	No data provided	No data provided	No data provided
Infrastructure and Platforms Sector	No data provided	No data provided	No data provided	No data provided
IP and Innovation Ecosystems Sector	No data provided	No data provided	No data provided	No data provided
Patents & Technology Sector	No data provided	No data provided	No data provided	No data provided
Regional and National Development Sector	No data provided	No data provided	No data provided	No data provided
TOTAL	-------	---------	----------	----------

Source: Extract from WePerform

4.4.2

Status of Budget and Work Plan of WIPO Youth Activities Under Global Challenges and Partnerships Sector

Analysis of the status of the budget and workplan activities

•All WIPO Youth Workplan Activities were built around Expected Results 4.3 (Increased IP knowledge and skills in all Member States).

•The budget execution of non-payroll expenses (153 thousand or 34% compared to the budgeted 448 thousand) indicates potential risk of not completing the Work Plan by the end of 2025.

•In IOD's view, introducing enhanced project management practices with a centralized depository of all projects would ease the project status follow-up and reporting. Refer to Recommendation 1 below.

837 KCHF
WIPO Youth 2024/25 Budget
(0.1% of total WIPO budget, 857 MCHF)

29
Workplan Activities planned for **2024/25**

15
"Ongoing" Projects (as of May 2025)

Biannual Budget 2024/25 Execution as of May 20, 2025 in Swiss Francs[1]

		Budget 2024/25			Actuals 2024/25			
E.R.	Work Activities	Personnel	Non-Personnel	Total	Personnel	Non-Personnel	Total	Execution YTD
E.R.4.3	Implement IP-focused projects for youth in member states.	182,373	263,727	**446,100**	138,887	27,028	**165,915**	37%
E.R.4.3	Amplify the reach and impact of WIPOs youth engagement.	158,778	93,618	**252,395**	131,782	92,338	**224,119**	89%
E.R.4.3	WIPO Internal Youth Development.	48,615	90,238	**138,853**	31,667	33,610	**65,277**	47%
		389,765	**447,583**	**837,348**	**302,335**	**152,976**	**455,311**	**54%**

Summary of the status of WIPO Youth 2024/2025 Workplan Activities [2]

	Status of Work Plan Activities as of May 20 2025						
Work Activity	Completed	In Progress	Planned	Postponed	Canceled	Total	
Amplify the reach and impact of WIPOs youth engagement initiatives	4	6	2			12	41%
Implement IP-focused projects for youth	6	3	4			13	45%
WIPO Internal Youth Development		2	2			4	14%
Total	**10**	**11**	**8**	**0**	**0**	**29**	**100%**
	34%	38%	28%	0%	0%	100%	

Source: Extract from WePerform

[1] In 2024, total budget 368 thousand CHF, non-payroll budget 96 thousand CHF.
[2] In, 2024, 15 Work Plan Activities.

4.5 WIPO Youth Projects – Overview of Main Directions



Capacity Building

Creativity and IP education for the youth:

- Assessing the knowledge of IP in schools.
- Use of gamification and eLearning to attract Youth.
- Revamping and modernizing by focusing on STEM.
- Focus on national IP education strategies on creativity.
- IP Clubs project - implemented by the Global Challenges and Partnerships Sector (GCPS) and WIPO Academy.
- IP Youth Ambassadors - to attract new user of IP system and stimulating innovation.
- Building Entrepreneurs Online Network (EON) for young innovators, creators, entrepreneurs and startup businesses and provide them with hands on IP content.



Awareness Raising

News and Media:

- Content production to attract Youth (character driven documentaries, short videos highlighting inspiring inventions).
- Decentralized social media presence including X, Facebook, LinkedIn, Instagram, YouTube, etc.
- ACE Cinema Initiative, demonstrating best practices from member states and private sector on how they are sensitizing youth on IP through targeted awareness raising campaigns.
- A series of cartoons called " Pororo the Little Penguin" to educate children about the importance of IP rights, already gained 50 Million views in 9 languages in YouTube.



Project Initiatives

Cooperation with Member States:

- Videogame development education.
- Podcast interviews with innovators on trending topics.
- “Women in Games” to empower innovation and creativity.
- TikTok contest and bootcamp for content producers in Southeast Asia.





IP – Intellectual Property
STEM – Science, Technology, Engineering, and Mathematics
EON - Entrepreneurs Online Network

ACE – Advisory Committee on Enforcement

WIPO FOR OFFICIAL USE ONLY

4.6

WIPO Youth Projects - Details

As of May 20, 2025, IOD was not provided with a complete listing of all WIPO Youth Projects. It was explained that compilation requires additional efforts, as WIPO Youth projects run across different WIPO sectors and the data is not readily available.

Lack of robust data capturing and reporting processes may significantly impact the management of projects and question the accountability over entrusted organizational resources. Refer to Recommendation 1.

WIPO Youth Projects Data requested by IOD on April 28, 2025:

1.Project name
2.Project description/objectives
3.Managing division(s) (WIPO Youth team and/or other divisions)
4.Project start and end dates
5.Project Code in WePerform (activity code)
6.Budget allocated (split into personnel / non-personnel as per WePerform format)
7.Budget executed as of now (split into personnel / non-personnel as per WePerform format)
8.Current project status (planned, in progress, completed, postponed, cancelled etc)
9.Key outputs or deliverables (if there's no existing data or qualitative description on this, give a brief comment to explain)
10.Significant deviations/risks, if any (e.g. budget overrun, delay, changes of planned outcomes, etc)

The Data to be disclosed is in the Annex III

On May 20, 2025, IOD received the following documents:

WIPO Youth Projects (table partially completed; does not include all WIPO Youth Projects across WIPO)

WIPO Youth Budget Analysis

4.7 WIPO Youth Projects: Workflow "As Is"

GCPS - Global Challenges and Partnerships Sector
PM – Project Manager

1. Initiation

The initiation of Youth related activities / projects is either:

- Proposed by WIPO Divisions
- Requested by Member States.

2. Preparation/Planning

- Project Design Go to Page
- WIPO Youth Engagement Facilitator (for GCPS sector) or PM of other WIPO Sector identifies partners (Member States' Ministries, Youth organizations, etc.). WIPO Youth Engagement Facilitator may help PM to connect with project partners.
- The WIPO Youth Engagement Facilitator prepares the budget (HR and Finance) alone or in coordination with other divisions. If the project is run by a non-GCPS sector, this is done by the PM of the respective sector.
- Planning is documented in a "Memo", including project brief, objectives, budget, partners, timelines.

3. Approval

- The Project "Memo" is approved by the director and/or Sector Lead from the respective Sector.
- Important or New Projects can also be approved by the Director General.
- Non-GCPS sectors are asked to inform the WIPO Youth Engagement Facilitator about every new youth project launched by them (coordination).

4. Implementation and Monitoring

- The WIPO Youth Engagement Facilitator (or non-GCPS sector Project Manager) coordinates the implementation of projects. This includes:
  - Collaboration with partners
  - Acquisition of necessary goods and services Go to Page
  - Monitoring the progress Go to Page
- Since 2022, the number of projects and associated budgets has grown. While activities have become more cross-sectoral, the overall project progress is not always readily and quickly accessible to the WIPO Youth Engagement Facilitator. Moreover, currently, there is no "tagging" of youth-related activities in the WIPO WePerform system. This leads to the need for a more systemic and disciplined approach to WIPO Youth's "portfolio" management across WIPO. ⚠

5. Following up

- WIPO Youth Engagement Facilitator (or non-GCPS sector Project Manager) distributes post-event questionnaires to gather immediate feedback.
- The results of the projects' follow-up are not always readily available, as the projects are run across different WIPO sectors, and compilation of results is decentralized. ⚠

6. Completion

- Completed projects are assessed in terms of their success (outputs, outcomes, impact); however, this is done informally. This limits the opportunity to analyze lessons learned and obtain other valuable insights. ⚠
- WIPO Youth Engagement team posts information on completed projects on WIPO's official social media accounts.

Finding 1 (High)
Since 2022, the number of WIPO Youth projects and associated budgets has grown. While activities became more cross-sectoral, the overall project progress is not always readily and quickly accessible to the WIPO Youth Engagement Facilitator, which makes coordination and reporting more challenging. Moreover, currently, there is no "tagging" of youth-related activities in the WIPO WePerform system.

Recommendation 1
In collaboration with partnering WIPO sectors, the WIPO Youth Engagement Facilitator should establish a central repository for all WIPO Youth projects and facilitate the "tagging" of WIPO youth-related activities in the WIPO WePerform system. The repository will house all relevant project management information, enabling robust reporting and follow-up, generating valuable insights, and assessing risks, performance, impacts, and outcomes, among other benefits. The "tagging" will ensure better traceability of youth-related activities across WIPO.

WIPO FOR OFFICIAL USE ONLY

4.8

Projects Design



Instead of directly relaying information about IP and entrepreneurship, WIPO Youth uses **non-conventional approaches** through **enjoyable** and **interactive activities**. This method ensures that learning is both engaging and memorable.

WIPO Youth Projects Design Principles

1

Thought Stimulation and Entertainment

Each activity is designed to **stimulate thought**, **inform**, and **entertain participants**, to ensure that the learning experience is both educational and enjoyable.

2

Tailored to Youth Interests

Activities are crafted to be **attractive** and **relevant to young people**, increasing their effectiveness in imparting substantive IP knowledge.

3

Strategic Coherence

Activities **align with WIPO's broader Youth Empowerment Strategy** (IP-YES!), which focuses on sparking passion, building skills, and empowering action among youth.











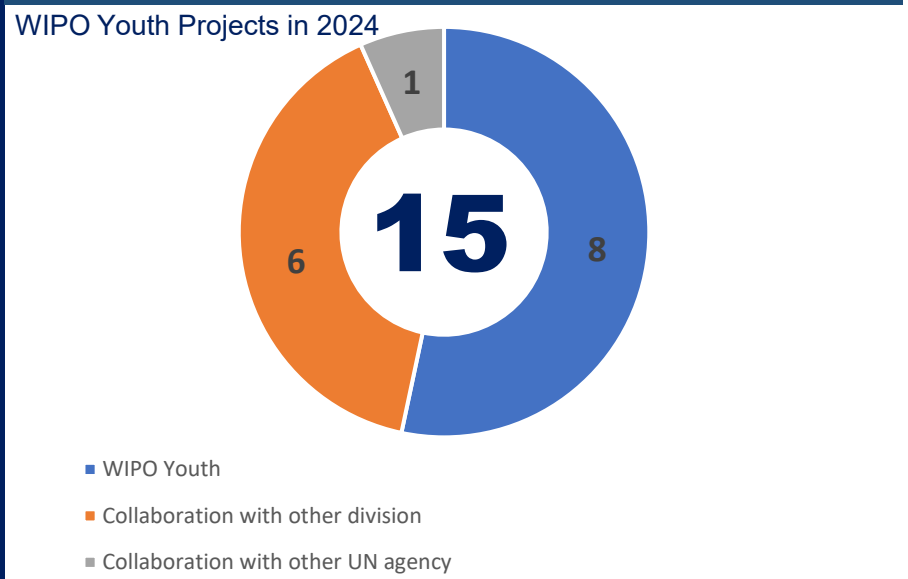
WIPO FOR OFFICIAL USE ONLY

4.9

Cooperation and Collaboration

Collaborative Efforts

The WIPO Youth Engagement team collaborates with various WIPO divisions and external partners. The graph below shows that in 2024, six of the 15 WIPO Youth projects were run in collaboration with other WIPO divisions and one with another UN agency (International Trade Centre, ITC).



Cooperation with UN Youth Office

The United Nations Youth Office was established following the adoption of General Assembly resolution A/RES/76/306 on September 8, 2022. Among its initiatives, the Office developed the UN Youth 2030 Entity Scorecard—a voluntary tool designed to encourage UN entities to monitor and report on youth-related activities, including associated expenditures.

WIPO completes the Scorecard on an annual basis. However, due to the decentralized nature of youth-related project data across various sectors within the Organization, WIPO has not yet reported consolidated youth-related expenditure data.

Establishing a central repository for all WIPO Youth projects and related data and "tagging" of WIPO youth-related activities in the WIPO WePerform system will enable robust reporting of youth-related activities across WIPO.
Refer to Recommendation 1 above.

Typical Collaborative WIPO Youth Activities

WIPO Academy: IP4Youth&Teachers



- Gamified and age-appropriate content.
- Customizable for national use.
- Support for national curricula setters.
- **61 resources** in **22 languages.**
- **1,350+ young participants** between 6 to 18.
- **2,500+ teachers participated.**
- **300+ teachers** have been trained in face-to-face workshops.

Traditional Knowledge Division: WIPO Photography Prize for Indigenous Peoples and Local Community Youth



- Through the Photography Prize, WIPO aims to **celebrate and make widely known the creativity of young members** of indigenous peoples and local communities.
- And also **raise awareness among them on how copyright can be used to protect the creativity** expressed in their photographs.

WIPO & ASEAN: 2023 Bootcamp for Young TikTok Creators



- Equip **young TikTok creators** with **branding and content creation skills.**
- Hands-on sessions on IP branding and content creation for Youth creators in ASEAN countries.
- Over **200 entries** and **20 million views** from ASEAN member states.

WIPO

4.10

Acquisition of Services and Goods

- To realize WIPO Youth projects, WIPO acquires services of third parties (individuals and businesses) and also goods.
- The majority of acquisitions fall below 20 thousand Swiss Francs; therefore, "Direct Acquisition" method is generally applied (i.e. the team can select a supplier without a competitive process).
- Most frequent non-payroll expenditures in WIPO Youth projects relate to ICS – Individual Contractor Services.

Relevant Guidance:

Office Instruction No. 03/2024: Policy on Individual Contractor Services (ICS)

WIPO Procurement Manual

WIPO Youth Generalized Direct Acquisition (DA) Procedure for ICS Recruitment

Prior to recruitment

1.Check availability of budget and relevant approvals have been granted.
2.Draft Term of References (TORs).
3.Find one suitable candidate as per the DA procedure. *A roster list of IP consultants list is available on the WIPO public site*.
4.Submit internal approval for the recruitment.
5.Gather required documentation (passport, banking statement) and draft the ICS contract.

Recruitment

All ICS recruitment through DA must have the following mandatory documents:

1. CV.
2. Internal email/memo approving the hiring of the selected ICS.
3. Draft Contract.
4. Terms of Reference.
5. Desk review of candidate selection.
6. Declaration of Non-Conflict of Interest (DNCI) for more than 5 thousand CHF.

After recruitment

1. Once deliverables are completed as set in the contract, the ICS must invoice WIPO and the requesting office must create receipt(s) in AIMS and process the payment.

2. Once the contract ends – no further action is required.

IOD Testing

IOD has tested a sample of expenses related to WIPO Youth projects under Global Challenges and Partnerships Sector from 2024 up to May 2025. The objective of testing was to assess, whether the acquisition of Services and Goods for WIPO Youth projects is performed in line with WIPO rules and regulations.

Sampling: Judgmental

Population: 154 thousand CHF Go to Slide 4.4 (Non-payroll expenses between 2024 and May 2025)

Amount of tested expenses: **111 thousand CHF**

Testing sheet: Go to Annex II

Result: The main acquisition decisions were made in accordance with the principle of segregation of duties, with the participation of the WIPO Procurement Function and BRIP leadership. The requested evidence was provided to IOD.

4.11
Communication

- WIPO Youth does not have its own social media accounts; communication to the public is conducted through WIPO's official social media accounts.
- IOD performed a "Google Search" of WIPO Youth and found that it is **well presented on the Internet**, including related video content.

WIPO Youth Media Strategy

Objectives
- People feel connected to IP
- Relevance of WIPO

Methods
- Bold , creative, and inspirational storytelling.

Major Activities
- Content production
- Using social media
- Focusing on new audiences



Character-driven **documentaries** featuring interesting young people



Short videos highlighting inspiring inventions, businesses and creators

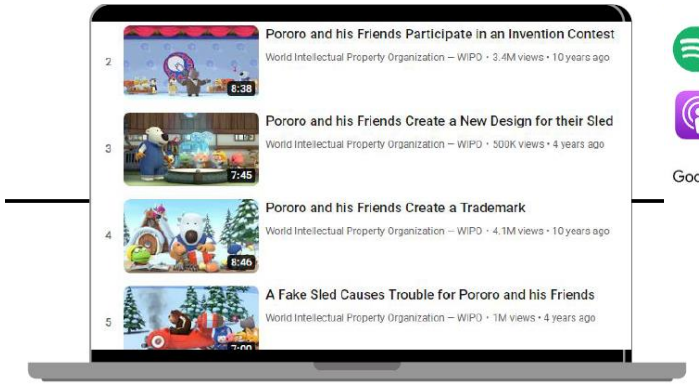


Interviews with innovators on trending topics

Major WIPO Youth Related Contents



African Superhero Helps Future Generations to Impact the World!
Tino Makoni, an illustrator and comic book artist from Zimbabwe, hopes that Africa will become the next center for superhero creation



- A series of cartoons called "Pororo the Little Penguin" has been widely distributed through the WIPO official YouTube account to educate children about the importance of IP rights.
- By May 2025, there were over 50 million views in 9 languages.

Spotify
Apple Podcasts
Google Podcasts

WIPOD



#WorldIPDay
Celebrating with IP explainer videos and customized AR filters

WIPO

4.12

Risk Management

The WIPO Youth Team operates within the Building Respect for IP Division. In line with the WIPO Risk Management Handbook, risk management for WIPO Youth projects is conducted at the project level.

To support this, WIPO has developed a Project Risk Register template and an accompanying heat map to facilitate risk identification and assessment. However, the WIPO Youth Team is not currently using these tools. It remains aware of the importance of escalating project-level risks when they become significant at the divisional or sectoral level.

- WIPO RM Framework: For the explanation and review of components of the framework, refer to WIPO Risk Handbook
- WIPO Risk Appetite Statement—This document explains the amount and type of risk WIPO is willing to take to meet its strategic goals and expected results. Link.
- ERM - A central repository to log, track, and manage risks.
- Sector Risk Coordinators (SRC) coordinate with Sector Leads, Managers, and the central risk team in the Office of the Controller to keep risks and response actions up-to-date in the ERM system. Here is a listing of SRCs.

Risk Management (RM)

		RM Steps	WIPO Youth Team (the Team) "As is"	Done?	Documented?
WIPO RM Framework	Managing Risk: Steps	1. Identification	The Team is well informed about key risks and events that may prevent, accelerate or delay the achievement of Project' goals. Risks are identified during the regular analysis and review of business processes and workflows; also during the internal meetings.	Yes	Yes
		2. Analysis	The Team understands the risk exposure by considering the likelihood of occurrence and potential impact of events. This allows for a clearer understanding of which risks require greater attention.	Yes	
		3. Response	The review of processes showed the Team's ability to adequately respond to key project risks. This is mainly done through implementation of mitigating actions and controls. Some risks are also avoided or accepted in line with the WIPO Risk Appetite Statement.	Yes	
		4. Reporting	As per the WIPO Risk Handbook, Risk Owners and Response Action Owners, with the support of their Sector Risk Coordinators, record risks in the Enterprise Risk Management (ERM) system (or in the Project Register). Key project risks are recorded in the project documentation.	Yes	
		5. Monitor & Review	Regular communication with partnering WIPO sectors and project participants allow being up-to-date on existing and emerging project risks.	Yes	

4.13 Key Risks and Controls

WIPO Youth Projects – Key Risks and Controls

	Relevant Controls, Control Activities, and main Control Owners			
Key Risks	**WIPO Youth Team**	**WIPO Youth partnering sectors**	**Project Implementing Partners (3rd parties)**	**WIPO Procurement Section**
Project Delays	• Robust process of selecting providers of services and goods. • Properly worded Terms of Reference, contracts, and general terms and conditions. • Regular communication and updates from partners. • Centralized repository for all WIPO Youth projects, housing all relevant project management information (not implemented yet)	• Robust process of selecting providers of services and goods. • Properly worded Terms of Reference, contracts, and general terms and conditions. • Regular communication and updates from partners.	Internal Controls of 3rd Parties (not directly controlled by WIPO)	• Application of all relevant procurement controls in line with the WIPO Procurement Manual.
Unacceptable Quality of Deliverables				
Project Cost Overruns				

Each project is associated with its own unique set of key risks. The table above outlines common risks identified across WIPO Youth Projects, along with the corresponding mitigation measures.

WIPO FOR OFFICIAL USE ONLY

Acknowledgement

IOD wishes to thank all relevant colleagues for their assistance, cooperation, and interest during this assignment.

Prepared by:

Dainis Reinieks, Senior Internal Auditor,

Zhuo Xue, Internal Auditor.

Reviewed and approved by: Julie Nyang'aya, Director, IOD.



5
Annexes

ID	Description
Annex I	Rating of Engagement Conclusions, Significance of Findings, and Rating of Controls and Residual Risks
Annex II	Results of Testing – Acquisition of goods and services for the WIPO Youth Engagement program in 2024 and 2025
Annex III	Summary of Youth Projects across WIPO (2024 - May 2025)

ANNEX I: RATING OF ENGAGEMENT CONCLUSIONS, SIGNIFICANCE OF FINDINGS, AND RATING OF CONTROLS AND RESIDUAL RISKS

Engagement Conclusion	Definition
Satisfactory	• The assessed governance arrangements, risk management, and controls were adequately established and functioning well. • Issues identified by the audit, If any, are unlikely to affect the achievement of the objectives of the audited entity/area.
Satisfactory, Some improvement needed	• The assessed governance arrangements, risk management practices, and controls were generally established and functioning, but need some improvement. • Issues identified by the audit do not significantly affect the achievement of the objectives of the audited entity/area.
Partially satisfactory, Major improvement needed	• The assessed governance arrangements, risk management practices, and controls were established and functioning but need major improvement. • Issues identified by the audit could significantly affect the achievement of the objectives of the audited entity/area.
Unsatisfactory	• The assessed governance arrangements, risk management practices and controls were not adequately established and not functioning well. • Issues identified by the audit could seriously compromise the achievement of the objectives of the audited entity/area.
N/A	• Not Applicable.

Engagement Finding Significance	Definition
Low Significance	Matters and/or findings considered to be of **minor importance** to the maintenance of internal control, compliance, good corporate governance, or good practice for processes. Findings raised may also relate to matters warranting consideration for improving the efficiency of existing processes subject to availability of specified resources or technology.
Medium Significance	Matters and / or findings considered to be of **importance** to maintenance of internal control, compliance, good corporate governance or good practice for processes. Findings raised may also relate to matters warranting consideration for improving the efficiency of existing processes subject to availability of specified resources or technology.
High Significance	Matters and / or findings considered to be **fundamental** to maintenance of internal control, compliance, good corporate governance, or good practice for processes. The matters and / or findings should be subject to agreed remedial action either immediately or within three (3) months from date of issue of final report to management.

Effectiveness of Controls and Residual Risk Rating: The Residual Risk Ratings in the table below are driven by the combination of Inherent Risk (the level of risk before the effect of mitigating controls) and the Effectiveness of Controls.

		Inherent Risk			
		Low	Medium	High	
Control Effectiveness	Not Effective	Low	Medium	High	Residual Risk
	Partially Effective	Low	Medium	High	
	Effective	Low	Low	Medium	

WIPO FOR OFFICIAL USE ONLY

ANNEX II: Results of Testing – Acquisition of goods and services for WIPO Youth Engagement program in 2024 and 2025

#	Description of goods / services	Time period	Amount, CHF	Related to WIPO Youth mandate?	Appropriate procurement method?	Sufficient justification supporting acquisition?	IOD Comments
1	WIPO-ASEAN Branding Bootcamp for Young Tiktok Content Creators	April 2023 – November 2024	41 457	Yes	Yes	Yes	Approved memo document ID: 18868830.
2	TANIT Youth Innovation Hubs Project	July 20 - 23, 2024	7 500	Yes	Yes	Yes	Approved memo document ID: 20748926.
3	WIPO's Participation at Youth Action Day at the Summit of the Future, New York	September 20, 2024	2 360	Yes	Yes	Yes	Approved memo document ID: 20811925.
4	WIPO's Participation at ECOSOC Youth Forum	April 16 – 18, 2024	12 475	Yes	Yes	Yes	Approved memo document ID: 19892023.
5	WIPO IP Moot Competition – ICS Recruitment	August 2024 – March 2025	15 500	Yes	Yes	Yes	The Procurement Section, and the Sector Lead assessed the fee as reasonable and consistent with the best value for money principle. This assessment was supported by documentation reviewed and confirmed by the Procurement Section.
6	IP in a Box - Educational Games in Uganda	N/A	32 000	Yes	Yes	Yes	The Alternative Procedure GCPS_GCD/2024/1287/AP was approved by WIPO High Level Officer in Charge of Procurement (HLOP) on November 15, 2024. The Procurement Section has provided IOD with supporting documentation.
	Total Amount Tested, CHF		**111 292**				

WIPO FOR OFFICIAL USE ONLY

ANNEX III: SUMMARY OF YOUTH PROJECTS ACROSS WIPO (2024 - MAY 2025)

As of May 20, 2025, no data was obtained except for the Global Challenges and Partnerships Sector.

Please refer to Slide 4.6 for more details.

WIPO FOR OFFICIAL USE ONLY