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PROGRAM PERFORMANCE IN 1998

Report of the Director General

I. INTRODUCTION

1. This report (hereinafter referred to as “the Report”) on the performance of the program in 1998 gives a mid-biennium account of the results so far achieved, or progress made towards their achievement, during the period January to December 1998. As desired by the Member States (see document A/33/8, paragraphs 28 and 29), the Report includes criteria and quantifiable indicators that provide a more practical assessment and stock-taking of success of the substantive program activities carried out, and whether program outcome is basically on track, in comparison with the declared objectives. It also includes certain observations concerning the conditions under which activities were undertaken and outputs produced.

2. The 1998-1999 results-based program and budget (document A/32/2), which was the first such program and budget adopted by the Organization, established clear linkages and relationships among the objectives, activities, expected results and input resources for each main program and sub-program. The Annex to this Report identifies, for each of Main Programs 02 to 18 and their respective Sub-programs, the main results achieved with selected performance indicators that measure or quantify whenever possible the extent of achievement of those main results. The Report attempts to show transparently the progress achieved under the various Main Programs. It also attempts to show that certain constraints have been encountered, the main ones being the transitional situation that prevailed in 1998 as the Director General moved the whole Organization in a new direction, and the timing of the approval of the Program and Budget, which took place only at the end of March 1998. At the end of the Annex is the organizational chart as of December 1998, showing the organizational units responsible for each of the Main Programs.

3. It is recalled that Article 9 (5) of the WIPO Convention calls for the Director General to prepare periodic reports on activities, and Article 6 (2) (ii) provides that the General Assembly reviews and approves reports of the Director General concerning the Organization. In the past the Director General presented an "Activities Report" to the meetings of the Assemblies of the Member States. As the newly-adopted results-based programming and budgeting process links program activities, expected results and performance measurements to indicate the extent of achievement of declared program objectives, it is considered more appropriate to report on the results achieved through the activities undertaken, rather than simply listing those activities. This Report therefore supersedes the former Activities Report. This Report will be produced twice each biennium. The first will be as an interim Performance Report covering the first year of the biennium, while the second will be the Performance Report for the whole biennium. The present Report is the interim Performance Report for 1998.

4. During the session of the Program and Budget Committee that was held from April 26 to 28, 1999, a preliminary version of this Report was presented by the Director General (as document WO/PBC/1/4 - Program Performance in 1998), and the members of that Committee were invited to comment or suggest improvements as regards its contents and presentation. Paragraphs 52 to 59 of the report of that meeting (document WO/PBC/1/6, reproduced as document A/34/5) summarized the very positive and constructive comments and suggestions of the Committee concerning the Report. Several changes to the Report have been made in accordance with those comments and suggestions. The International Bureau would welcome any further comments or suggestions from the Assemblies of the Member States of WIPO as to how further develop and improve the evaluation and the presentation of program performance under a results-based programming and budgeting process.

II. OVERVIEW OF PROGRAM PERFORMANCE IN 1998

5. The year 1998 was an exceptionally busy year. Aside from the progress made in reforming the Organization, and strengthening its efficiency and accountability tools, concrete achievements have also been made in specific areas of work, whereas important initiatives have been taken in others. The highlights of these achievements are:

- The Industry Advisory Commission (IAC) and the Policy Advisory Commission (PAC) have been established. The IAC and the PAC met for the first time in February and April 1999, respectively.
- Information Technology and the Internet have been put at the heart of WIPO's working modality, and their use has been amply demonstrated through the WIPO web site, the WIPO Intranet services, WIPO on-line arbitration services and the WIPO Domain Name Process.
- Developing countries and countries in transition have been given legal-technical assistance in response to their requests, particularly as concerns the implementation of the TRIPS Agreement, much of the assistance having been delivered through nationally-focused action plans.
- The WIPO Worldwide Academy, with its modern approach towards human resources development, is gaining roots and is widely appreciated.

- The progressive development of international intellectual property law is moving confidently forward.
- The establishment of the WIPONET and the automation of the PCT and the Madrid Systems have been initiated or consolidated.
- The strength of the international registration systems has been further consolidated, with 103 countries now having acceded to the PCT, and fees showing a downward trend.
- WIPO's Global Communications and Public Diplomacy have become a felt reality, especially at grass-roots level, where the concept and importance of intellectual property are being communicated at a much greater scale and effectiveness than before, as well as in the Geneva-based community, through the successful launching of the WIPO Visitors' Center located in the WIPO headquarters building.
- Relations with various elements of the United Nations system have been strengthened, and broader cooperation has been initiated with the World Trade Organization in respect of the implementation of the TRIPS Agreement.

6. This overview indicates that the Director General has fulfilled not only the promises he made over a year ago to the Member States, but also set into motion strategic actions to ensure longer-term stability and lasting effects of key program elements.

7. It should be noted that in order to ensure the fulfillment of those promises, a number of prerequisite projects and initiatives had first to be accomplished or launched. The key projects that proved essential for laying down the foundation for the successful first full year of the biennium were: the increased automation of the PCT and upgrading of the WIPO-wide network services; initiation of the development of the Global Information Network (WIPONET); launching of video-conferencing; construction of the WIPO Visitors' Center; launching of a joint initiative between WIPO and WTO on technical assistance to developing countries in respect of the TRIPS Agreement; more forceful implementation or promotion of the Madrid Protocol, the two new copyright treaties (WCT and WPPT) and UPOV; and vigorous research in new intellectual property questions.

8. Moreover, in the background, major re-organization of the International Bureau had to be substantially completed to maximize its financial and human resource potential even while program implementation was proceeding. The key result areas were: creation of a new and modern management structure and the appointment of two Deputy Directors General in July 1998; improved staff development opportunities; better internal working procedures and communication; mechanisms for coordination of policy formulation through the establishment of a Policy Development Group (PDG), the Policy Implementation Meeting (PIM), the weekly Professional Information Meeting (PRIM), internal Policy Oversight Committees (POCs) and *ad-hoc* task forces.

9. All of the main objectives and expected results specified in the Program and Budget for the 1998-1999 biennium (document A/32/2) have been addressed, albeit to varying degrees, as of the end of 1998, the mid-point of the biennium. The overall performance of the program in 1998 exceeded many expectations, notwithstanding the difficulties associated with the

nature and extent of program transition and organizational reform that characterized that period.

III. HIGHLIGHTS OF THE 1998 PROGRAM PERFORMANCE

The Reorganization Process and Its Effects

10. The stringent effort in 1998 to put in place a new organizational structure and the resulting internal staff movements temporarily disrupted program delivery in particular instances. It is observed, for example, that the average vacancy rate in 1998 had risen to more than 10 percent compared to 6 percent the year before. This was due, firstly, to the approval of new posts only in April 1998, and secondly, the need to classify the new posts in accordance with the ICSC standards prior to circulation of the vacancies. It was not until July 1998, therefore, that these posts were released for recruitment, creating an unusually heavy workload bearing on the limited resources of the Engagements Section. Nevertheless, program managers have succeeded in overcoming adverse effects and persevered in attaining very satisfactory results in 1998 through short-term measures such as use of consultants and temporary staff. On the whole, there appeared to be no evidence that the process of reorganization has adversely affected the overall performance of the Organization during the period under review, or if there were adverse effects, they were brief and quickly ameliorated.

Performance of the New Results-Based Budgeting System

11. The implementation of the newly-established results-based budgeting system is very satisfactory. The implementation of the new budgeting system was achieved in record time, considering that the 1998-1999 Program and Budget was approved only in March 1998. The main achievements in this respect concern the institutionalization of a new organizational discipline of accountability and managing for results and the related transition from expenditure reporting of inputs to result measuring of outputs. The advanced features of the draft program and budget for 2000-2001, particularly in the use of performance indicators in the planning and budgeting process, is evidence itself of the successful institutionalization of the new system.

The Service Type Main Programs

12. Main Programs 13 (PCT System), 14 (Madrid System), 15 (Hague System), 17 (Administrative Support Services) and 18 (Premises), and some parts of Main Programs 03 (Legal and Organization Affairs) and 05 (Global Communications and Public Diplomacy) can be considered as providing a service type of deliveries, which are generally more predictable and recurrent in nature. The said services are naturally delivered in a prompt and regular manner (e.g., registration activities under the PCT, Madrid and Hague Systems, financial operations, provision of legal, language, conference, communications, records management, printing and procurement services, regular updating of publications, maintenance of premises and facilities, etc). The results achieved were exceptionally good and quite easily demonstrable. Services under these Main Programs were delivered smoothly and without delay even while the volume of activities generally increased during the period under review. The above-mentioned Main Programs collectively accounted for well over half of total 1998 expenditure.

13. The implementation of Main Program 03 was considerably facilitated by the creation of two new units within the Office of Legal and Organization Affairs, namely, the Non-Governmental and Enterprise Affairs Division, which took charge of supporting the Industry Advisory Commission (IAC) and implementing the Contracts Review Facility (Sub-program 03.2), and the Electronic Commerce Section, which managed the WIPO Internet Domain Name Process.

14. While expanding the Organization's presence on the Internet, Main Program 05 substantially increased the regularity of contacts with the more traditional media, resulting in stronger links with the Geneva-based press corps and media groups around the world. At the same time, new and more attractive WIPO publications were developed and widely circulated, which helped promote the new WIPO corporate identity. This expanded and more global outreach has in turn led to increased coverage of WIPO activities, notably within the African, Arab, Asian, and Latin American and Caribbean regions, as well as elsewhere.

The Strategic and Prospective Main Programs

15. Main Programs 02 (Strategic Planning and Policy Development), 04 (Internal Oversight and Productivity), 09 (Development of Industrial Property Law), 10 (Development of Copyright and Neighboring Rights), 11 (Global Intellectual Property Issues) and 16 (Human Resources Management), and certain parts of Main Programs 03 and 05, encountered the most difficulties particularly in addressing new areas of work and finding adequate skills and expertise which were not readily available in-house. In a sense, these programs were engaged in developmental work in 1998, coupled with the fact that the nature of their objectives and expected results are those that have relatively longer gestation periods than others. Nevertheless, these Main Programs performed very satisfactorily, more than expected in many instances, in spite of technical and administrative constraints (as summarized below) and limitations of staff and budgets.

16. Main Programs 02 and 04 had to break new ground in policy formulation, internal and external coordination and a host of other new areas which were developmental or evolutionary in nature. Generally, therefore, this required the review and/or strengthening of pre-existing policies and procedures, formulation of new ones, application for the first time of the new results-based program planning and budgeting procedures and strategic decision-making by the Director General. Main Program 02 provided essential executive level support and facilitation of these activities during this formative period. In particular, it concentrated on supporting implementation of Main Program 01 (Constituent Organs of the Member States and Office of the Director General), servicing the meetings of the Assemblies of the Member States of WIPO, providing Front-Office support to the Executive Office of the Director General, and facilitating internal coordination, re-structuring of the International Bureau and external relations with other international organizations. In order to enhance WIPO's ability to work with the United Nations and the World Bank and to follow intellectual property developments in the Americas, the New York Coordination Office was strengthened.

17. Main Programs 09 and 10 and to a certain extent 11 were in a sense interacting with other programs, notably Main Programs 06 (Cooperation with Developing Countries) and 07 (Cooperation with Certain Countries in Europe and Asia) in respect of activities relating to technical assistance and cooperation with beneficiary countries. Moreover, the nature of their own activities and expected results were of longer gestation and somewhat dependent on sovereign acts of Member States, such as accession to treaties and decision-making in the

framework of the Member State-driven Standing Committees, and in respect of Main Program 11, maturing of international interest in emerging and new intellectual property issues, such as protection of folklore and intellectual property and human rights. These Main Programs nevertheless made substantively more progress than expected towards their planned objectives.

18. Main Program 16 was hampered by the unusual demand placed on the Engagements Section, which experienced an acute shortage of staff, and the institutionalization of organizational reforms and development of new staff support services.

*Cooperation for Development and Implementation of the TRIPS Agreement, and the
WIPO Worldwide Academy*

19. Cooperation with developing and least developed countries, the development of human resources and the implementation of the TRIPS Agreement were high on the agenda of the Organization in 1998. Main Program 06 successfully implemented a full year's program of assistance for the benefit of those countries even though the 1998-1999 budget was approved only at the end of the first quarter of 1998. Sixty-eight nationally-focused action plans were executed by WIPO, eight of which were completed and 24 new ones started, with the bulk of the assistance directed at helping countries prepare for the implementation of the TRIPS Agreement by January 1, 2000. These activities concentrated on modernizing their intellectual property systems and strengthening their operational and human resources capacities in the legislative, administrative and enforcement areas.

20. In 1998, Main Program 06 as a whole mobilized a total of 160 man-months of expertise and 237 individuals who acted as resource persons in seminars, workshops and other events organized by WIPO in the four regions. As compared to 1997, this represented a 5.5 percent and a 38.6 percent increase, respectively. Forty-three developing country nationals acted as experts and 147 as resource persons in the implementation of the Main Program. This represented an increase of 30 percent and 35 percent, respectively, compared to 1997. A total of 119 WIPO-designed and organized events took place in 1998 in the four developing regions, of which 59 were at the national level (for some 6,440 participants), and 60 at the regional and sub-regional levels (for some 3,550 participants). One of the main achievements of Main Program 06 was the dissemination of information on the intellectual property system and the promotion of its potential benefits to an enlarged number of target groups and interested circles. A total of 54 national, sub-regional and regional meetings were organized by WIPO in this respect for the benefit of some 5,320 individuals from governmental and private sectors.

21. Since the approval of the 1998-1999 Program and Budget, three new organizational units were created in the Cooperation for Development Sector of the International Bureau, namely, the Least Developed Countries (LDC) Unit, the Division for the Promotion of Innovation and Creativity and the Copyright Collective Management Division. These new organizational units provided much greater clarity and focus in respect of the policies, programs and projects in that Sector, and have led to more efficient allocation and utilization of its financial, institutional and human resources.

22. Main Program 08 (Human Resources Development and the WIPO Worldwide Academy) made significant progress in broadening the range of training beneficiaries among decision-makers, policy advisors, development managers, administrators, law enforcement

officers and examiners, with the objective of promoting the sharing of information among various intellectual property users as well as right holders. It also placed greater focus on updating course content and material, and on increased use of modern technologies for training purposes, such as multimedia presentations and video conferencing. These initiatives resulted in better delivery and greater impact of the training courses, as indicated in the evaluation and feedback of course participants. More advanced and tailor-made training programs were also developed to suit specific needs of diverse groups of beneficiaries. The number of courses delivered during 1998 also increased. A total of 60 interregional courses and seminars involving 484 sponsored participants and 161 participants in study visits were conducted, and five Academy sessions with the participation of 84 policy-level officials from all regions were held in 1998. In the area of distance learning, the newest in the WIPO Worldwide Academy's mandate, special emphasis was placed on creating the strategic foundation for distance learning. In this context, and in line with established pedagogical principles, initial actions involved the identification of training needs and target audiences, prior to proceeding to course development. These substantial accomplishments were achieved notwithstanding the structural and organizational problems linked to the novelty of the existence of the WIPO Worldwide Academy.

Cooperation with Certain Countries in Europe and Asia

23. The implementation of Main Program 07 (Cooperation with Certain Countries in Europe and Asia) progressed well and on schedule. As foreseen in the Program and Budget for 1998-1999, the activities carried out during the reporting period consisted mostly of consultations with government officials, provision of legislative advice and the organization of seminars. The promotion of adherence to WIPO treaties and enhancement of international cooperation in this field largely met WIPO's expectations. Considerable progress was made in respect of delivery of assistance aimed at the harmonization of intellectual property legislation with WIPO-administered treaties and the TRIPS Agreement, the enhancement of protection against piracy and counterfeiting, and cooperative activities for the modernization and strengthening of institutions for the administration and enforcement of intellectual property.

Global Information Network and Intellectual Property Information Services

24. The strategic achievements of Main Program 12 (Global Information Network and Intellectual Property Information Services) in 1998 were the approval by the General Assembly of the establishment of the WIPONET (and the use of the Special Reserve Fund for this purpose) and the issuance of the Request for Proposal (RFP), the critical component that created the financial and chronological frame of reference for the WIPONET. Because the WIPONET will be the backbone of the WIPO global network, these early achievements effectively pave the way for other, information technology-based, initiatives of the entire Organization and are thus considered to be very significant progress milestones. Main Program 12 also contributed other important results in 1998, notably the development of the WIPO standards for the exchange of intellectual property information, initiation of the Intellectual Property Digital Library (IPDL), the "Madrid Express" database on international trademark registration, revision of the IPC and the Nice and Locarno international classification systems and publication of CD-ROM products, among others.

Premises

25. The most significant result achieved in this area (Main Program 18) was the approval by the General Assembly of a number of premises proposals for solving the long-standing and growing problem of adequate office space to house the staff and facilities of WIPO. Those proposals were the results of the efforts of the Premises Task Force and the Premises Policy Oversight Committee which elaborated WIPO's requirements for working places, conference facilities and parking spaces to the year 2008, and developed a number of premises proposals for addressing those needs.

Additional Program Activities Approved by the Member States

26. The Member States approved in September 1998 the implementation, during the current biennium under existing budgetary limits, of a set of additional activities proposed by the International Bureau. These activities were in the areas of intellectual property and global electronic commerce, biological diversity and biotechnology, protection of folklore, conversion of PCT pamphlets into character coded formats, use of working languages and promotion of the PCT and Madrid Systems in developing countries and countries in transition. These activities were included in the work plans of the relevant Main Programs and their implementation is proceeding, as noted in the Annex.

IV. CONCLUSION

27. The main results achieved, or progress made towards their achievement, as demonstrated by each of the Main Programs for the year 1998 point to a strong likelihood that the objectives declared in the 1998-1999 Program and Budget will be attained. This is reinforced by the positive and encouraging feedback regularly received from many quarters, which confirms not only the high level of satisfaction about the performance of the program of WIPO in the past year, but also the dynamic leadership provided by the Director General in the international intellectual property arena as well as in the United Nations family of organizations.

28. *The Assemblies of the Member States of WIPO are invited to review and approve the contents of this document.*

[Annex follows]

ANNEX

Program Performance by Main Program and Sub-program, 1998

Main Program 02 – Strategic Planning and Policy Development	
Sub-Program 02.1 – Development of Strategy and Policies	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Improved coordination and greater correlation of strategic objectives and activities between the main functional areas of the Secretariat.</p>	<p><i>-Mechanisms in place for coordinating policy development:</i> Creation of the Policy Development Group (PDG), the Policy Implementation Meeting (PIM), the weekly Professional Information Meeting (PRIM), internal Policy Oversight Committees (POCs) and ad-hoc Task Forces.</p> <p><i>- Frequency and nature of proposals to the Director General in respect of internal coordination of objectives, strategies, plans, programs, projects and activities:</i> Various proposals, at a rate of one to two per week, sent to the Director General bearing on substantive coordination of activities and programs. Initiatives were taken to correlate intellectual property development between programs and activities within the Secretariat, which were deliberated upon by the Policy Development Group (PDG) meeting weekly if not more often.</p>
<p>Closer correlation of objectives and activities between WIPO and other organizations (see also sub-programs 02.3 and 02.4).</p>	<p><i>-Fact-finding missions to selected countries on strategic issues in the field of intellectual property and their implications for WIPO programs:</i> Reports of fact-finding missions to ten countries concerning cultural development and IP, WTO matters, OECD activities in biotechnology, modernization of treaties, copyright and piracy, information technology, electronic commerce, etc.</p> <p><i>-Coordination activities with international organizations:</i> Initiatives were taken to correlate intellectual property development programs and activities between WIPO and other international organizations, such as the ITU, WCO, UNESCO, UNCTAD, ECOSOC, WTO, the UN-ACC, UNEP and others.</p>
<p>Approval of programs (based on strategic plans) and enactment of policies by the ordinary and extraordinary sessions of the Assemblies of the Member States in 1998.</p>	<p><i>- Agendas, policy proposals and the necessary background information and documentation for the scheduled sessions of the Assembly of the Member States:</i> Two sessions of the Assembly of Member States serviced, attended by 428 delegates of 134 Member States, 16 IGOs and 19 NGOs, in March, and by 465 delegates of 141 Member States, 18 IGOs and 9 NGOs in September 1998. Decisions and other actions of the Assembly, including approval of the first WIPO result-based Program and Budget 1998-1999 and the program of organizational reform of the Secretariat, recorded in two separate reports (A/32/7 and A/33/8).</p>

Sub-Program 02.2 – External Relations	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Greater recognition of and understanding of WIPO in government policy-making processes, in the Geneva diplomatic community and in other multilateral centers.	<p>- <i>Nature and extent of staff support for the Executive Office of the Director General in connection with external relations:</i> Background research and briefing materials, at the rate of three to four per month, or more often, on policy issues for members of the diplomatic corps in Geneva, visitors to WIPO from the UN and UN specialized agencies, symposia and other meetings abroad addressed by the Director General himself or by WIPO officials on his behalf, including ITU, WCO, WTO, the UN-ACC, UNEP, ECOSOC, ICSC, UNGA, WB/IMF Africa Club Conference and others.</p> <p>- <i>Press releases bearing on external relations:</i> Press releases on official visits of the Director General and/or senior WIPO officials and frequent press material on policy implications of emerging intellectual property issues and WIPO activities (see also Program 05 – Global Communication and Public Diplomacy).</p>
More efficient protocol and cost effective travel arrangements in facilitation of external relations for the Executive Office of the Director General, delegates to meetings, fellowships and the WIPO Secretariat as a whole.	<p>- <i>Protocol and travel arrangements:</i> 1,460 official travel authorizations and arrangements for 738 expert missions and lecturers at meetings, 130 delegates to meetings of standing committees, 270 delegates to meetings of the Assemblies of Member States, and 322 fellowships/training recipients; 18 missions of the Director General to 16 countries; strict cost control of all travel arrangements resulting in savings of 265,430 Swiss francs.</p>
Sub-Program 02.3 – Cooperation with the World Trade Organization (WTO)	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
A close operational partnership with the WTO, marked by closer coordination and some integration of legal-technical assistance activities, and joint policy-related studies on enhancement or development of intellectual property standards.	<p>- <i>Number and nature of joint activities with the WTO:</i> Joint initiatives with the WTO on provision of legal-technical assistance to developing countries in the framework of the WIPO-WTO Cooperation Agreement with respect to TRIPS (see also Programs 06, 07 and 08) and the meeting on two occasions of the Directors General of WIPO and WTO. In this regard, one joint symposium on “Process of implementation of the TRIPS Agreement”, two joint press releases and one joint press conference to inform policy makers and the general public of TRIPS-related issues, participation as speakers in a WTO policy course and a WTO seminar, and attendance at five sessions of the TRIPS Council and two sessions of the WTO General Council.</p>
Sub-Program 02.4 – Cooperation with the United Nations and Interagency Affairs	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Greater range of partnerships and closer policy and operational coordination with concerned elements of the UN system.	<p>- <i>Number and nature of cooperative activities with UN bodies:</i> A memorandum of agreement with the UNHCR drafted; participation in four meetings of the OC, two meetings of the ACC and in one session of the UNCTAD Executive Body; two interdepartmental briefings; an agreement with UNITAR for a joint training activity for UN officials and diplomats. Participation with ITU in the establishment of the Geneva Diplomatic Community Network (GDCnet) with technical expertise and computer hardware and software support from WIPO.</p>

Sub-Program 02.5 – Cooperation with the International Union for the Protection of New Varieties of Plants (UPOV)	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Greater practical understanding of intellectual property protection relating to plants.	- <i>Number and nature of cooperative activities with UPOV:</i> Coordination with UPOV on two meetings of the WTO TRIPS Council; one meeting at the World Bank concerning UPOV; actions concerning UPOV from the UN Department for Economic and Social Affairs and from UNEP; participation in the 4 th Conference of the Parties to the Convention on Biodiversity, and one meeting of the South Center sponsored by the South Center Pilot Project on WTO and the Institute for Agriculture and Trade Policy. Final arrangements for two comprehensive briefings for WIPO officials on UPOV activities, including in relation to the TRIPS Agreement provision on plant varieties protection in February 1999, one joint symposium (WIPO-UPOV-WTO) in February 1999 and three regional training courses on IPR and plant variety protection in March 1999.
Sub-Program 02.6 – Economic Forecast and Research	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Establishment of the groundwork for analysis of socio-economic and development implications of intellectual property.	- <i>Number and nature of formative/preparatory activities:</i> Commissioning of major studies on the impact of the Asian financial crisis on PCT filings, and on the economic aspects of IPR for the benefit of developing countries; establishment of a database for research in the area of economics and patents (presently with 1400 entries). Development in progress: special website on existing research works in the field of intellectual property and economic development; a network of potential authors, researchers/economists; reports on research in the IP field in economic research centers in Oslo, Paris and Maastricht.
Total expenditure in 1998: SFr 4,359,000	

Main Program 03 – Legal and Organization Affairs	
Sub-Program 03.1 – Legal and Constitutional Matters	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Quality and timely advice and assistance to Member States, the Secretariat and other entities on a wide range of legal and technical issues relating to the work of the Organization.	<p>- <i>Legal advice</i>: Research, legal analyses and opinions drafted in relation to over 20 requests for assistance and advice on the interpretation and application of the Organization’s Headquarters Agreement and the WIPO Staff Regulations and Staff Rules.</p> <p>- <i>Working groups and legal drafting</i>: Working groups convened and extensive preparatory mailings leading to the drafting and distribution to all Member States of the proposed amendment to Article 9(3) of the WIPO Convention.</p> <p>- <i>Procedures</i>: Numerous internal and external requests dealt with concerning questions of procedure and practice relating to meetings of the Member States and committees.</p>
Efficient performance of significant depository functions in respect of the multilateral conventions and agreements administered by WIPO.	<p>- <i>Depository services</i>: Received and processed 86 instruments of ratification or accession, issued 90 notifications of treaty actions, and prepared certified copies of treaties, model instruments of accession and notes on the advantages of accession to WIPO-administered treaties.</p> <p>- Dealt with numerous requests from Member States and the private sector concerning the status and interpretation of WIPO treaties.</p>
Development of institutional mechanisms and other measures for procedures and processes in the Organization.	<p>- <i>E-mail Policy</i>: Development and drafting of new policy on the proper use of e-mail by members of the Secretariat.</p> <p>- <i>Staff grievances</i>: Negotiation of solutions in a number of instances to resolve staff grievances without resort to formal appeal mechanisms.</p>
Sub-Program 03.2 – Contracts Review Facility	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Enhanced accountability of the Organization and more commercially favorable contract terms.	<p>- <i>Contract review</i>: Over 40 contracts – some significant and others minor – were reviewed through the Contract Review Facility.</p> <p>- <i>Contract Management</i>: Contract negotiations and management for the successful acquisition of the “Steiner Lot”, including discussions with the Steiner Company, Swiss Authorities, and other parties.</p> <p>- <i>Contract Management</i>: Contract negotiations and management for several large-scale projects, including in respect of the automation of the PCT system and the WIPONET project. Began the preparatory legal work for the conclusion of the acquisition of the WMO building.</p>
Strengthened and expanded the Contract Review Facility through which the interests of the Organization in the legal security and appropriateness of its contract relations with others are maintained. This Facility has enhanced accountability and provided more commercially favorable contract terms for the Organization.	<p>- <i>Regularized review</i>: The services of the Facility were regularized so as to make them directly available and relevant to all Divisions and Offices in the Secretariat. This included beginning discussions with all Divisions and Offices in WIPO about their general legal needs – both contractual and otherwise.</p>

<p>Established an Office for Relations with the Enterprise Sector and Non-governmental Organizations. That Office managed the process of accreditation of non-governmental organizations, served as the Secretariat of the Industry Advisory Commission and strengthened relations between the enterprise sector and the WIPO Secretariat.</p>	<p>- <i>Relations with NGOs</i>: A total of 18 additional NGO requests for observer status with WIPO reviewed and prepared for submission to the Assemblies of the Member States for their advice on whether to grant the said NGOs permanent observer status. In addition, made arrangements for greater participation of NGOs and the private sector in the Organization, including planning and executing meetings between representatives of the WIPO Secretariat and of industry, including the pharmaceutical, motion picture, recording, computer software, publishing and biotechnology industries.</p> <p>- <i>Industry Advisory Commission</i>: Preparations well advanced for the first session of the IAC (held in February 1999), including identifying appropriate representatives for the IAC, setting the agenda for the first meeting, and preparing the logistical details.</p>
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Sub-Program 03.3¹

A. WIPO Arbitration and Mediation Center

Main Results Achieved	Selected Performance Indicators
<p>Increased exposure of Center's services, including a fully functional, neutral, internationally based and cost-effective on-line dispute resolution system, in particular for the resolution of Internet domain name disputes with consequent enhanced effectiveness of the domain name space.</p>	<p>- <i>Website services</i>: Arbitration Center website designed and implemented to offer access to the Center's arbitration and mediation rules and clauses and to provide information about the Center's activities and other arbitration materials.</p> <p>- <i>On-line dispute resolution</i>: Design and development of the first on-line dispute resolution system for intellectual property disputes between private parties.</p> <p>- <i>Information and legal advice</i>: Extensive daily interaction with interested parties, including through mailings, regarding the application of WIPO's clauses and legal aspects of WIPO's rules and procedures.</p>
<p>Professional training programs for legal professionals.</p>	<p>- <i>Professional training programs</i>: Organization of two mediation training programs, an arbitration workshop and five on-line dispute resolution training programs, including preparation of training materials and arrangement of logistical details.</p>
<p>Continuing development and maintenance of a comprehensive professional neutrals database and services for the referral of neutrals.</p>	<p>- <i>Neutral references</i>: Comprehensive background profiles for 70 additional neutrals processed and incorporated into the neutrals database for a total of approximately 800 neutrals from over 65 countries. Regular referrals provided for expert mediators and arbitrators in different procedures.</p>
<p>Administration of dispute resolution procedures for cases submitted to the Center; adoption of WIPO procedures by industry associations for potential disputes between members.</p>	<p>- <i>Administering services</i>: Administration of formal multi-party mediation under WIPO mediation rules.</p> <p>- <i>Tailored procedures</i>: Provided extensive drafting and other legal advice leading to the adoption of WIPO disputes resolution procedures by Internet service providers and an international association in the textile design industry.</p>

¹ At the meetings of the Assemblies of the Member States in September 1998, the WIPO General Assembly agreed to a more coordinated approach to electronic commerce within WIPO, which resulted in the establishment of the Electronic Commerce Section under the Office of Legal and Organization Affairs within the parameters of the existing Program and Budget 1998-1999.

<p>Extension of the Center's involvement with developing countries and other arbitration institutions.</p>	<p><i>-Seminars and meetings:</i> The Center's staff and other WIPO officials participated in numerous seminars and meetings regarding the use of arbitration and mediation.</p> <p><i>-Cooperation agreements:</i> Concluded five new formal cooperation agreements with dispute resolution institutions in different regions of the world.</p>
<p>B. Intellectual Property and Electronic Commerce</p>	
<p><u>Main Results Achieved</u></p>	<p><u>Selected Performance Indicators</u></p>
<p>WIPO Internet Domain Name Process: Developed and conducted an international process with the widest possible participation from the public and private sectors to address Internet domain names and related intellectual property and dispute resolution issues. A new unit, the Electronic Commerce Section, established to manage the Domain Name Process and other matters pertaining to electronic commerce (see also the footnote under Main Program 11)</p>	<p><i>-Website services:</i> Website for the WIPO Internet Domain Name Process designed, implemented and maintained to disseminate information and receive comments regarding the WIPO requests for comments (RFCs), the regional consultations and the issuance of the Interim Report. The website averaged 82,000 hits per month after it was established in July 1998.</p> <p><i>-International meetings:</i> Organized and held 11 consultation meetings on an international basis within the framework of the WIPO Internet Domain Name Process.</p> <p><i>-Interim Report:</i> Drafted and published two substantial RFCs on relevant issues, as well as a comprehensive Interim Report: "The Management of Internet Names and Addresses: Intellectual Property Issues" containing WIPO draft recommendations.</p>
<p>Total expenditure in 1998: SFr 3,584,000</p>	

Main Program 04 – Office of Internal Oversight and Productivity	
Sub-Program 04.1 – Financial Control and Audit	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
The financial administration of WIPO continues to be ensured in strict compliance with the WIPO Financial Regulations and Rules.	<p><i>-Policy directives/instructions to strengthen internal financial control:</i> Five internal memoranda to direct program managers to monitor their respective expenditure by objects of expenditure.</p> <p><i>-Control of all financial transactions:</i> Strict and thorough review of some 7,000 proposals for expenditure throughout 1998 in accordance with the WIPO Financial Regulations and Rules.</p> <p><i>-Development of supporting mechanisms for internal financial control:</i> Fully computerized systems for maintaining inventories of equipment and furniture nearing completion.</p>
Sub-Program 04.2 – Program Planning and Budget	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Improved design, structure and content of the program budget to strengthen accountability for results and enhance transparency.	<p><i>-Program and budget 1998-99:</i> Represented WIPO's first results-based budget, and which received wide acclamation from Member States and other Organizations of the UN system.</p> <p><i>-Program and Budget 2000-2001:</i> Based on the experienced acquired in the preparation and adoption of the Program and Budget 1998-1999, the results-based approach was further developed in preliminary work on the Program and Budget 2000-2001.</p> <p><i>-Greater correspondence between program objectives, results, budget and organizational structure:</i> Development of performance indicators in the context of the Program and Budget 2000-2001.</p>
Sub-Program 04.3 – Evaluation and Productivity	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Progress towards an operational monitoring and evaluation system.	<p><i>- Management actions:</i> New monitoring and evaluation unit established in May 1998. First attempt to monitor program performance initiated. In November 1998, the Unit was transferred to the Office of Strategic Planning and Policy Development to enhance the independence of the evaluation framework. Commencement of assessment of mid-term program performance covering 1998.</p>
Total expenditure in 1998: SFr 1,546,000	

Main Program 05 – Global Communications and Public Diplomacy

Sub-Program 05.1 – Communications on the Internet and Intranet

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>The WIPO website being one of the top intellectual property services on the Internet. Hundreds of thousands of people around the world were reached through the WIPO Internet website. The appearance, coherence and organization of the website improved considerably; electronic publication of documents from all WIPO main meetings; and WIPO's major publications were downloaded by many government authorities.</p>	<p>- <i>Quantity and range of information available on the WIPO website and frequency with which new material is added and existing information updated</i> : 55,000 pages of information, continuously updated.</p> <p>- <i>Number of file requests/visits to the website and number of links with other organizations and institutions</i>: Website visits tripled from 5,000 to 15,000 hits per day; 60 hyperlinks to other websites created; and four electronic fora organized for some 1,000 participants on the Internet.</p>
<p>Improved accessibility of information within the Secretariat and greater sharing of relevant information by the WIPO staff. The WIPO Intranet has evolved into an efficient means of disseminating internal information throughout the Organization and has promoted internal transparency.</p>	<p>- <i>Quantity and range of information available on the Intranet site and frequency with which new material is added and existing information updated</i>: 8,000 pages of information on 18 home pages of the various sectors, offices, departments and units or programs of WIPO; and 900 external links to websites, regularly updated.</p> <p>- <i>Number of staff trained in use of the Intranet and in preparing documents for electronic (web) publishing and/or establishing home pages</i>: 200 staff members trained in use of Intranet in 50 training sessions, 30 staff members trained in preparation of documents for the web and 15 organizational units trained on the creation of their own home pages.</p>

Sub-Program 05.2 – Media Relations and Public Affairs

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Greater transparency, visibility and accuracy of information concerning WIPO and intellectual property issues, not only in the international media, but also in the national media of Member States.</p>	<p>- <i>Number of press interviews and conferences given and of articles/reports relating to WIPO and its activities appearing in the international and national press; the accuracy of their content</i>: Approximately 30 interviews with major media outlets were given, 50 briefings for journalists were held, and 30 press releases and 43 updates were produced and distributed. Media kits were distributed during the Director General's visits overseas and other staff missions. More than 400 reports on WIPO and its activities, which were accurate and reflected favorably on the Organization, were observed to have appeared in international print media, television and radio. Some of these reports have been compiled into weekly press clippings on WIPO and intellectual property, and 51 issues were distributed in-house. Regular contacts with Geneva-based press initiated and maintained. Basic information concerning WIPO appeared in some 90 commercial reports and directories around the world.</p>
<p>Enhanced communication with NGOs, civil society and IGOs through the production and dissemination of information and regular contacts.</p>	<p>- <i>Nature and extent of efforts taken to disseminate information materials to the press, interested groups and individuals and to the public at large on WIPO and its activities</i>: All press releases and updates were distributed through direct mailings to 141 NGOs with Observer Status in WIPO, to the UN in New York via the WIPO Coordination Office in New York, and to other UN agencies based in Geneva; regular meetings organized with the WTO staff, including the receiving of 90 WTO trainees at WIPO headquarters.</p>

<p>Establishment of a speedy responsive service to handle inquiries received directly in Geneva and of an information center to receive visitors at WIPO headquarters.</p>	<p>- <i>Frequency and scope of public outreach undertaken, and the resulting number and type of information requests received by WIPO:</i> The exhibition "Women Invent" was organized in September to mark the inauguration of the WIPO Information Center at WIPO headquarters in Geneva, and it drew some 1,400 visitors in 4 months. Briefing and tours arranged for some 40 visiting groups from schools, universities, governments and other institutions. Some 3,800 requests for information were recorded, which were received by telephone, e-mail or post.</p>
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Sub-Program 05.3 – Public Information Products

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>A new corporate identity, conveying a dynamic and future-oriented image, created for WIPO through a new look for its existing information products and the WIPO website.</p>	<p>- <i>Number and range of new-look information products and the diversity of subjects covered:</i> Some 35 new information products created, including the WIPO Magazine, a full-color WIPO Annual Report, the new General Information Brochure, Treaty Pamphlets, posters and postcards; a completely revised version of Intellectual Property Reading Material (442 pages) published. A Program Implementation Overview was published.</p>
<p>More systematic processing of orders for and enlarged availability and better distribution of WIPO information products, in coordination with sub-program 17.4.</p>	<p>- <i>Up-to-date processing of orders and speedy dispatch of information products:</i> Sales and distribution procedures streamlined and new inventory policies developed, resulting in elimination of several months of backlog in processing of orders for publications. Preparatory steps taken to put in place an on-line credit card payment system.</p> <p>- <i>Quantity and range of information products sold compared to those provided free of charge:</i> Around 150,000 copies of 131 different publications were distributed; the proportion of free distribution increased compared to sales (two-thirds were distributed free, one-third sold). Despite an overall reduction in publication prices and the wider availability of free downloading from the WIPO website, sales revenues held steady in 1998 at SFr 5.5 million.</p>

Sub-Program 05.4 – Research Services, WIPO Library and Archives

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress towards creation of world-class research facilities for researchers, scholars and other intellectual property professionals and the interested public, including a WIPO archive and a network of cooperative relations with academic and research institutions and researchers on intellectual property matters.</p>	<p>- <i>Number, range and forms of information materials available in the Library; quality of information system to improve access to the Library collection:</i> 3,000 new reference materials acquired in a variety of fields. A bibliography of new acquisitions and selected tables of contents for intellectual property journals provided through e-mail and the Internet/Intranet sites. Electronic communications introduced, including the Online Public Access Catalogue (OPAC) and the Lexis-Nexis Online.</p> <p>- <i>Networking arrangements with other libraries and institutions; modern services provided to different users:</i> Some 20 links were established with research centers and academic institutions worldwide. Approximately 160 tailor-made research services were provided to users abroad, many from developing countries using the Internet and traditional means of communication.</p>

Total expenditure in 1998: SFr 5,498,000

Main Program 06 – Cooperation with Developing Countries	
Sub-Program 06.1 – Modernization of the Intellectual Property System and Implementation of the TRIPS Agreement	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Substantial progress achieved towards stronger national capacities for compliance with the TRIPS requirements through:</p> <p>a) developing national intellectual property legislation to ensure conformity with the TRIPS Agreement and other international standards;</p> <p>b) strengthening national infrastructure for the management of the intellectual property system;</p> <p>c) enforcement of intellectual property rights;</p> <p>d) development of human resources.</p>	<p>- <i>Number of draft laws on intellectual property provided to developing countries:</i> 39 draft laws (on copyright and related rights and on industrial property subjects including one or more of the following: patents, trademarks, industrial designs, topographies of integrated circuits, copyright and related rights, geographical indications, and protection against acts of unfair competition) prepared upon request from 21 developing countries.</p> <p>- <i>Number of comments on compatibility of existing/draft legislation with the TRIPS Agreement and other international standards provided to developing countries:</i> 48 developing countries provided, upon request, with comments on compatibility of existing or draft legislation with provisions of the TRIPS Agreement and other relevant international standards. Discussions with relevant authorities and organizations from 29 developing countries were undertaken for the provision of clarifications and advice on legislation and on other IP legal matters through WIPO missions and /or consultations at WIPO in Geneva.</p> <p>- <i>Number of countries in cooperation with which WIPO executed Nationally-Focused Action Plans (NFAPs):</i> 68 NFAPs implemented, of which 8 were completed and 24 new ones formulated and started, addressing the strengthening of the operational capacity of industrial property offices and copyright administrations in 58 developing countries. In the framework of those NFAPs, 32 developing countries received information technology support, and 77 individual study visits and training attachments were organized.</p> <p>- <i>Number of expert missions organized by WIPO to provide legal/technical assistance to improve the administrative infrastructure in developing countries:</i> 137 missions by WIPO staff or consultants provided advice on legal/technical and administrative issues in developing countries. 81 selected officials from developing countries trained in ad-hoc intellectual property matters. National experts from 42 developing countries were mobilized by WIPO, involving 237 individuals and some 160 man-months of expertise, as speakers/resource persons in seminars, workshops and other events organized by WIPO in the four regions. Subjects addressed during these activities included legislative questions, IP office organization and management, streamlining and computerization of administrative procedures for the granting of IP titles, classification, search and examination, collective management of copyright and related rights, promotion of innovation, patent documentation and use of technological information based on patent documentation, and enforcement of intellectual property rights.</p>
<p>Improvement in the collection and dissemination of information on intellectual property legislation.</p>	<p>- <i>Number of legislative texts published by WIPO:</i> Full text of over 1,000 IP legislative texts notified to the WTO under Article 63.2 of the TRIPS Agreement were published on the WIPO Intranet site, representing over 15,000 printed pages of text. 81 and 68 intellectual property legislative texts published in paper form in English and French, respectively.</p> <p>- <i>Number of new legislative texts integrated into the WIPO collection :</i> 228 new legislative texts integrated into the WIPO collection.</p> <p>- <i>Number of external inquiries serviced by WIPO:</i> 480 requests for information on intellectual property legislation serviced.</p>

Sub-Program 06.2 – Development and Promotion of Industrial and Social Uses of Intellectual Property	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Wider dissemination and consequent use of industrial property information by both traditional users and new target groups.</p>	<ul style="list-style-type: none"> - <i>Number of awareness-raising and other information meetings organized by WIPO in developing countries and number of participants in these meetings:</i> Dissemination of information on the intellectual property system and the promotion of its potential benefits to an enlarged number of target groups undertaken through 54 national, sub-regional and regional awareness-raising and special information meetings organized by WIPO, with a total of some 5,325 participants from the government and market sectors. Special efforts taken to involve new target groups in addition to the traditional groups: government administrators, policy makers, development managers, legislators, the judiciary, customs and police officials, attorneys, professionals from research and development institutions, associations of inventors, technological innovation centers, authors, artists, performers, and officials and members of societies for the collective management of copyright and related rights. - <i>Number of state-of-the-art searches:</i> 726 state-of-the-art searches provided by WIPO to developing countries and/or institutions. - <i>Number of copies of patent documents:</i> 3,634 copies of patent documents supplied by WIPO upon request to developing countries. - <i>Number of International Cooperation on Search and Examination of Inventions (ICSEI) reports provided:</i> 66 ICSEI reports provided.
Sub-Program 06.3 – Strengthening Cooperation Among Member States and with Other Organizations	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Improvement in the coordination of international cooperation for development in relation to intellectual property and related fields, an upward trend in the membership of the international systems of protection being administered by WIPO, and greater and more practical involvement of IGOs and other interested organizations in WIPO's programs and activities.</p>	<ul style="list-style-type: none"> - <i>Number of sub-regional and regional fora:</i> 17 sub-regional and regional fora organized by WIPO for policy-makers, legislators, heads of office, etc. - <i>Institution-building support provided to sub-regional organizations for common administration of intellectual property:</i> 35 institution-building advisory missions sent to intellectual property regional/sub-regional organizations in developing countries, including the Africa Regional Industrial Property Organization (ARIPO), the African Regional Intellectual Property Organization (OAPI), the African Regional Center for Technology (ARCT), and the Gulf Cooperation Council (GCC). Cooperation also intensified with members of regional and sub-regional groups, such as the countries of the Andean community and of Mercosur, the Association of South East Asian Nations (ASEAN), Bangladesh, India, Myanmar, Sri Lanka, Thailand Economic Cooperation (BIMSTEC), the Caribbean Community (CARICOM), the League of Arab States (LAS), the Organization of African Unity (OAU), the South Asian Association for Regional Cooperation (SAARC), the South African Development Community (SADC), and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA). - <i>Number of new developing countries members of PCT, Madrid Agreement and Madrid Protocol:</i> In 1998, 3 developing countries became party to the PCT and 3 became party to the Madrid Agreement and Protocol.
<p>Total expenditure in 1998: SFr 18,901,000</p>	

Main Program 07-Cooperation with Certain Countries in Europe and Asia	
Sub-Program 07.1 – Modernization of the Intellectual Property System and Implementation of the TRIPS Agreement	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Promotion of adherence to WIPO-administered treaties, and enhancement of international cooperation in this field.	- <i>Deposit of instruments of accession to, or ratification of, WIPO-administered treaties, and enhanced international cooperation:</i> Seventeen (17) countries deposited 40 instruments of accession to, or ratification of, the following treaties: Madrid Protocol (5 countries); Nice Agreement (3); Rome Convention (2); Locarno Agreement (4); PCT (2); Strasbourg Agreement (2); Phonograms Convention (1); Vienna Agreement (2); Budapest Treaty (3); Nairobi Treaty (2); Treaty on the International Registration of Audio-visual Works (1); Trademark Law Treaty (6); WIPO Copyright Treaty (4); and WIPO Performances and Phonograms Treaty (3). For comparison, there were 16 accession to WIPO-administered treaties in 1996 and 20 in 1997. Participation in the Working Group and 2 sessions of the Eurasian Patent Organization (in Moscow and Bishkek), a session of the Interstate Council for the Protection of Industrial Property, and the signing of a new Memorandum of Cooperation between WIPO and the Secretariat of the Council of the Interparliamentary Assembly of the CIS Member States.
Greater conformity of the national legislation of the countries concerned with the WIPO-administered treaties and the TRIPS Agreement.	- <i>Legislative advice provided on compatibility with WIPO-administered treaties and the TRIPS Agreement:</i> 7 national intellectual property laws and draft laws, which were the subject of advisory missions to 6 countries; 15 consultation sessions with government officials and 22 WIPO-financed visits by government officials to WIPO from 8 countries on implementation of the WIPO treaties and the TRIPS Agreement; and 2 seminars on the TRIPS Agreement for a total of 163 participants from 2 countries.
Progress towards the modernization and strengthening of institutions for the administration and enforcement of intellectual property.	- <i>Number of officials trained on the administration and enforcement of intellectual property rights:</i> 198 officials from 10 countries in 2 regional seminar/symposium on administration and enforcement of intellectual property rights; 50 officials from 25 countries in transition in 2 seminars and 3 workshops on copyright and related rights; 74 participants from 8 countries in a regional symposium on the global information infrastructure and intellectual property; some 100 participants from 16 countries in a regional symposium on the Internet, electronic commerce and intellectual property; about 190 officials in 2 national seminars on enforcement, computer programs and databases.
Sub-Program 07.2 – Development and Promotion of the Use of Intellectual Property	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Further improvement of the commercialization of IPRs. Enhanced awareness and improved knowledge and skills in the use of the intellectual property system for market competitiveness, economic, technological and social development.	- <i>Trained personnel in the government and market sectors on the economic and social uses of intellectual property:</i> Some 700 participants from 14 countries trained on various subjects (including licensing and other technology transfer arrangements, use of modern patent information services and new developments in international protection of copyright and related rights) and practical applications of intellectual property in 5 (4 national and 1 regional) seminar/training courses.
Total expenditure in 1998: SFr 1,565,000	

Main Program 08 – Human Resources Development and the WIPO Worldwide Academy	
Sub-Program 08.1 – Information Technology-based Training, Teaching and Advisory Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Promotion of institutional networking and distance learning programs and support to regional capacity-building for training and public awareness.	- <i>Number and nature of preparatory activities pertaining to the development of the necessary infrastructure for distance learning programs:</i> Collaboration with the University of South Africa (UNISA), the Queen Mary and Westfield College, UK, and Cornell University, USA, the European Patent Office, the German Patent and Trademark Office and the British Copyright Council for the adaptation of existing course materials into distance learning modules. Establishment of a studio equipped for distance learning applications, i.e. video-conferencing, virtual classes, electronic conferences, on-line teaching services. First distance learning course to provide six introductory modules on Patents, Trademarks, Industrial Designs, Copyright, Related Rights and International Registration Systems on an Internet platform in multimedia format with mechanisms for self-assessment questions, student tests, student-teacher interaction, monitoring and tutorial sessions.
To produce new curricula, course content, and teaching material.	- <i>Partnership arrangements in the pipeline for development and implementation of new course designs and new technological approaches with various learning centers:</i> Recommendations, advice, proposals for curricula development and lists of reference materials being received from participants in WIPO/ATRIP Electronic Conference on Teaching Strategies for IP in faculties of law, business and engineering. In cooperation with OAPI and ARIPO, initiated development of a network of local universities and identification of experts for the development of region-specific training courses and materials. Developed a prototype web-enabled CD-ROM with introductory reading materials on intellectual property. Distributed 200 copies at Introductory Seminars on IP and Copyright (in English, French, and Spanish). Developed 5 multimedia presentations in support of conferences and seminars on general subjects, at the request of substantive Divisions.
Sub-Program 08.2 – Inter-regional Training Courses, Fellowships and Internships	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Enhanced cooperation on the coordination and planning of training with other institutions such as the European Patent Office, the Benelux Trademark Office, and selected national intellectual property organizations.	- <i>Number and nature of training activities undertaken in cooperation with national and regional institutions:</i> A total of 60 inter-regional courses and seminars involving 484 sponsored participants and 161 participants in study visits were conducted in cooperation with national IP offices in Algiers, Berne/Vienna, Cairo, Casablanca, Colombo, Dakar, Geneva, The Hague, Harare, Havana, Helsinki, Hull, Lisbon, Madrid, Mexico City, Munich, Paris, Rio de Janeiro, Stockholm, Strasbourg, Vienna and Zurich.
Increased number of Fellowships in cooperation with national institutions.	- <i>Number of Fellowships and Internships from all regions granted:</i> In 1998, 22 long-term fellowships granted (compared to 20 in 1997) in Univ. of Los Andes, Venezuela (1); University of Buenos Aires, Argentina (1); University of Alicante, Spain (2); Franklin Pierce Law Center, USA (3); George Washington Univ., USA (3); CEIPI, France (3); Univ. of Nantes, France (1); Gulf Institute for International Law, United Arab Emirates (5); JPO and Univ. of Tokyo, Japan (2); Max Planck Institute, Germany (1). 13 Internships from all regions granted for six-week training at WIPO headquarters.

Sub-Program 08.3 – Fora on Intellectual Property for Policy Advisors	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Enhanced national capacity to analyze and implement new policy directions for intellectual property and economic development, and related policy directions.	- <i>Number of general Academy sessions undertaken, including special sessions for specific target groups:</i> Three general Academy sessions in Geneva: English session with 15 participants from 14 countries and the OAU; Spanish session with 14 participants from 14 countries; and Arab session with 14 participants from 13 countries. Two special sessions: session for CIS countries on implementation of the TRIPS Agreement, in St. Petersburg for 25 participants from 12 countries; and a session on Enforcement of IP Rights in Washington, DC, for 16 participants from 14 countries.
Sub-Program 08.4 – General Orientation and Learning Conferences	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Enhanced national capacity in the use of the intellectual property system for the promotion of innovative knowledge-based enterprises and improved competitiveness in domestic and international markets.	- <i>Preparatory activities undertaken for strategic discussion on the subject of promotion of innovation in Member States:</i> WIPO-IFIA International Symposium on Inventors and Information Technology, Budapest (13 participants); Regional Seminar on Support for African Inventors, Mahe (19); Seminar on Support Services for Inventors, Valuation and Commercialization of Inventions and Research Results, Manila (14); WIPO International Symposium on Inventors and Information Technology, Budapest (88); and the WIPO Regional Seminar on Support Services for Inventors, Valuation and Commercialization of Inventions, and Research Results, Manila (96). A total of 37 WIPO Gold Medals and certificates were awarded to inventors from 22 countries, along with cash prizes. Two studies on Establishment of Innovation Centers in Developing Countries were prepared, and an analysis of the resources is underway. Continued to strengthen cooperation with inventors associations, NGOs, IFIA and ATRIP. Undertook revisions and updates to the Guide on Associations of Inventors and the WIPO Directory of Associations of Inventors, project to be completed by June 1999.
Total expenditure in 1998: SFr 5,256,000	

Main Program 09 – Development of Industrial Property Law

Sub-Program 09.1 - Law of Patents

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Greater understanding among Member States of the importance and benefits of simplifying formalities and harmonizing policies and procedures related to the law of patents, and a consensus for action in this direction.</p>	<p>- <i>Decisions taken by the Standing Committee on the Law of Patents (SCP):</i> Decision to convene a Diplomatic Conference for the Adoption of the Patent Law Treaty in May 2000.</p> <p>- <i>Intensity of consultative discussions at WIPO, and in the framework of advisory missions and meetings organized by WIPO, in the general area of harmonization of policies and simplification of procedures related to the law of patents:</i> At two sessions of the SCP, facilitated by an electronic forum, to consider the draft PLT and draft regulations and preparations for a Diplomatic Conference; at two meetings of the Patent Law Committee at the EPO, Munich; at the UNEP meeting on Biosafety Protocol; at the WIPO Symposium on TRIPS, Biotechnology, Computer Technology and Electronic Commerce; at the Working Party at the Trade Committee of the OECD; at the Hungarian Association of Industrial Property; at the WCO Joint Customs/Business Working Group on IP protection; during WIPO advisory missions to concerned government agencies, patent attorneys, researchers and inventors on draft IP laws; to the Eurasian Patent Office, the UPU and the IAEA on management of IP rights; in the course of legal review of IP laws for 12 countries; through the undertaking of research on: biotechnological inventions; a data bank for DNA sequence listings; the desirability of harmonizing rules concerning disclosure of technical information on the Internet and its impact on patentability; establishing a central recording system on changes to patents and patent applications; and a guide on associations of inventors.</p>

Sub-Program 09.2 Law of Trademarks, Industrial Designs and Geographical Indications

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Greater understanding among Member States of the importance and benefits of establishing provisions for the protection of Well-Known Marks, and a consensus for action in this direction.</p>	<p>- <i>Decisions taken by the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT):</i> Decision to finalize a proposed Resolution on Provisions for the Protection of Well-Known Marks, and to accelerate the completion of this work, to enable its submission to the meetings of the Assemblies of the Member States of WIPO in September 1999.</p> <p>- <i>Intensity of consultative discussions at WIPO, and in the framework of advisory missions and meetings organized by WIPO, in the general area of trademarks, industrial designs and geographical indications, particularly the protection of Well-Known Marks:</i> During the first session of the SCT, especially concerning the review and finalization of the provisions for protection of Well-Known Marks; in the course of undertaking two researches, for the SCT, including the fielding of a questionnaire, on desirability of harmonizing rules concerning use of trademarks on the Internet, and on harmonizing rules concerning trademark licensing; during 3 staff missions to governments, at some 10 meetings of IGOs and NGOs and TRIPS Council meetings, some 5 meetings partly or entirely organized by WIPO, in 3 meetings organized by other organizations, and in the course of preparations to hold a symposium on the international protection of geographical indications in 1999.</p>

Sub-Program 09.3 – Protection of Industrial Property Rights in Global Electronic Commerce	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Clearer practical understanding of the desirability and feasibility of adaptation of existing principles of industrial property protection to the protection of industrial property rights in global electronic commerce.	- <i>Extent of preparatory activities for the first meeting of the Advisory Committee on Protection of Industrial Property Rights in Global Electronic Commerce</i> ¹ : Preparation of background research on legal developments and website case law, on protection of industrial property and on applicability of current IP laws to personal and extra-territorial jurisdiction, and close monitoring of ongoing research in the WTO and other international organizations pertaining to the general areas of industrial property.
Total expenditure in 1998: SFr 3,290,000	

¹ A proposal has been made to rename this body as the Advisory Committee on the Enforcement of Industrial Property Rights.

Main Program 10-Development of Copyright and Related Rights	
Sub-Program 10.1 – Implementation of the WIPO Copyright Treaty and WIPO Performance and Phonograms Treaty	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Progress in the adherence to the WCT and WPPT treaties, so that they may enter into force no later than the 2000-2001 biennium.	- <i>Deposits of instruments of accession to the treaties and concrete steps taken by governments to implement the treaties in national legislation</i> : Six countries have adhered to the WCT and four to the WPPT, and implementation preparations are under way in a number of countries sufficient to ensure the entry into force of the WCT, and close to ensuring the entry into force of the WPPT, once the implementation is finalized in those countries.
Increased awareness of the treaties and their proper implementation in national law.	- <i>Intensity of discussions at the meetings, workshops and missions held or undertaken for that purpose</i> : At a regional meeting in Shanghai and two sub-regional meetings in Kuala Lumpur and Budapest; at advisory missions to Brazil, China, Nigeria, Singapore, Sudan; at consultations with the governments of China and Hong Kong S.A.R. and Senegal; at seminars in Beirut, Budapest, Manila, Rio Grande do Sul, São Leopoldo, Singapore, Tokyo; at conferences in Alicante, Athens, Berlin, Berne, Cambridge, Cannes, Helsinki, Istanbul, Manchester (USA), Miami, Munich, New York, Paris, Prague.
Sub-Program 10.2 – Protection of Audiovisual Performances	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Progress towards the adoption of a Protocol on the audiovisual aspects of performances if such a protocol is deemed desirable.	- <i>Intensity of consultative discussions at WIPO, and in the framework of regional consultation, and consultative missions</i> . At a session of the Committee of Experts on a Protocol Concerning Audiovisual Performances; at the first session of the Standing Committee on Copyright and Related Rights where it was decided that the possible convening of a diplomatic conference will be discussed at the second session of that Committee, in May 1999; at regional consultation meetings in Ouagadougou, New Delhi and Quito; at the IAB Seminar on the Preservation and Creative Use of Audiovisual Archives (Montreux); at the ALAI Executive Bureau (Paris); at the FIM Congress (Berne); at the European Audiovisual Conference on Challenges and Opportunities of the Digital Age (Birmingham); at a EU Commission Conference on Creativity and Intellectual Property Rights.
Sub-Program 10.3 – Protection of Databases	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Progress towards the adoption, probably in the 2000-2001 biennium, of a Treaty on Intellectual Property in Respect of Databases or, at least, the adoption of recommendations, guiding principles or similar forms of guidance to harmonize regional and national legislation on this issue.	- <i>Intensity of consultative discussions at WIPO and in the framework of advisory missions organized by WIPO, in the area of possible international norms on the protection of databases</i> : At the first session of the Standing Committee on Copyright and Related Rights, the Committee requested a study on the economic impact of protection of databases on developing countries, with special emphasis on the impact on least developed countries and it identified possible solutions that might be more acceptable than those earlier discussed at a staff mission to the Forum on Recent Developments in Information and Data Bases Law (Zurich University).

Sub-Program 10.4 – Protection of the Rights of Broadcasting Organizations	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress towards the adoption, probably in the 2000-2001 biennium, of recommendations, guiding principles or other similar forms of guidance, to harmonize regional and national legislation on these issues, or a Treaty on the Protection of the Rights of Broadcasting Organizations and of Distributors of Cable-originated Programs.</p>	<p>- <i>Intensity of consultative discussions at WIPO, in the area of protection of the rights of broadcasting organizations:</i> At the first session of the Standing Committee on Copyright and Related Rights, a number of issues were identified where consensus might be reached in future work, and the Committee decided to continue discussions at regional consultations and at subsequent sessions of the Committee.</p>
Sub-Program 10.5 – Copyright, Related Rights and Digital Technology	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Better availability of up-to-date information, both for the WIPO Member States and for interested groups, concerning the issues raised by digital technology, and particularly by global networks, such as the Internet, in respect of the protection, exercise and collective management of copyright and related rights.</p>	<p>- <i>Extent of information and analysis provided in preparation of possible consultative discussions on norm-setting in the area of the impact of digital technology on copyright and related rights, in particular concerning network-based exercise and management of rights:</i> During the first session of the Advisory Committee on Management of Copyright and Related Rights in Global Information Networks, which provided a host of up-to-date information about the numerous management systems being prepared and implemented by the private sector and the problems to be addressed, notably as regards the coordination of these initiatives; at a meeting of a Group of Consultants on the Private International Law Aspects of the Protection of Works and Objects of Related Rights Transmitted through Global Digital Networks, which analyzed the questions based on two studies by external experts; at advisory missions to Colombia; at the WCO Joint Customs/Business Working Group on the Protection of Intellectual Property (Brussels); at the CISAC Legal and Legislative Committee (Los Angeles); at the SGAE Second International Seminar on Copyright; at the Seminar on Liberalization of Electronic Commerce (Legal Prerequisites) (Prague); at the Symposium on Copyright, Broadcasting and New Technologies (Cancun); at the First Expert Meeting on Cyberspace Law (Monte Carlo); at the Meeting of the Group of Specialists on the Protection of Rights Holders in the Media Sector (Strasbourg); at the Symposium on the Exploitation of Copyright in Literary Works (Munich).</p>
<p>Total expenditure in 1998: SFr 2,630,000</p>	

Main Program 11 – Global Intellectual Property Issues²	
Sub-Program 11.1 – Intellectual Property Rights for New Beneficiaries	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Identification of the needs of holders of indigenous knowledge and cultures for intellectual property protection, including areas where evolution may be called for, and study of the feasibility of a regional system for collective management of rights in the Caribbean.</p>	<p>- <i>Reports of fact-finding missions and/or discussion forums on intellectual property needs and expectations of new beneficiaries:</i> Reports of 4 fact-finding missions to South Pacific, East and Southern Africa, South Asia and North America on protection of intellectual property rights of holders of indigenous knowledge, innovations and culture; of conferences in Amman, Geneva, Miami, Port Moresby, and Rome; of one global roundtable (on Intellectual Property and Indigenous Peoples); and on the international legal character of intellectual property rights as discussed by a public panel on the occasion of the 50th Anniversary of the Universal Declaration of Human Rights.</p> <p>- <i>Reports of fact-finding missions:</i> Reports on the feasibility of establishing a Caribbean regional collective management system; of fact-finding missions to Antigua, Bahamas, Barbados, Dominica, St. Lucia, St. Vincent; of planning meetings in London and Lyon; of technical missions to IMRO, Dublin; PRS, MCPS, London and SUISA in Zurich.</p>
Sub-Program 11.2 – Biological Diversity and Biotechnology	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress towards greater practical understanding of issues in relation to patenting of biotechnology and intellectual property aspects of the Convention on Biological Diversity (CBD).</p>	<p>- <i>Reports of discussion or collection of relevant conference material on the subject:</i> Reports of participation in the Biosafety Working Group, Montreal; of the FAO Technical Working Group on Animal Genetic Resources, Rome; of the meeting on Patentability of Biotechnological Inventions (organized by the European Parliament), Brussels; of the Fourth Conference of the Parties to the Convention on Biological Diversity (COP IV), Bratislava; and of three sessions of the WTO Committee on Trade and Environment (CTE), Geneva.</p>
Sub-Program 11.3 – Protection of Expressions of Folklore	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress in identifying and clarifying needs for new and adapted forms of protection for expressions of folklore.</p>	<p>- <i>Reports of discussion or collection of relevant conference material on the subject:</i> Reports of 3 expert missions to Los Angeles, Tunis and Cairo on a pilot project to utilize existing intellectual property system for the sustainable use and commercialization of folklore; report of discussions and conference material from the UNESCO Conference on Cultural Policies for Development, Stockholm; report of discussions and conference material from the meeting on Multimedia Access to Euro-Mediterranean Cultural Heritage, Cairo.</p>
<p>Total expenditure in 1998: SFr 1,312,000</p>	

² This Main Program initially included a sub-program 11.4 called "Intellectual Property Rights Beyond Territoriality". The substantive objectives, activities, outputs and expected results of that sub-program in respect of electronic commerce were subsumed under the newly-established Electronic Commerce Section under the Office of Legal and Organization Affairs (Main Program 03).

Main Program 12 – Global Information Network & Intellectual Property Information Services	
Sub-Program 12.1 – Establishment and Operation of Global Information Network	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress towards the establishment of the Global Information Network of WIPO (WIPONET).</p>	<p>- <i>Establishment of technical inventory concerning information infrastructure of intellectual property offices:</i> Some 120 intellectual property offices (from some 100 WIPO Member States) responded to WIPO's questionnaires.</p> <p>- <i>Agreement on content of the WIPONET proposal and issuance of a request for proposals (RFP):</i> In consultation with SCIT Members, the RFP was completed at the end of 1998, incorporating comments from the Members, reflecting on the information infrastructure of the Member States and providing a clear definition of the WIPONET (over 100 pages).</p> <p>- <i>Number of experimental projects and the number of preparatory tools in support of initial WIPONET development:</i> Experimental projects were undertaken with two intellectual property offices (ARIPO in Harare and OAPI in Yaoundé), providing the necessary equipment for the network connectivity. The domain name website and electronic mail services for WIPONET were established.</p>
Sub-Program 12.2 – Provision of Intellectual Property Information Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Progress towards the adoption of WIPO Standards to facilitate the exchange of intellectual property information.</p>	<p>- <i>Number of WIPO Standards elaborated and adopted:</i> The elaboration of one major standard concerning biotechnology and the revision of four WIPO Standards were completed. Some 20 WIPO Standards and three major surveys were published on the website to enhance the access to WIPO Standards. The translation into Russian of WIPO Standards was made available for the first time (700 pages). More than 1200 updated pages (altogether) of the WIPO Handbook on Industrial Property Information and Documentation, which is the authoritative source of information for WIPO Standardization activities, were published in English, French and Spanish. The first regular issue of an electronic version of the WIPO Handbook on Industrial Property Information and Documentation, the WIPO Handbook CD-ROM, was published.</p>
<p>The provision of intellectual property information on the WIPO global information network, including the newly created Intellectual Property Digital Libraries, will allow access to valuable resources, thereby enhancing the protection and enforcement of intellectual property rights and the dissemination of technological information.</p>	<p>- <i>Number of data sets made available at WIPO IPDL on WIPO's website:</i> The development and successful launching of a first prototype IPDL, the PCT Gazette in electronic form, in April 1998. This searchable PCT database website contained more than 100,000 PCT applications (abstract and drawings) at the end of 1998, and had received some 2 million search requests since its launch. A prototype of a Madrid international registrations database (the "Madrid Express") was presented to the SCIT.</p>
<p>Increased use of international classification systems.</p>	<p>- <i>Number of revision projects completed:</i> A total of 51 projects for the revision of the IPC were completed in 1998, as compared with 35 in 1997. The seventh edition of the Locarno Classification was published. All international classifications were published on the WIPO website. A CD-ROM (NIVILO:CLASS) containing the latest edition of the Nice, Vienna and Locarno classifications was published for the first time.</p>

Sub-Program 12.3 – Establishment of the Standing Committee on Information Technology	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
The SCIT facilitating the establishment and operation of the WIPO global information network and the provision of intellectual property information services on the network.	- <i>Number of agreements and important policy decisions by Members of the SCIT:</i> One Plenary session and one Working Group session were held. The SCIT special rules of procedures and the work program (some 40 tasks/projects) were adopted.
Sub-Program 12.4 – Internal Network Services, and Sub-Program 12.5 – Internal Information Systems	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Upgraded internal information systems and network services and successful development and on-going maintenance of information services.	- <i>Improved performance of internal information systems and network services at the International Bureau:</i> Some 300 new PCs and printers were delivered. WIPO staff were provided with up-to-date hardware and software. Some 400 users were migrated to Windows NT 4.1 workstation and MS Office 97 and were trained. Upgraded performance (over 99.50% server availability) and 7 new network servers installed. A new information system providing for budget expenses control figures (BETS) was delivered.
Total expenditure in 1998: SFr 7,741,000	

Main Program 13 – Patent Cooperation Treaty (PCT) System	
Sub-Program 13.1 – Management and Operation of the PCT System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Increased productivity of PCT operations in the International Bureau.	- <i>Ratio between total number of PCT staff and the number of international applications</i> – PCT staff, including temporary personnel, in 1997 and 1998 averaged 276 and 315, respectively, i.e., 14% increase. Applications in 1997 and 1998 were 54,422 and 67,007, respectively, i.e., 23% increase.
Processing in a swift, reliable and cost-effective manner of international applications, demands under Chapter II, international applications to the International Bureau acting as Receiving Office, and publication of PCT pamphlets.	- <i>Number of international applications and demands received and processed, and number of pamphlets published:</i> Applications in 1997 and 1998 were 54,422 and 67,007 respectively, i.e., 23% increase. Demands were 40,382 and 48,193, respectively, i.e., 19% increase. Pamphlets were 50,286 and 59,531, respectively, i.e., 18% increase. - <i>Timeliness of processing (including publication and under Chapter II) of international applications:</i> All applications received had been duly processed and published on time. For the first time, however, due to the large increase in workload, there were occasional one-week or more backlogs in examination work during 1998 (but such backlogs prompted special efforts and were quickly absorbed).
Providing timely and accurate translation services to support the operations of the Office of the PCT.	- <i>Number of words translated; satisfaction of 'clients':</i> Words translated in 1997 and 1998: 11,593,300 and 16,976,000 respectively, i.e. 46% increase. Translation Sections I and II provided efficient and accurate translation services, concluding 1998 with no backlog of either international preliminary examination reports or abstracts requiring translation, and maintaining the previous high standard of quality such that inside and outside parties reliant on the translation services remained entirely satisfied.
Sub-Program 13.2 – Automation of PCT System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
General availability of the PCT-EASY software by the end of 1998.	- <i>Successful completion of the beta/testing phase, and completion of development of software for all 7 PCT publication languages:</i> Beta/testing phase successfully completed (with 167 EASY filings); development of software completed for Latin-character languages by end 1998 (3-week delay for the three non-Latin character languages, due to a software problem).
Establishment of electronic links between the International Bureau's PCT computer systems and those of other Industrial Property Offices.	- <i>Number of national and regional industrial property offices with which the International Bureau exchanges data electronically:</i> Electronic data exchanged with national and regional Offices in 1997 and 1998: 16 and 18 Offices, respectively. - <i>Extent of use of electronic means for the exchange of data between those Offices and the International Bureau:</i> With the EPO, the volume of exchange of data has increased. For example, and with respect to SGML data alone, there were 11 megabytes received in 1997 and 29.5 megabytes received in 1998, i.e. 168% increase.
Increased efficiency and utilization of internal information technology systems.	- <i>New systems designed and deployed:</i> Scanning of PCT pamphlets, conversion of the weekly PCT Gazette into electronic form, preparation of Request For Proposals (RFP) for Optical Character Recognition Project, preparation and dispatch of RFP for PCT Automation Project systems integrator, and preparation of RFP for technical management services.

	<p>- <i>Existing systems developed and enhanced</i>: Year 2000 response mechanism developed, SPIDI updates made, CASPIA improvements made, new system for Article 20 printing developed.</p>
<p>Sub-Program 13.3 - Legal Information and Development of the PCT System; Training and Promotion Services</p>	
<p><u>Main Results Achieved</u></p>	<p><u>Selected Performance Indicators</u></p>
<p>Increase in the number of international applications, PCT applicants and PCT Contracting States.</p>	<p>- <i>Number of international applications</i>: 67,007 (1997: 54,422), i.e. 23% increase.</p> <p>- <i>Number of PCT applicants</i>: 90,000 (est.) (1997: 74,000), i.e. 21% increase.</p> <p>- <i>Number of new PCT Contracting States</i>: 6 instruments of accession deposited in 1998, as compared with 5 in 1997.</p>
<p>Improved legal framework for obtaining protection for inventions under the PCT that, in particular, facilitates electronic filing of international applications.</p>	<p>- <i>Adoption of the necessary amendments to the PCT Regulations and Administrative Instructions</i>: Implementation of amendments (to 49 Rules) adopted in Oct. 1997 including liberalized filing language requirements, access to files, and correction of priority claims, and new standard for sequence listings.</p> <p>- Extensive modifications of Administrative Instructions, For Guidelines, Applicant's Guide.</p> <p>- Modified texts published on paper and on Internet.</p> <p>- <i>Implementation of electronic filing</i>: Discussed by Ad Hoc Advisory Group (continuing).</p>
<p>Greater reliance among developing countries on the PCT for their legal framework for the processing of patent applications.</p>	<p>- <i>Number of Contracting States which are developing countries</i>: In 1998, 5 developing countries joined the PCT, bringing the total of developing country members to 46.</p> <p>- <i>Number of staff in Offices of developing countries trained on the PCT</i>: In 1998, 36 staff trained from 3 developing countries.</p> <p>- <i>Extent of integration of the PCT into national and regional patent systems in developing countries</i>: In 1998, draft provisions for implementing PCT were provided to 5 developing countries (this is contingent upon accessions).</p>
<p>Total expenditure in 1998: SFr 42,849,000</p>	

Main Program 14 – Madrid System for the International Registration of Marks	
Sub-Program 14.1 – Management and Operation of the Madrid System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>The receipt of applications for international registration, their examination and registration, the recordal of renewal, changes and refusals, the publication of the “Gazette” in a swift and reliable manner.</p>	<p>- <i>International registrations: 20,020. Renewals: 5,791. Total registrations and renewals: 25,811. Subsequent designations: 6,181. Other changes: 39,547. Refusals and notifications subsequent to refusals: 57,467. Invalidations: 1,619. Total number of transactions recorded in the International Register: 130,625. Extracts and related information: 11,056. Issues of Gazette published (also in microfiche form) plus an annual compilation of the Gazette on CD-ROM and the annual statistical supplement: 25</i></p>
Sub-Program 14.2 – Automation of the Madrid System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
<p>Redevelopment of the document image processing sub-system of MAPS (IMAPS) and of the optical disk archiving sub-system (MINOS).</p>	<p>- <i>Call for tender: Issued in September 1998 and a company was selected in December 1998.</i></p>
<p>Electronic communications between the International Bureau and the Offices of Member States.</p>	<p>- <i>Electronic communications: Sent by the International Bureau to Finland, Norway, Sweden, Switzerland, United Kingdom and the Benelux Trademark Office. International applications and other communications started being received by the International Bureau in electronic form from the Swiss Office. In 1997, notifications were sent in electronic form by the International Bureau to Sweden, Switzerland, United Kingdom and the Benelux Trademark Office and no communications from any Office were received by the International Bureau in electronic form.</i></p>
<p>New means of providing access by the general public to the information contained in the International Register of Marks.</p>	<p>- <i>Daily update: Files containing recordals made in the International Register but not yet published in the Gazette, as well as international applications and subsequent designations not yet processed, are available on the Internet in ASCII file format. Creation of the “Madrid Express” (Intellectual Property Digital Library – IPDL).</i></p>

Sub-Program 14.3 - Legal Information and Development of the Madrid System; Training and Promotion Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Increase in the number of Contracting Parties to the Madrid system.	- <i>Increase in number of Contracting Parties:</i> 12 States became bound by the Madrid Protocol. Three of those States became bound also by the Madrid Agreement. In 1997, eight States became bound by the Madrid Protocol, and one by the Madrid Agreement.
Increase in the number of international registrations and renewals compared to 1997.	- <i>International registrations:</i> +5%. <i>Renewals:</i> +19%
Better awareness and knowledge of the Madrid system through organization of and participation in training seminars and meetings at WIPO's headquarters and abroad.	- <i>Number of events to promote awareness and knowledge of the Madrid System:</i> 48 events organized or participated in, compared to 21 in 1997.
Publication of information and training material.	- <i>Published materials:</i> Brochure, second edition of the Guide, video recording and a Madrid System page on the Internet.
Total expenditure in 1998: SFr 10,752,000	

Main Program 15 – Hague System for the International Deposit of Industrial Designs	
Sub-Program 15.1 – Management and Operation of the Hague System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
The receipt of applications for international deposit, their examination and registration, the recordal of renewals, changes and refusals, the publication of the “Bulletin” in a swift and reliable manner.	- <i>International deposits: 3,970. Renewals: 2,494. Total number of designs contained in the deposits: 18,965. Changes: 2,165. Issues of the International Designs Bulletin: 12. Extracts and related information: 3,033.</i>
Sub-Program 15.2 – Automation of the Hague System	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Integration of the data contained in the international deposits on the computer platform (MAPS).	- <i>Development and implementation of DMAPS.</i>
Development of a system for the publication on CD-ROM of the reproductions contained in the international deposits.	- <i>Development of this system (two prototype CD-ROMs have been distributed): First publication on CD-ROM will be issued in March 1999. The new system will allow significant savings as from 1999.</i>
Sub-Program 15.3 - Legal Information and Development of the Hague System; Training and Promotion Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Adoption of a new Act of the Hague Agreement: preparation of the Diplomatic Conference.	- <i>Preparatory Meeting held, Basic Proposal circulated: For the Diplomatic Conference, six documents were issued in several languages six months in advance of the Conference.</i>
Better awareness and knowledge of the Hague System through the organization of or participation in training seminars, study visits, conferences and other meetings at WIPO’s headquarters or abroad.	- <i>Training Activities: In October 1998, 30 participants from the private sector, industry and national offices attended an Advisory Meeting of Users of the Hague Agreement for a presentation of the Secretariat projects regarding the publication of international designs on CD-ROM and of the related amendments to the Regulations and to the Administrative Instructions. In December 1998, a pilot seminar aimed at drawing attention to the need for effective international protection of design and at increasing the awareness of the Hague System was offered by the Secretariat and attended by over a hundred attendees, including some from countries outside the Hague system.</i>
Publication of information and training material.	- <i>Published material: Brochure, revised version of the Guide, creation of a Hague page on the Internet.</i>
Total expenditure in 1998: SFr 2,173,000	

Main Program 16 – Human Resources Management

Sub-Program 16.1 – Staff Recruitment

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
New staff members, short-term employees and consultants of the highest level of competence, efficiency and integrity recruited in 1998.	<p>- <i>Number of recruited staff in different categories:</i> Seventy-seven vacancy announcements issued (37 in the Professional category and 40 in the General Service category); processed 2,128 applications for competitions in the Professional category advertised worldwide, and 1,235 applications for the General Service category; appointed 75 staff members; prepared approximately 1,500 contract letters and amendments to contracts; recruited and handled contract formalities and personnel administration of 40 consultants, 72 short-term employees and 30 Special Service Agreement holders; received and processed 3,242 general employment applications.</p> <p>- <i>Quality control measures taken to match candidates recruited to the requirements of the vacant posts:</i> Organized and serviced 62 Appointment Advisory Boards; organized tests for the candidates of Examiner and Proof Reader posts; organized and administered tests, including more than 552 typing tests, for internal and external secretarial candidates; interviewed prospective General Service category candidates and consultants.</p>
Increase in the proportion of women at the professional level and above in the Secretariat.	- <i>Proportion of women in the Professional and Higher categories:</i> From 1997 to 1998, the overall proportion increased from 30.1 to 30.8 percent, and the proportion at the level of Director from 2.8 to 9.3 percent.

Sub-Program 16.2 – Human Resources Development

<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Improved awareness on the part of the staff of the mandates, structure and activities of WIPO through the participation of all staff members appointed in 1998 in introductory or induction courses; development of staff training facilities.	- <i>Proportional of all new staff members who attended introductory or induction courses for newly-appointed staff in 1998:</i> Some 90 percent of all new staff members attended introductory or induction courses in 1998. The remaining 10 percent were either not available for immediate training (due to pressing work assignments and missions) or are scheduled for such training in 1999. A new Training Room at the Proctor and Gamble Building and a Self-Learning Center for the staff are under development (to open in 1999) for which equipment and facilities have been purchased.
Progress in increasing the use of modern information technology by the staff of the Secretariat.	- <i>Proportion of all WIPO staff members who attended information technology training courses in 1998:</i> Approximately 50 percent of the entire Secretariat (around 400 individuals) attended training courses on personal computer software and other information technologies and their application in WIPO organized by the Information Technology Division. (See also Program 12).
Staff members trained in the official languages of the Organization.	- <i>Number of staff trained in the official languages of the Organization:</i> Some 200 staff members enrolled in language courses. New language courses in German and Japanese and in oral and written expression in French and English, were started in September 1998; organized participation of WIPO staff in the language courses in the ILO and the United Nations; four Language Examination Boards for the Professional and General Service staff organized; arranged for enrollment of WIPO staff in proficiency examinations at the ILO and the UN.
Progress in implementing modern management concepts and techniques for streamlining work practices and procedures in the Secretariat.	- <i>Number of Program Managers/Supervisors who attended management training courses in 1998:</i> Basic management training courses were organized with external management training specialists and attended by some 100 staff members who are either Program Managers or senior

	<p>staff with supervisory responsibilities; extensive in-house survey carried out in 1998 to determine staff training needs, and a training plan for staff members formulated; 12 “lunch-time learning” video presentation sessions organized for staff members on various subjects and work practices, which were found to be extremely useful.</p>
<p>Sub-Program 16.3 – Staff Administrative and Social Services</p>	
<p><u>Main Results Achieved</u></p>	<p><u>Selected Performance Indicators</u></p>
<p>Improved medical health-care services, lower health insurance costs and better personal working environment.</p>	<p><i>-Increases in staff productivity through the introduction of an internal medical service and working environment controls:</i> Recruitment of qualified staff members for in-house WIPO Medical Unit, and refurbishing of office and clinical facilities in the WIPO main building; appointment of a medical doctor in July 1998; inspection of working environment and conditions; observed resulting decrease in absences from work; establishment of a working group on the establishment of a crèche for children of staff members; assistance provided to staff and their family members facing medical or family-related problems through counseling and practical aid with both medical and administrative difficulties; successful negotiation with the medical insurance brokers to reduce costs of medical care for the Organization as a whole and for the staff members, resulting in the freezing of costs in 1999 and representing a net saving for the Organization amounting to SFr 360,000 per year.</p>
<p>Increased coverage of professional accident and other insurance for all staff members.</p>	<p><i>-Expanded accident and other insurance benefits for the Staff:</i> Accident insurance coverage for all staff expanded, enabling staff to opt for maximum coverage from SFr 750,000 to SFr 1,000,000, and proposals for new insurance coverage, such as loss of earning and life insurance, under examination by an in-house Insurance Management Committee created for the management of the various insurance schemes.</p>
<p>More effective procedures and standards for registration, control and administration of staff members’ entitlements under the WIPO Staff Regulations and Rules.</p>	<p><i>- Introduction of more efficient standards for entitlements and control of leave:</i> Entitlements, working hours and leave for some 684 staff members, 232 short-term employees and 40 consultants processed in 1998, including briefing and settling-in for new staff, calculation and authorization of allowances and other entitlements, control and registration of different types of leave and working hours, and debriefing upon separation from service; further development of the computerized flexible working hours system. Due to technical difficulties encountered by the WIPO contractor, the implementation of the computerized Human Resources Management system has been delayed, although tests on one module had been completed by December 1998. Continuing development will be undertaken in 1999 including on the “HR Access” a strategic human resources management information system which includes recruitment and staff development components.</p>
<p>Enhanced employment conditions under the WIPO Staff Regulations and Rules.</p>	<p><i>- Introduction of amendments to the Staff Regulations and Rules:</i> Full implementation in a timely manner of all resolutions of the United Nations General Assembly concerning amendments to the Staff Regulations and Rules; initiation of new human resource management policies and procedures to cover a new performance management system, career development based on merit evaluation, guidelines on promotion of staff and on recruitment of consultants and short-term employees; improvement of classification procedures in keeping with the ICSC master standards and the Geneva local standards, elimination of a backlog of requests for post-reclassifications, and reactivation of the Post Classification Committee; maintained active participation in inter-agency meetings and workshops arranged by the UN Common System organizations (UNJSPF, CCAQ (PER), ICSC).</p>

Enhanced information services on staff and personnel matters for all staff members.	- <i>Development of mechanisms for easier access to information concerning staff and personnel matters:</i> Development and maintenance of the Division's Home Page on the WIPO Intranet and Internet sites, including provision of standard personnel forms and continuous updating of information on staff and personnel matters; establishment of Internal Advisory Boards for insurance and promotion/career development.
Total expenditure in 1998: SFr 5,390,000	

Main Program 17 – Administrative Support Services

Sub-Program 17.1 – Financial Operations

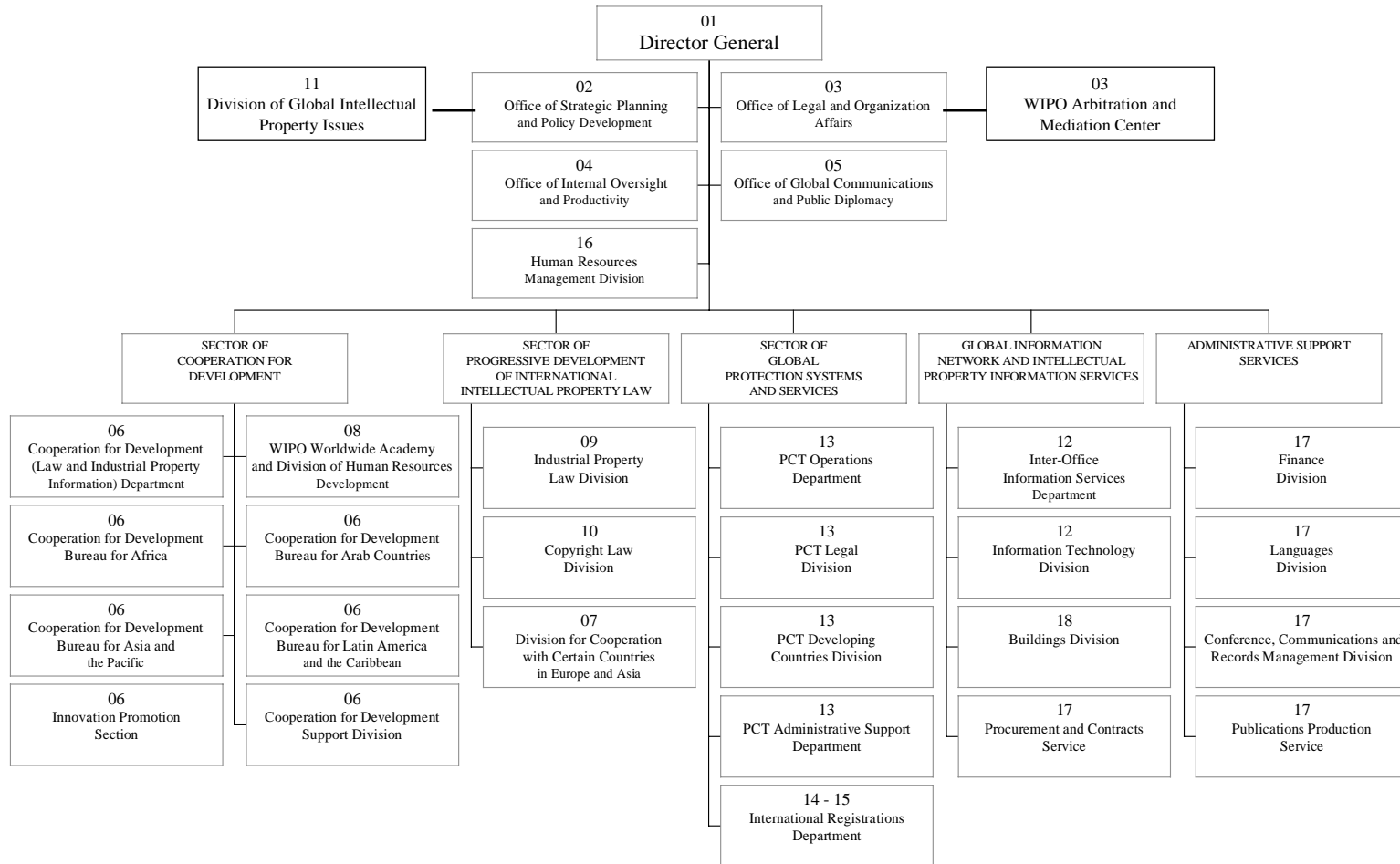
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
All financial operations conducted with accuracy, integrity and probity, in a timely manner.	<p>- <i>Accurate undertaking of all financial operations:</i> Satisfactory reports by auditors with clean audit certificates on all accounts.</p> <p>- <i>Timely undertaking of all financial operations:</i> Timely billing of Member State contributions; prompt recording of income regarding contributions, fees and other income; timely preparation of payroll each month (involving almost 1,200 staff, short-termers, consultants, SSAs, experts and lecturers in December 1998); timely payment of suppliers; closing of monthly accounts within two weeks time (involving 192,000 accounting pieces for over 1,000 accounts).</p>
Satisfactory financial reporting provided to Member States and to Program Managers.	<p>- <i>Timely production of financial reports to Member States; timely distribution to Member States of fees collected under the Madrid and Hague systems:</i> New user-friendly format Financial Management Report and Audit Report sent out in July 1998; payment in March 1998 of 22.7 million Swiss francs to Member States under the Madrid Agreement and Hague Agreement, and timely monthly payments made to Member States under the Madrid Protocol totaling 9.3 million Swiss francs.</p> <p>- <i>Timely production of financial information for Program Managers:</i> Budget Expenditure Tracking System (BETS) installed, giving Program Managers on-line information on expenditure, by main programs and sub-programs.</p>
Satisfactory efforts made towards ensuring greater efficiency of operations through improvements in information systems used by the Finance Division	<p>- <i>Successful development and implementation of improvements in finance information systems:</i> Improvement of computer system made for PCT-Finance interface; streamlined process implemented for reimbursement of missions; UNDP accounting on a new computerized system.</p> <p>- <i>Improvements in finance information systems underway:</i> New computerized systems developed for payroll and for Domain Names currently being tested; computer system under development for Industrial Designs.</p>

Sub-Program 17.2 – Investment Services and Management of Funds	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Maximum return on capital invested while safeguarding WIPO's financial resources.	- <i>Return obtained on invested funds:</i> All available funds fully invested. In spite of lower interest rates than had been budgeted, 10.8 million Swiss francs investment return obtained in 1998, as compared to 23 million Swiss francs target for the biennium.
Substantial efforts made to strengthen the capability for the investment of WIPO's funds.	- <i>Investment Advisory Committee and investment strategy:</i> Investment Advisory Committee established, and investment strategy is being finalized for submission to the Assemblies of the Member States of WIPO in September 1999.
Negotiation of special conditions with banks concerning investments, rates of exchange and services offered.	- <i>Conditions obtained:</i> Special actions reduced bank charges and obtained best exchange rates, resulting in savings of 365,000 Swiss francs
Sub-Program 17.3 – Language Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Maintained high quality of translations, editing and revisions of documents, and submitted them in a timely manner to the end users.	- <i>Satisfaction of delegates with the quality of translations:</i> No signs of dissatisfaction from the end users as to the quality of the translated material. - <i>Timely production of translations:</i> All translations produced within time limits agreed with those requesting them, so that the working groups, committees of experts and Assemblies received their documents in a timely manner.
Sub-Program 17.4a – Conference, Communications and Records Management Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Provision of efficient conference and other meeting services, including interpretation, to delegates and the Secretariat.	- <i>Positive feedback from delegates and Secretariat staff:</i> 51 meetings with interpretation, with 490 interpreters recruited, were serviced (compared to 46 meetings and 366 interpreters in 1997). 192 other official meetings (186 in 1997) and 700 internal meetings (550 in 1997) were also serviced. No dissatisfaction expressed by the end users.
Distribution on time of meeting documents and circulars.	- <i>Timely and accurate distribution of documents and circulars:</i> 2,791 documents, in the various languages, and 730 circulars were distributed (1997 figures were 2,730 and 712, respectively). 199,551 packages of documents (167,526 in 1997) were prepared for mailing.
Overall charges for telecommunications usage remained at about the level of the previous biennium, despite greater usage.	- <i>Cost-effective use of telecommunication services:</i> Increased rebate for long-distance calls resulted in savings in 1998 of approximately 220,000 Swiss francs (total telecommunications usage charges for calls through WIPO's switchboard amounted to 878,000 Swiss francs, compared to 891,000 Swiss francs in 1997).
Effective and efficient records management, mail and messenger-driver services.	- <i>Timely and responsive operation of records management system:</i> Some 52,000 incoming items of mail were registered, an 8% increase compared with 1997. - <i>Cost-effective use of mail and other delivery services:</i> 438,000 kg, costing 4,150,000 Swiss francs, of outgoing mail were processed, an increase over 1997 of 54% in weight, but only 25% in cost.

Sub-Program 17.4b – Publications Production Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Timely and high quality printing of all documents and publications to service meetings or other needs.	- <i>Quality and timeliness of production of documents and publications:</i> Documents and publications, all with high quality printing, all produced on time. The workload of 104,573,000 face prints presented an increase of 7% over 1997. 55,056 PCT pamphlets were printed and 10,400 corrected versions, each pamphlet being printed in 38 copies. No dissatisfaction expressed by the end users.
Substantial savings in printing costs as a result of more efficient use of resources.	- <i>Productivity gains and savings:</i> Reduction of eight staff through the use of latest technologies; negotiations resulted in a reduction of 2.12 million Swiss francs for machine rentals.
A tangible improvement in relating costs of printing to program implementation.	- <i>Development of system for cost-allocation for printed matter:</i> Unit costs for printed matter were established, and distributed to Program Managers for better assessment of cost-effectiveness.
Sub-Program 17.4c – Procurement and Contract Services	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Delivery of the highest possible quality of equipment, material and services at the lowest possible cost in a timely manner.	- <i>Quality, cost and timeliness of procurements:</i> With a view towards enhancing transparency and accountability, restructuring of the Section of Procurement and Contract Services resulting in a significant increase in productivity including in the processing of purchase orders, 58 contracts awarded and 55 requests for proposals issued.
Total expenditure in 1998: SFr 23,815,000	

Main Program 18 – Premises	
Sub-Program 18.1 – Provision of Premises	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Timely and cost effective provision of office space, parking, storage and meeting rooms.	- <i>Occupancy rate and number of reserve places, relocation of the staff, number and proximity of rental premises:</i> At the end of 1998, out of an effective capacity of 989 work places, 959 work places are occupied with 30 places in reserve (occupancy rate 97%). The number of commercially rented locations increased from 4 in 1997 to 8 with the increase of growth floor space (some 10.000m ² at the end of 1998 as compared with some 2.800m ² in 1997).
Sub-Program 18.2 – Maintenance and Improvement of Premises	
<u>Main Results Achieved</u>	<u>Selected Performance Indicators</u>
Effective management and further improvement of the existing premises facilities and equipment.	- <i>Number of projects completed:</i> Some 20 projects completed including Visitors' Center, a new conference room (1.27), a new security system for parking, modernized elevators, ventilation, creation of a medical unit and security access control system installed at the storage of PCT files in Meyrin.
Total expenditure in 1998: SFr 12,457,000	

WIPO
ORGANIZATION CHART SHOWING RESPONSIBILITIES FOR MAIN PROGRAMS
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