

WIPO



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INDIVIDUAL PROGRAM PERFORMANCE REPORTS FOR 2006-2007

Document prepared by the Secretariat

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SECTION I

INTRODUCTION

1. The biennial Individual Program Performance Reports of the World Intellectual Property Organization (WIPO) provide self-assessment data produced by Program Managers between January 2006 and December 2007. In addition to the Individual Program Performance Reports, a Summary Program Performance Report for 2006-2007 has been prepared and can be found under document WO/PBC/13/3(a).

2. WIPO Program Managers take responsibility for the accuracy of data and its analysis presented in this report. The Internal Audit and Oversight Division has also reviewed the information set out below. The Office of the Controller (OC) has provided financial and post-related information, while the Human Resources Management Department (HRMD) provided other human resources data. This biennial Individual Program Performance Report has two main purposes and audiences:

(a) For internal use, to assess WIPO's progress in achieving the Organization-wide expected results. WIPO and managers use the report to assist (a) the preparation of the Program and Budget Document for 2010-2011, (b) the reprogramming of operational plans for the 2008-09 biennium and (c) decision making for the allocation of human and financial resources.

(b) For external publication, to share with Member States and other stakeholders the main achievements of WIPO in relation to its individual programs. This report is a tangible expression of WIPO's adherence to principles of transparency and accountability.

3. For reporting purposes for this biennial PPR, some changes have been made to the methodology and presentation of this report. Further details on the methodology of the PPR can be found under Section II and Annex 1 of this report.

4. The Individual Program Performance Reports for 2006-2007 has been organized as follows:

Section I: Introduction and explanation of the strategic framework.

Section II: Methodology applied for performance assessment.

Section III: The Individual Program Performance Section consists of the individual program reports based on the activities undertaken in order to achieve the expected results and key performance indicators. The new elements added to this chapter concern information related to resource allocation and utilization, a scoring system, and major challenges and constraints identified by implementers during the biennium.

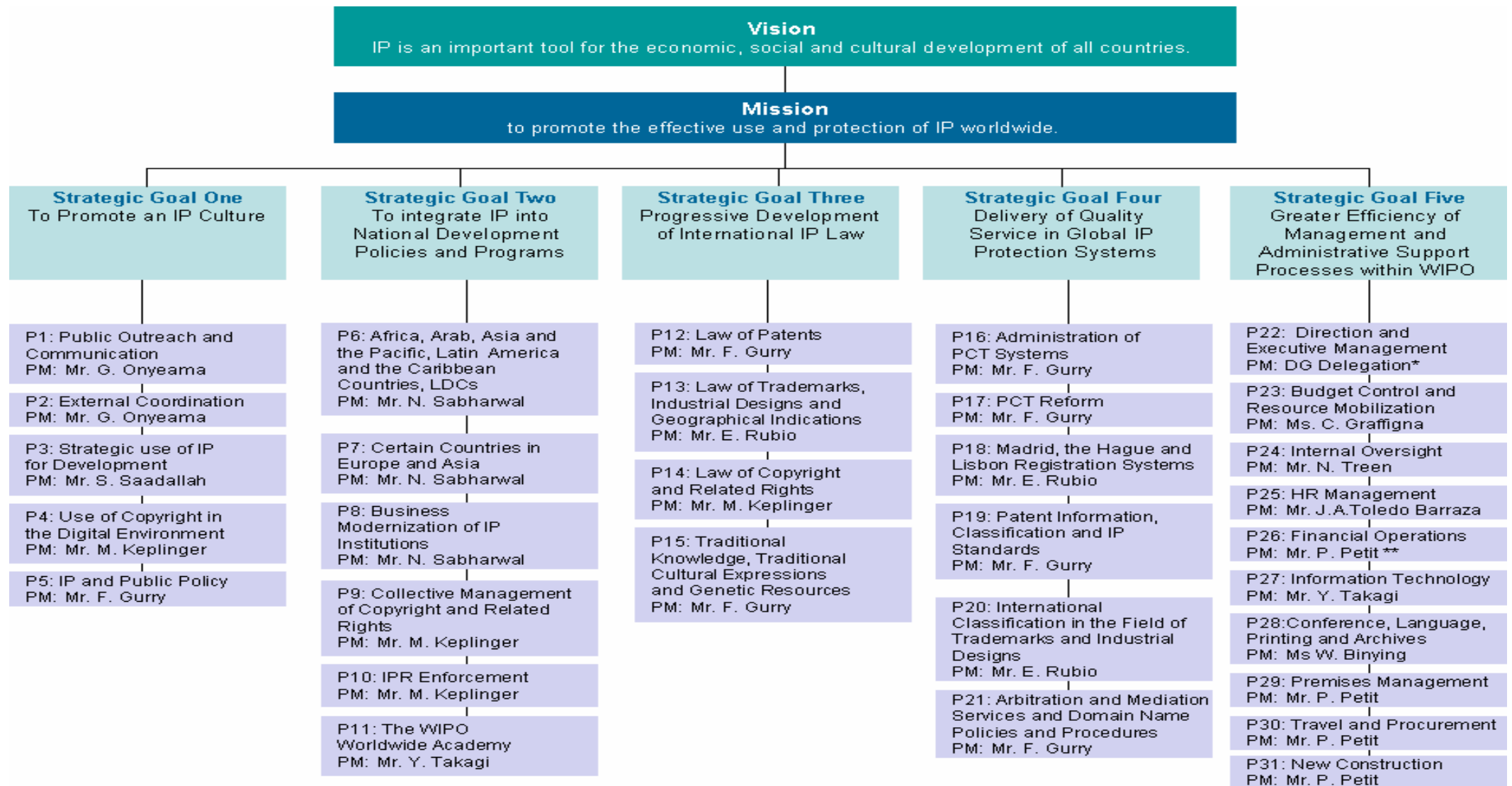
Section IV: Annexes provide background information about data that has been utilized in this PPR.

WIPO STRATEGIC FRAMEWORK AND GOALS 2006-2007

5. The officially approved strategic guidance available relevant to this PPR is contained in the Proposed Program and Budget for 2006-2007 (Document A/41/4) and has been provided as part of this report (see Figure 1). The Program and Budget Document has been the basis for reporting during 2006-2007.

6. WIPO Strategic Framework consists of 31 programs under its five strategic goals (see Figures 1 and 2). It is the responsibility of the Program Managers to achieve and to report on their progress towards achieving their program objectives, which will in turn contribute to the relevant strategic goal. These reports, together with information from the Office of the Controller, have been used as a basis for the 2006-2007 PPR.

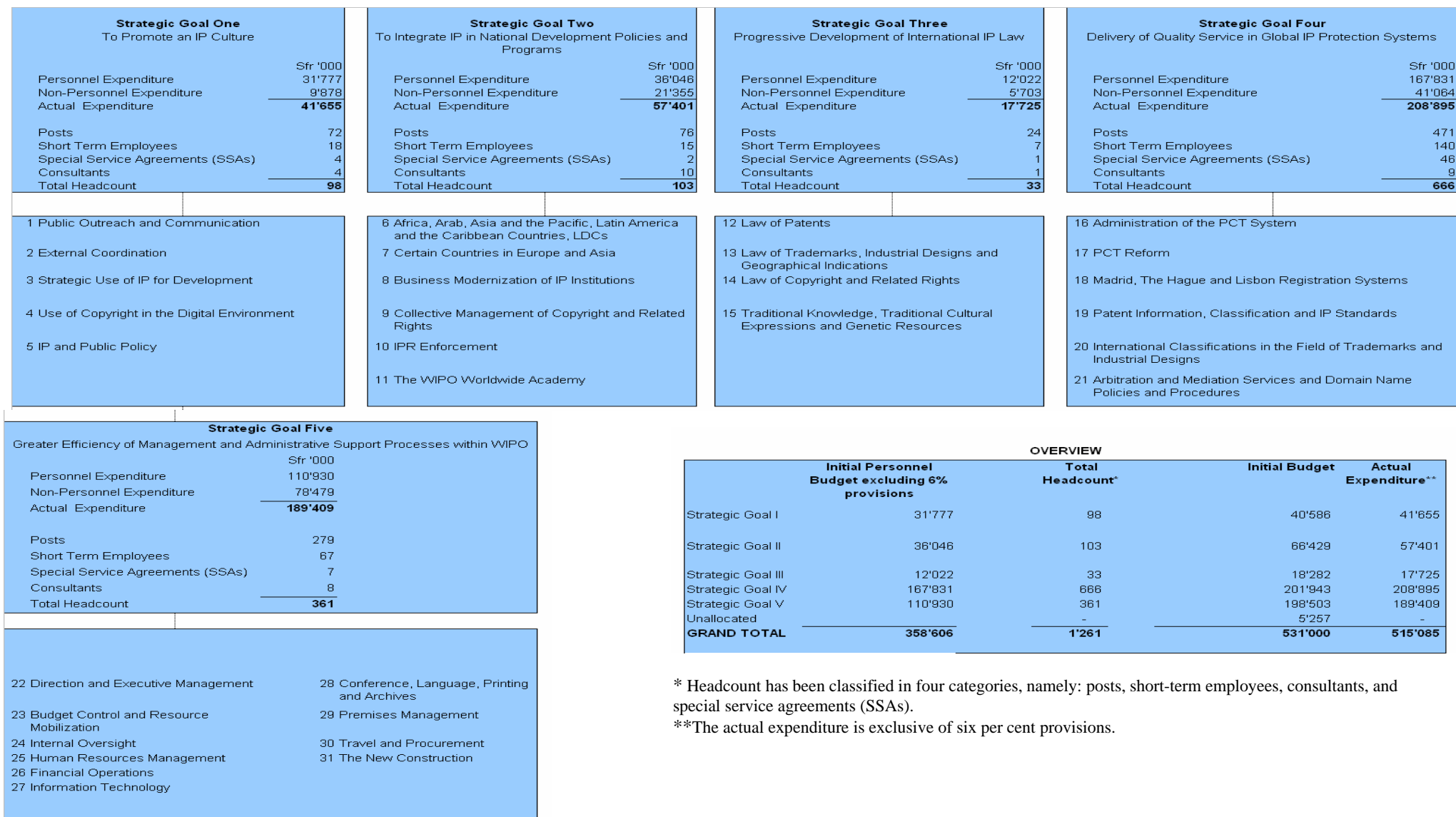
Figure 1: WIPO STRATEGIC FRAMEWORK FOR 2006-2007



* Program 22: The DG has delegated responsibilities to the Office of the Legal Council (OLC), Director General’s Cabinet and the Office of Strategic Planning and Policy Development (OSPPD).

**Program 26: Mr. P. Petit was in charge of Financial Operations until November 2007. Afterwards Mrs. C. Graffigna took charge of Program 26.

Figure 2: WIPO STRATEGIC FRAMEWORK INCLUDING APPROVED BUDGET FOR 2006-2007
(Initial Budget and Headcount by Program in thousands of Swiss francs)



* Headcount has been classified in four categories, namely: posts, short-term employees, consultants, and special service agreements (SSAs).

**The actual expenditure is exclusive of six per cent provisions.

SECTION II

METHODOLOGY

7. The Individual Program Performance Reports for the 2006-2007 are firstly a self-assessment process, beginning with the self-assessment by individual Program Managers of their performance in achieving WIPO's specific expected results. Program Managers reviewed the delivery of products and services and tracked progress towards the achievement of expected results both quantitatively and qualitatively. The performance indicators in the current strategic framework have been used as a basis for performance measurement. The analysis and assertions contained in this assessment were first provided by the Program Managers and were reviewed in collaboration with IAOD.

8. Particular attention was paid to reviewing the evidence for values cited in the reports in respect of the achievement of expected results set out in the Program and Budget for the 2006-2007 biennium. Agreement on the outcomes of the reports were achieved through several consultations with Program Managers and staff. The Individual Program Performance Reports were consolidated and synthesized from the information provided by Program Managers.

9. For reporting purposes for this biennial PPR and compared to earlier PPRs, some changes have been made to the methodology and presentation of this report.

(a) A scoring system consisting of a traffic light for the program level expected results and key performance indicators has been used to assist in the analysis of overall performance and measure delivery of expected results at a more strategic level. Further details can be found in Annex 1 of this report;

(b) Performance measurement has also been introduced for the first time in this report in order to allow a systematic analysis of performance against strategic goals;

(c) The resources utilized have been set out in the report and linked to the results achieved, as requested by the Member States;

10. When reading the report, the following needs to be noted:

(a) IAOD has, using the data provided by the Office of the Controller, done all the calculations under the resource allocation section;

(b) All expenditures presented in this report are exclusive of the six percent allocation for the provision for separation from service and medical benefits following separation from service, pending the approval of Member States of the inclusion of this item in actual expenditure for 2006-2007;

(c) In the absence of approval by Member States of the proposed revised budget for the 2006-2007 biennium, this report compares expenditure levels for the biennium to the initial program budget. Adjustments to the budget were made to the extent allowed within the authority of the Director General. The adjusted budget represents the initial budget as approved by Member States, including transfers and the allocation of flexibility resources.

SECTION III

INDIVIDUAL PROGRAM PERFORMANCE REPORTS

STRATEGIC GOAL ONE: TO PROMOTE AN IP CULTURE

PROGRAM 1: Public Outreach and Communication

OBJECTIVE

To promote better understanding of WIPO and IP issues worldwide and enhance support for WIPO's mandate through a proactive communication strategy.

Partly
Met

11. The overall objective was achieved through a proactive communication strategy. This strategy incorporated expansion and consolidation of WIPO's links with the international and Swiss-based press and the targeted use of a wide range of media and materials to convey key messages about the importance of IP and the role of WIPO.

12. The main strategy of WIPO's presswork focused on nourishing long-term interest in IP issues and accuracy of content, through the use of press conferences, press releases, briefings and interviews (written press, television and radio) with WIPO officials on a variety of subjects and the provision of a number of articles on specific areas of WIPO's work to specialist publications. The organization of two seminars for journalists, one in Geneva in 2006 and one in Singapore for journalists from the Asia region in 2007 played an important role in enabling us to expand the network of journalists we regularly work with and to consolidate their understanding of current international IP debates.

13. Monitoring of performance indicators is currently being done through improved monitoring systems and the use of more refined search techniques (Please see the development of performance indicators below).

14. WIPO's outreach activities continued to expand and have a positive impact. Using a wide range of media and materials to convey key messages about the importance of IP and WIPO's role, and within the overall communication strategy, the main highlights and success stories were:

- the restructuring and redesign of the WIPO public website – including a dynamic news-oriented portal;
- based on a comprehensive reader survey in early 2006, the WIPO Magazine identified new themes on which readers wanted more coverage;
- the production of IP educational materials for young people was expanded with the publication of the French and Spanish versions. Several Member States translated or adapted the publication and made it available on their websites;

- the second workbook in the series, “The Arts and Copyright” was published in 2007;
- work is under way to co-publish an IP Dictionary with Cambridge University Press, which will fill a major gap in IP literature;
- the WIPO Outreach Guide and IP Outreach in Practice was launched on the WIPO website in 2006 to expedite cooperation with – and among – Member States. This supplements several initiatives aimed to assist others in their IP outreach activities;
- In response to demand, WIPO stepped up its film production, including the production of an ongoing series of films on creators and inventors featuring, among others, the music and film industries in Africa, inventors and trademark owners in Asia, and traditional musicians in Latin America. These and other products were featured on a newly created webcast section of the WIPO website, as well as on popular sites e.g. GoogleVideo, YouTube, My Space and Brightcove.

15. Revenue of Sfr 2.7 million was generated from the sale of public information products (395,000 products were distributed free of charge). The development of a more efficient automated sales and distribution system intended to expand further online sales and reduce distribution costs, foreseen during the period, did not go forward due to a lack of available resources needed to integrate this and several other IT-related projects in the Organization.

16. A series of briefings (171 groups comprising some 4,885 individuals, including government officials, business people and students), art exhibitions (24 exhibits attracting some 12,000 visitors) as well as activities relating to World Intellectual Property Day, further contributed to the overall communications effort together with the work of the WIPO Information Center.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|---|
| Higher global media profile for WIPO and IP issues in general. | At least five per cent increase in world press articles objectively reflecting WIPO’s activities and an understanding of IP issues. | | Approximately 45 per cent increase in the number of articles reporting on WIPO’s activities and the majority showing a more in-depth understanding of IP issues in 2006-2007 as compared to the previous biennium. |
| | 20 per cent increase in media contacts that regularly report on IP. | | 25 per cent increase in the number of media contacts that regularly report on IP as compared to the previous biennium. (While the number of people listed on the WIPO pressroom mailing list is much higher, there is no accurate way to determine if they are all journalists. This indicator is based on the actual number of journalists that are in MRPA’s own database.) |

| | |
|---|---|
| <p>Broader understanding of the role of IP and of WIPO and its activities among policy makers and the general public.</p> <p>Core messages on the value of IP disseminated via printed materials, multimedia, and the WIPO website, for the general public and specialized audiences.</p> | <p>Visitors to WIPO Magazine articles on the website more than quadrupled in 2007 (897,000 page views) compared to 2006, making it one of the top 10 most requested areas of the WIPO website. Translation requests from Member States resulted in 38 new (non-UN) language versions of WIPO publications.</p> <p>In addition to general public information products, 761 new and 71 updated information products were produced for various sectors aimed at promoting WIPO activities. Film products promoting the value of IP included six short documentaries, 24 filmed interviews, 14 videos covering WIPO events, 25 video spots and clips, and one co-production documentary.</p> <p>WIPO Publications on GooglePrint drew 35,000 “book visits”, meaning the number of users who opened a link to a page describing a WIPO book, while 91,000 “pages viewed” indicated specific pages inside WIPO books opened (online) by users. WIPO films posted on public sites (YouTube, GoogleVideo, etc.) drew nearly 7,000 views after being posted in the fourth quarter of 2007, showing an increasing number of views each month.</p> <p>World Intellectual Property Day was celebrated worldwide as information kits were sent to Member States and stakeholder groups. Events were reported to WIPO from 60 countries, resulting in 165 event summaries posted on the website.</p> <p>Briefings for 171 groups comprising some 4,885 individuals, including government officials, business people and students.</p> <p>Organization of 24 exhibitions, attracting some 12,000 visitors.</p> |
| <p>IP educational materials for young people created and adapted for use by Member States in school systems.</p> | <p>“Learn from the past, create the future: Inventions and Patents” was translated and published in local languages by Latvia, Slovak Republic, Slovenia and Turkey. A request to translate the publication into Braille (for the South African Library for the Blind). Requests for translation into national languages of the second volume of the series, “The Arts and Copyright”, were received from the IP Offices of Armenia, Bulgaria, Greece, Romania, Russia and Ukraine. The Spanish Ministry of Culture began the Spanish translation and plans to distribute to all Spanish educational centers. The Mexican Education Ministry also plans to distribute copies of the Spanish version to all Mexican schools. Further to a request from the Toronto District School Board, the English version is now available in all Toronto school libraries.</p> |
| <p>Increased awareness of WIPO’s international registration services.</p> <p>Promotional materials created for WIPO’s international registration services and disseminated to specific audiences and regions according to the needs of each service.</p> | <ul style="list-style-type: none"> – 10 new promotional materials and 63 updated materials produced for PCT, including the PCT Treaty updates in six languages, FAQs about the PCT in six languages, the Patentscope logo and leaflet in four languages, and Protecting Your Patent Abroad, the PCT yearly review and the WIPO Patent Report in three languages. – 27 new promotional, and 26 updated, materials produced for Madrid, updates in three languages |

| | | |
|--|---|---|
| | | <p>of the Madrid Agreement and Protocol, the Nivilo Classifications CD 2.1., the 9th Edition of the International Classification of Goods and Services for the Purposes of the Registration of Marks, numerous Madrid promotional materials for the 2006 Diplomatic Conference in Singapore.</p> <ul style="list-style-type: none"> - Four video spots produced highlighting testimonials from users of Madrid System (from Western Europe, Eastern Europe, and North Africa) for use at seminars and promotional events. - 51 new promotional materials and eight updated materials for the Arbitration and Mediation Center, including materials for arbitration and mediation and domain name workshops and the Guide to WIPO Arbitration in three languages. - 44,200 public information products – most relating to WIPO registration services – were sold during the period. Total income reached Sfr 2.7 million, approximately the same as during the previous biennium, despite two major publications being made available free online. |
| <p>Strong library collection focused on IP and related global issues.</p> | <p>Number of holdings</p> | <p>Some 60 monographs were added to the library's holding in 2006. Journal subscriptions were reviewed and streamlined as appropriate. Electronic options were chosen, where possible, to increase cost and usage efficiency.</p> |
| | <p>Shelf reading statistics</p> | <p>No shelf reading statistics were compiled in 2006 due to the work carried out on the library catalogue. More complete statistics will be available in 2007.</p> |
| <p>Better outreach internally at WIPO and to the IP community at large</p> | <p>Intranet/Internet usage statistics of OPAC (Open Access Catalogue)</p> | <p>In 2006, the OPAC was not available for use on the Intranet/Internet as it was being converted to the new library management system. Work is still being performed and should be finalized by the second quarter of 2007.</p> |
| | <p>Number of request from WIPO staff and the public dealt with.</p> | <p>Some 15 new or updated entries on WIPO were provided for international yearbooks and other similar publications.</p> <p>The WIPO Outreach Guides were completed and published on the WIPO website. Several Member States provided examples of their own outreach campaigns for inclusion in the guides.</p> <p>Several film and multimedia products were produced, including a 30-second PSA television spot, broadcast on CNN, BBC World, EBU and other international and national networks.</p> <p>A wide range of new (213) information products were created and 47 such products were updated.</p> <p>Some 20,975 public information products were sold with a total income of about 1.6 million Swiss francs. Revenue generated via the electronic bookshop was about 217,000 Swiss francs from 1,309 orders. About 185,000 information products were distributed free of charge. Overall income showed a slight decrease compared to 2005.</p> <p>Some 66 Member States reported activities for World Intellectual Property Day, with some 76 summaries of their activities posted on the WIPO website, drawing 68,000 page visits.</p> |
| <p>Actual Expenditure in Sfr '000</p> | | <p>12,607</p> |

Resource information for Program 1 for 2006-2007

17. Program 1 represents 2.45 per cent of the Organization's actual expenditure and operates with 2.93 per cent of the total headcount. By the end of 2007, the Program registered a budget utilization level of 94.9 per cent. The initial budget was adjusted by approximately three per cent during the implementation period and resulted in reductions of non-personnel costs.

18. The variation between initial budget and actual expenditure was the result of a number of factors. The main difference was due to delays in the delivery of film and multimedia equipment ordered in the third quarter of 2007, which were not delivered or billed until 2008. A saving on the program budget was also realized for some filming activities, which were undertaken with financial support from the funds-in-trust as part of a cooperative effort with the WIPO regional bureaus. The remainder of the difference related to unavoidable, last-minute cancellations by seminar participants and cancellation of planned missions.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 10,840 | | 10,982 | | 101.3 |
| Non-personnel | 2,440 | | 1,625 | | 66.6 |
| Total | 13,280 | 12,897 | 12,607 | 97.1 | 94.9 |
| Posts | 25 | | 24 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | | (1) |
| Professional Staff (P) | 15 | | 13 | (2) |
| General Service Staff (G) | 9 | | 11 | 2 |
| Total staff | 25 | | 24 | (1) |
| Headcount classification | | | | |
| Posts | | | 24 | |
| Short-term employees | | | 9 | |
| SSAs | | | 2 | |
| Consultants | | | 2 | |
| Total headcount | | | 37 | |

PROGRAM 2: External Coordination

OBJECTIVE

To promote a better understanding of WIPO's vision and objectives and to enhance WIPO's cooperation with the United Nations system and other inter-governmental organizations, as well as relevant institutions in the United States of America, the European Community and the ASEAN region.

Target
Met

19. During the 2006-2007 biennium, a process of organizational restructuring helped further to improve the strategic focus and coherence of WIPO's coordination with a wide range of external stakeholders. This restructuring included:

- establishing within this External Coordination Program, a Section for Mobilization of Extra budgetary Resources responsible for coordinating WIPO's resource mobilization activities;
- all WIPO Coordination Offices (Brussels, New York, Singapore, Tokyo and Washington) are now included in this Program;
- in addition to the Program's existing responsibilities for relations with NGOs, WIPO's relations with industry and activities relating to private sector partnerships have been brought under this Program;
- the management of Program 2 was combined with that of Program 1 (public outreach and media activities), to give a holistic approach to WIPO's public and media affairs and external relations work and to benefit from the resultant synergies and cost savings that this provided.

20. WIPO was actively engaged in supporting UN objectives, in particular in relation to the UN Millennium Development Goals (MDGs) through a range of initiatives and in its cooperation with the WTO and WHO. Through WIPO's active involvement in the work of the Chief Executives Board and its two Committees, the High Level Committee on Management (HLCM) and the High Level Committee on Programs (HLCP), WIPO has benefited from greater inter-agency coordination and cooperation on both management and substantive programmatic issues.

21. The WIPO Coordination Offices have played a central role in this strategy. The role of the Offices in further developing relations with traditional WIPO counterparts, such as the UN, intergovernmental and regional organizations, as well as IP Offices, and in identifying and coordinating initiatives with new partners, has significantly helped in promoting a better understanding of WIPO's vision and objectives. Working closely with the various substantive sectors in WIPO, and also with our press and media affairs and public outreach sectors, the Coordination Offices have made significant progress in further reinforcing the relevance and importance of WIPO's work.

22. The increasing interest in IP issues from a diverse range of stakeholders has generated substantial interest in WIPO's work from non-governmental organizations. WIPO has continued to expand its cooperation with NGOs and a number of new NGOs, including consumer associations, have obtained observer status at WIPO. WIPO has also hosted visits, briefings and

meetings with various civil society and NGO representatives. WIPO's unique nature in relation to the services it provides to the private sector emphasizes the importance of the Organization's relations with industry. An important development in this respect is the strategic partnership initiated between WIPO and the Chinese Federation of Industrial Economics (CFIE) in order to define a roadmap for the creation of a WIPO Industry Forum (WIF).

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|--|
| <p>Identification of further opportunities for cooperation and coordination with other international organizations, including UN Agencies, Funds and Programs, the World Bank, WTO and UPOV, on IP issues.</p> | <p>Number of new joint initiatives or projects with other international organizations.</p> | | <p>Strengthened cooperation with WTO achieved through representation at TRIPS Council, and the preparation of a submission to the TRIPS Council on WIPO's technical and legal assistance related to the implementation of the TRIPS Agreement for the period September 2006-October 2007. Coordination of various joint technical assistance activities also organized with the WTO.</p> <p>Increased cooperation with the WHO. This included coordination of activities, representation at the IGWG and IGWG-related meetings. Improved coordination with regional organizations. Organization of WIPO-ALADI Sub-Regional Forum, meetings with Inter-American Development Bank.</p> <p>Increased cooperation in WSIS follow-up. Active involvement in 1st and 2nd Internet Governance Forum (IGF) plus other WSIS-related events.</p> <p>Development of better understanding of WIPO's vision and objectives through participation in events organized by a variety of intergovernmental organizations (e.g. Climate Change Conference in Bali, UNESCO meetings, UNCTAD meetings, ITU meetings etc.)</p> <p>Increased prospects for partnership with World Bank and EU and potential for resource mobilization activities. Development of tools for improved coordination of WIPO resource mobilization activities and information gathering and tools for sharing information with Member States.</p> <p>WIPO continued to expand its cooperation with non-governmental organizations (NGOs) and industry. Such cooperation included meetings organized by WIPO in Geneva for the International Federation of Industrial Property Attorneys (FICPI) and the International Chamber of Commerce (ICC), the International Association for the Protection of Industrial Property (AIPPI), the American Intellectual Property Law Association (AIPLA), the Chinese Federation of Industrial Economics (CFIE), the Watch and Jewelry Industry, and WIPO attendance at several annual NGO meetings. A number of new NGOs, including consumers groups, obtained observer status at WIPO.</p> <p>Partnership between women entrepreneurs, women government representatives and WIPO, which began in Slovenia, was enhanced through a similar tripartite meeting held in Morocco.</p> <p>WIPO organized a joint meeting with the International Trade Center (ITC), which focused on the issue of women and intellectual property as a tool</p> |

for economic development in accordance with the UN Millennium Development Goals (MDGs).

In cooperation with the International Training Centre of the ILO, Turin, and the Italian Ministry of Foreign Affairs, two information sessions on WIPO activities were conducted for Italian diplomatic staff, in May 2006.

In cooperation with the United Nations Institute for Training and Research (UNITAR), the WIPO Coordination Office in New York hosted WIPO-UNITAR workshops on IP for diplomats, UN Secretariat staff and civil society. The events were supplemented on IP Day with WIPO exhibitions and musical performances designed to promote IP themes. The Office also arranged IP-related briefings for three UN regional groups in New York.

The WIPO Coordination Office in New York co-hosted the "People's Poet's Gathering: The Stones of Civilization" in collaboration with the New York City poetry organization "City Lore", the UN Forum for Indigenous Peoples, the UN Writer's Society, the Bowery Club and several other poets' organizations. In collaboration with the International Intellectual Property Society (IIPS), the WIPO Coordination Office in New York organized briefings on the PCT and WIPO alternative dispute resolution services. The Office followed and reported on 10 major UN meetings including those of the General Assembly, the Security Council, Economic and Social Council (ECOSOC), as well as their subsidiary bodies such as the Commission on Sustainable Development, Commission on the Status of Women and all sessions of the Chief Executives Board of the UN System for Coordination (CEB), and its High Level Committee on Programs (HLCP). Staff contributed to DPI briefings for NGOs. These meetings were used to discuss WIPO's activities and a variety of Intellectual Property (IP) matters.

The Office, in collaboration with IP law associations, organized separate Continuing Legal Education credit-generating symposia on Coordination Office premises in New York for legal practitioners in substantive IP areas. The Coordination Office also co-hosted eleven continuing Legal Education events, and made four guest appearances before IP legal associations in 2007. In 2007, the Coordination Office staff operated an expanded Academic Outreach Program, lecturing about WIPO and its activities in 17 different North American universities. In addition, the Office responded to up to 1,000 public queries from throughout North America, pertaining to ADR, UDRP and the PCT.

During 2007, the Coordination Office hosted over 50 visitors under the US Department of State International Visitor Program, as well as in other related connections. International visitors came from Kosovo, China, Italy and Turkmenistan. Discussions with these and other international visitors addressed a range of WIPO activities, e.g. in the areas of copyright in the digital era and enforcement of IP

rights.

The Office facilitated, in terms of both logistics and substantive presentation, roughly 20 visits of various colleagues from WIPO HQ.

Some 20 joint initiatives between the WIPO Washington Office and other international, governmental, educational and industry organizations were organized, including the Congressional Caucus on Intellectual Property, the Creative and Innovative Economy Center (CIEC), American Intellectual Property Law Association (AIPLA), and the Recording Industry Association of America (RIAA). The WIPO Singapore Office organized a number of joint initiatives, projects and programs with other governmental and intergovernmental institutions in the ASEAN region, and the Asia Pacific region in general.

With ASEAN and in coordination with relevant WIPO sectors, it co-organized, facilitated and hosted two important events addressing areas of specific interest to ASEAN countries, namely university-industry collaboration through technology transfer and IP and IP business development service hubs. These events opened up opportunities for further collaboration by the WSO with individual ASEAN countries and their institutions, particularly through the provision of expert inputs and through WSO participation in localized events dealing with the same or related themes.

On a more expanded scale, the WSO facilitated and hosted, jointly with relevant government institutions in Singapore and in coordination with relevant WIPO sectors, events that touched on the various areas of work of WIPO and which the countries in the region felt important to them.

The WIPO Tokyo Office organized a one-day symposium to present the findings from the joint research project with the UNU. The lessons learnt from the first research project point to the difficulty in coordinating research across a number of countries with different economic profiles. The first research project confirmed the need for face-to-face meetings between the researchers and WIPO officials, prior to and during the research. During the project, it quickly became apparent that due to the 'cross-cutting' role of IP in the economy, research which looks at the economic impact of IP needs to be undertaken by teams of experts as opposed to individuals, in order to obtain the different skill sets required. Going forward, it would seem that stronger links need to be established between the research 'outputs' or recommendations and the technical-assistance and capacity-building program 'inputs', in order to ensure effective follow-up to the research and the recommendations made therein. This would be particularly relevant when planning activities in those countries that participated in the research. Even though a number of specific recommendations were made in the country specific research reports (six

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| | | <p>reports), these have not been directly incorporated in the technical-assistance and capacity-building programs at this stage. However, it is likely the recommendations are taken into consideration by WIPO when undertaking technical-assistance and capacity-building activities and the countries directly concerned by the research. One research report covering 6 countries was published in 2007, entitled 'The Economic Impact of IP Systems', and can be found on WIPO's website. This report contains independent research findings and recommendations from China, India, Japan, Rep. of Korea, Malaysia and Viet Nam.</p> <p>The WIPO Brussels Office continued to monitor and report on developments within the European Union and identify opportunities for cooperation with European institutions and associations. The office also participated in a number of events, which provided opportunities to promote a greater understanding of WIPO's vision and objectives</p> |
| <p>Greater inter-agency cooperation and coordination on UN common system matters and furtherance of UN system goals and objectives.</p> | <p>CEB agreements, policies and initiatives to which WIPO has contributed.</p> | <p>Improved interagency coordination and system-wide coherence supported by active participation in meeting of Chief Executives Board (CEB) and its committees (HLCM and HLCP), covering a range of topics such as climate change, contributing to the production of the Trade Capacity Building Inter-Agency Resource Guide, and on several management and common system initiatives. In addition to this, ensuring follow-up on JIU reports. For example, within the framework of HLCM and HLCP, WIPO contributed to: negotiations on cost-sharing of security related matters; further harmonization of business practices; advancement of the process of implementation of International Public Sector Accounting Standards (IPSAS); RBM, discussion on the UN High-Level Panel Report on system-wide coherence; and mainstreaming of gender issues.</p> |
| <p>Actual expenditure in Sfr '000</p> | | <p>10,871</p> |

Resource information for Program 2 for 2006-2007

23. Program 2 represents 2.11 per cent of the Organization's actual expenditure and operates with 1.51 per cent of the total headcount. By the end of 2007, the Program registered an expenditure level of 101.2 per cent. Approximately three per cent of the initial budget for Program 2 was increased as part of the budget adjustment process that took place during the implementation period. The budget increase was mostly dedicated to financing personnel costs.

24. The main reason for under expenditure of non-personnel budget relates to a major event planned for late 2007, which was rescheduled for 2008.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 7,418 | | 8,184 | | 110.3 |
| Non-personnel | 3,325 | | 2,687 | | 80.8 |
| Total | 10,743 | 11,086 | 10,871 | 103.2 | 101.2 |
| Posts | | 14 | 16 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 1 | | 1 | |
| Director Grade (D) | 2 | | 4 | 2 |
| Professional Staff (P) | 8 | | 8 | |
| General Service Staff (G) | 3 | | 3 | |
| Total staff | 14 | | 16 | 2 |
| Headcount | | | | |
| Posts | | | 16 | |
| Short-term employees | | | 2 | |
| SSAs | | | 1 | |
| Consultants | | | | |
| Total headcount | | | 19 | |

PROGRAM 3: Strategic Use of IP for Development

OBJECTIVE

To assist Member States in effectively utilizing the IP system for development, extending support to SMEs and enhancing IP assets management capacity.

**Partly
Met**

25. During the period under review, Program 3 focused on demonstrating the wealth-creating potential of IP and its role in assisting governments to integrate IP effectively into their national development strategies and strengthen their IP asset-development capacities. Furthermore, it took into account that sustained national economic development is not possible without a competitive small and medium-sized enterprises (SMEs) sector and a deeper appreciation of the contribution of creative industries to this process. In addition, the Program emphasized the need for governments to put in place appropriate legislative infrastructure for achieving their development objectives including using flexibilities provided for in the international system to their maximum advantage.

26. With a view to improving understanding of the interface between intellectual property rights and economic and social development, the Program initiated a series of activities, at the national and international level, which aimed to promote more empirical economic research on IP in developing countries and countries with economies in transition. To this extent several studies analyzing the contribution of IP to national development were undertaken to strengthen the capacity of policy makers to formulate appropriate strategies for integrating IP into their development policy. In addition, workshops on the development potential of the IP system were held in different countries encouraging an open discussion amongst different constituents ensuring an outcome that reflected the complex needs of different countries.

27. This Program was also responsible for facilitating the process for the establishment of a WIPO Development Agenda. In 2007, Member States participating in the Provisional Committee on Proposals Related to a WIPO Development Agenda (PCDA) reached agreement on 45 recommendations, which were later adopted by the WIPO General Assembly. At the Assembly, a decision was also taken to establish a new Committee on Development and Intellectual Property (CDIP), which, among other things, would monitor and assess the implementation of the WIPO Development Agenda.

28. The Program sought to assist countries in assessing the potential of their creative sector and in exploiting its vast potential. Studies analyzing the economic contribution of creative industries to national development were expanded and conducted in developing countries and countries in transition. Methodologies were developed to improve assessment techniques and provide governments and IP stakeholders with robust economic evidence. Practical tools were made available to research institutions and inventors for the efficient management of their IP assets. Awareness-raising activities were implemented on the importance and performance of the creative industries that use the IP system as a strategic component.

29. Cooperation with other intergovernmental organizations was strengthened, and in particular, joint activities were initiated with UNESCO, UNCTAD, UNDP, ILO, ITC, UIS and OECD to study creative industries and their importance for developing economies. Input was also provided to the ongoing review of the International Standards Classification for Occupations (ISCO) aimed at facilitating data collection on the contribution of creative

industries to employment and job creation. Cooperation with national governments, civil society and the academic community also continued in the area of economic analysis of the creative sector.

30. IP rights being assets to be developed and exploited in the same way as any other asset, the Program focused on strengthening the capacity of governments, universities and public research organizations to identify, develop, manage and exploit their IP assets. Practical tools such as guides, models and training materials were made available for the use of Member States and training activities on developing IP strategies and technology management, including their protection and exploitation in these areas, were conducted. Projects encouraging universities and public research institutions to use networks for economies of scale and for sharing of costs and expertise were implemented.

31. Assistance to SMEs is more effectively delivered through strengthening cooperation with suitable partners at the international, regional, national and institutional levels in the governmental, private and NGO sectors and integrating IP into the support they provide to SMEs. This resulted in enhanced awareness of the role and relevance of IP for enterprise competitiveness and improved effectiveness of existing awareness and capacity-building efforts. To this end, user-friendly material on IP for businesses continued to be made available on the WIPO SME website and in its monthly e-newsletter.

32. During this biennium the fourth guide in the WIPO IP for Business Series “Creative Expression” which deals with business-related aspects of copyright and related rights was published. In addition, IP PANORAMA, an interactive E-learning tool consisting of 10 modules developed jointly by WIPO, the Korean Intellectual Property Office and the Korea Invention Promotion Association, was completed. A significant increase was experienced in the number of countries requesting the right to translate and/or adapt the IP for Business guides into their respective national contexts, and of educational institutions for training of management, engineering and law students in IP for business. Requests have also been made to translate IP Panorama. In addition, training programs ranging from general introductory seminars on IP for business to more focused sector specific programs were implemented in countries around the world, mostly in developing countries.

33. Mindful that a strong legislative base is a necessary precondition for attaining the national development objectives of individual countries, the Program included activities on legislative assistance for governments. Discussions on flexibilities available to countries under the international intellectual property system were of particular interest and governments were assisted in using such flexibilities effectively to achieve their development objectives.

34. During the biennium, the WIPO University Initiative Program was integrated into this Program. A number of partner universities and R&D institutions have received training on university IP policies. A first draft of a Guide for University IP Policy and Procedures was elaborated.

35. The WIPO Guide on surveying the economic contribution of copyright-based industries was translated into five languages and is being updated.

36. Practical tools for IP-assets management were further developed and improved, such as “IP Audit Tool” to assess IP in the public sector at the national level, “Successful Technology Licensing (STL)” and “Patent Drafting Manual”.

37. In addition to the agreed expected results, the following activities were undertaken:

– National studies on assessing the economic contribution of creative industries to development: studies based on the WIPO methodology for surveying the economic contribution of the copyright-based industries were conducted with WIPO’s assistance in Bulgaria, Canada, Croatia, Hungary, Jamaica, Latvia, Lebanon, Mexico, Philippines, Singapore and United States of America.

– National studies were launched in Brazil, China, Colombia, Kenya, Malaysia, Morocco, Pakistan, Peru, Romania, Russian Federation, Sudan, Tanzania and Ukraine. A number of additional request-based country studies were prepared for launching in Brunei, Nigeria, Panama and South Africa. Furthermore, the WIPO Guide on surveying the economic contribution of copyright-based industries was translated into five languages and is being updated.

– During the biennium, over 2000 management students from India, USA, France and Italy were provided with training in around 30 one-day self-funded courses on the relevance of IP for business competitiveness. While basic awareness programs on IP and business continue to be requested by governments and SME support institutions their success is evidenced by increasing interest and demand for more specialized seminars, particularly sector-specific activities such as the importance of IP for franchising, agro business, software, textile and fashion biotechnology, handicrafts, electronics and the publishing industries, as well as in raising finance and on branding. Such specialized seminars were requested and implemented in Belarus, Brazil, Costa Rica, Ecuador, France, India, Italy, Jamaica, Kenya, Mexico, Mongolia, Pakistan, Panama, Serbia, Singapore, Slovenia, Trinidad and Tobago and Uruguay.

– Tools for inventors in publishing, music and film industries as well as management of creative enterprises were developed with the support of international experts, IPA, IMMF. The tools were tested in national and regional activities organized upon request in Egypt, India, Trinidad and Tobago, Jamaica, Sri Lanka and the Sudan.

– In order to increase awareness of flexibilities within the TRIPS obligations, their incorporation in national law and implementation of public policy objectives, 25 draft laws were provided for 10 countries, and 20 comments and legislative advice were provided on draft or enacted laws received from 20 countries. Upon request, advice and draft legal language on access to pharmaceuticals were provided for 12 Member States and three regional intergovernmental organizations. Recently, work on public policies has shifted its main focus towards creating awareness about flexibilities available and the ways in which they can be incorporated in national laws. Therefore, increasingly, these activities have consisted of participation in meetings, seminars and workshops, in order to spread awareness to the extent possible.

– Further work was done in order to assist LDCs and developing countries to achieve compliance of their national legislations with international standards and

norms. The major achievements were: three draft laws were supplied to three countries and 20 comments and legislative advice were provided on draft or enacted laws received from 10 countries.

38. Wherever possible the Program’s activities were implemented in cooperation with appropriate partners to maximize synergy, and sought to build local capacity by training the trainers and encouraging wide dissemination of knowledge through national adaptations and translations of materials developed.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|-------------|---|
| <p>Strengthened documented evidence on the effects of IP protection on economic development and greater understanding among policy makers of the relationship between the use of IP and development strategies.</p> | <p>Strategic partnerships initiated and joint activities and research undertaken in Member States at the macro-level in cooperation with intergovernmental agencies, universities, public research institutions and business entities.</p> | | <ul style="list-style-type: none"> - On the initiative of the ASEAN Working Group on Intellectual Property Cooperation (AWGIPC), WIPO produced a compilation of manuals, guidelines and directories in the area of IP portfolio management for ASEAN countries. The document serves as a guide for the use of IP as a corporate business strategy, and can be used as a marketing tool for reinforcing the brand image of ASEAN countries. This resulted in a request by ASEAN Member States for another project on the impact of IP on different sectors in those States and the manner in which companies in these sectors have been making use of the different elements of IP to leverage their competitiveness and enhance trade. - As part of the WIPO-ECLAC Study on “Intellectual Property Systems and Technology Management in Open Economies: A Strategic Vision for Latin America and the Caribbean” three new input papers were commissioned. The study looks into how countries in the region can better integrate IP into science and technology policies and is due for completion in 2008. - With a view to enhancing the capacity of economists in developing countries to undertake relevant research projects on the economics of IP that contribute to policy-making as well as to international academic debates, a series of six papers were commissioned that reviewed the main empirical research available, identified research gaps, and outlined ideas for future research on six selected themes. - Cooperation was also enhanced with: the University of Catania, Italy on cultural policies; the OECD on measuring piracy and cultural indicators; the regional organizations of publishers CAPNET and APNET, the Federation of Indian Publishers and the Organization of Publishers in Sudan on the management of IP in the publishing industries; with UNESCO, UNDP, UIS and WB on improving methodologies for data collection; with CEDA on marketing and protecting creative assets in the Caribbean countries; with IPI, IFRRO and IPA on supporting creative industries. A first fully-fledged training course on economics of creative industries and the role of intellectual property was organized with Erasmus University in Rotterdam for |

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| | | <p>policy-makers from Asian countries. Cooperation with the Association of Cultural Economics and the Society for Economic Research on Copyright was further strengthened.</p> |
| | <p>Case studies undertaken at the national level in developing countries and countries in transition to document single country experiences.</p> | <ul style="list-style-type: none"> - Studies were undertaken in Bhutan, Jamaica and Thailand to promote competitiveness through nation branding with the aim of documenting national experiences in the use of IP and its impact in development, promoting more empirical economic research on IP in such countries, and enhancing the capacity of national economists to study the economics of IP and its impact on development - Two national projects in India and South Africa were launched. |
| | <p>Case studies undertaken at the industry level to document effects on issues such as technology transfer.</p> | <ul style="list-style-type: none"> - A legal economic analysis of geographical indications for the tea, sapphire and cinnamon sectors was conducted in Sri Lanka and its conclusions which suggested that a geographical indications strategy would be beneficial for all three sectors were presented at a seminar. - A Study on the Growth and Potential of the Biotechnology Industry in India was concluded and the outcome, which included the increasing importance of IP rights in this area, was presented. - A Study on "Optimizing the Use of Intellectual Property Rights in Health Research and Development in Indonesia" was concluded and the results, including possible synergies for leveraging the use of IP in health research and developments in Indonesia for their competitive advantages, were presented. - Three countries have requested follow-up assistance from WIPO in using IP in strengthening their competitiveness in these sectors. |
| <p>Enhanced international exchange of research results on the effects of IP on development.</p> | <p>Organization of seminars and publication of WIPO research results.</p> | <ul style="list-style-type: none"> - A series of national and international seminars on the Strategic Use of Intellectual Property for Economic and Social Development were organized (Brazil, Bulgaria, Colombia, Georgia, India; Kenya, Former Yugoslav Republic of Macedonia, Moldova, Oman, Philippines, Slovakia, Slovenia and South Africa). - The results of the economic studies on the contribution of creative industries to development carried out by WIPO were presented at regional and national conferences held in Bulgaria, China, Croatia, Guyana, Jordan, Hong Kong, Hungary, Kenya, Mexico, Republic of Korea, Russia, Tanzania, United Kingdom and Singapore. - The studies in Canada, Hungary, Latvia, Singapore and United States of America were published in a single publication in the Creative Industries Series. - A series of articles and interviews were published on the results of these economic research projects. - Furthermore, a study on the economic, social and cultural impact of intellectual property in the creative industries was prepared with academic inputs and published as a first stage of a comprehensive analysis. |
| | <p>Availability and regular updating of a WIPO database and other practical tools</p> | <ul style="list-style-type: none"> - A pilot database with examples of national IP strategies was launched on the Internet and is used as a tool in the context of training programs for policy makers. |

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| <p>for policymakers.</p> | | <ul style="list-style-type: none"> - IP Policy and Procedures, a first draft guide on the establishment of institutional IP and technology management for universities and R&D institutions was developed. - The training tool on Management of IP in the Publishing Industries was finalized and used in creative industries workshops held in Jamaica, Trinidad and Tobago, India and the Sudan. |
| <p>Strategic partnerships and joint activities with other organizations and institutions to bundle resources and expertise.</p> | | <ul style="list-style-type: none"> - A strategic partnership was established between the International Trade Center (ITC) and WIPO to deal with national branding, IP and export strategy. As a result, a joint International Seminar on National Branding was organized in Bucharest, Romania. - A partnership with the African International Media Summit was established and a WIPO National Workshop on IP as a Tool for Developing National Branding Strategies within the context of the African International Media was organized in Accra, Ghana. - Cooperation continued with UNCTAD, UNESCO, UNDP, and ITC on the preparation of the creative economy report, and with UIS, UNIDO and the OECD on improving data collection for cultural industries. - In activities related to IP-asset management cooperation was strengthened with the United Nations Conference on Trade and Development (UNCTAD); United Nations Economic Commission for Europe (UNECE); International Atomic Energy Agency (IAEA), New Partnership for Africa Development (NEPAD); United Nations Educational, Scientific and Cultural Organization (UNESCO) Science and Technology Initiative for Africa, European Patent Office (EPO); European Community Assistance for Reconstruction, Development and Stabilization (CARDS) Project for Western Balkan Countries; Organization Africaine de la Propriété Intellectuelle (OAPI); Commission de la Communauté économique et monétaire de l'Afrique centrale (CEMAC); African Regional Intellectual Property Organization (ARIPO); Indian Ocean Commission (COI); Association of Southeast Asian Nations (ASEAN) Secretariat; as well as NGOs and professional associations such as Licensing Executives Society International (LESI); the Geneva International Academic Network (GIAN-RUIG); Association of University Technology Managers (AUTM), InWent Capacity Building International (Germany) and the Swiss Agency for Development and Cooperation (SDC). Cooperation agreements were signed with the USPTO and Ministry of Education and Culture of Finland on supporting activities in the field of creative industries. |
| <p>Strengthened partnerships with all stakeholders, both public and private, leading to greater evidence on the relationship</p> | <p>Policy decisions in Member States reflecting WIPO research findings.</p> | <p>No progress has been reported.</p> |

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| <p>between the protection of IP and economic development.</p> | | | |
| | <p>Discussions at the national level regarding IP protection, making specific references to WIPO research.</p> | | <ul style="list-style-type: none"> - A workshop focusing on the role of patents and patent information in corporate strategies, in Mexico City, Mexico, aimed at linking university and research institutions and resulting in the identification and linking-up of an SME with an incubator which could source funding for the development of the company. - National and regional meetings or workshops on the creative industries and the potential of IP for optimizing the performance of the creative sector were organized or supported by WIPO with the participation of policymakers and IP stakeholders in developing countries and countries in transition (Brazil, Egypt, Kenya, Mexico, Sudan and Tanzania). Following these meetings, WIPO activities were targeting the use of economic evidence for shaping up national strategies on the development of the national creative sectors. - A publication of best practices on using IP by specific creative sectors in Nigeria, South Africa, Thailand, China, Jordan and Georgia was prepared to illustrate the relevance of IP mechanisms for developing successful business models. |
| <p>Enhanced awareness and capacity of SMEs and SME support institutions to use the IP system tools</p> | <p>Significant increases in page views or downloads per month from the WIPO SMEs website and in subscribers to the WIPO SMEs electronic newsletter.</p> | | <p>The number of subscribers to the e-newsletter has increased from some 18,000 to 25,000 (an increase of about 39 per cent), whereas the number of page views of the content on the SMEs website has increased from 115,000 to 200,000 per month (an increase of 74 per cent)</p> |
| | <p>Publication of nationally customized versions of the WIPO SMEs IP for Business Guides in additional countries.</p> | | <ul style="list-style-type: none"> - Creative Expression, a guide on copyright and related rights for SMEs, the fourth in the IP for Business series, was published. - Agreements for the translation or customization of guides were signed with Bulgaria (4), Croatia (1), Czech Republic (3), DPRK (4), Dominican Republic (5), El Salvador (3), Laos (4), Latvia (2), Macedonia (3), Mozambique (2), Nepal (3), Poland (1), Romania (1), Serbia (4), Slovakia (1), Slovenia (4), Sri Lanka (4) and Uruguay (1). These agreements will result in 50 national publications. - IP Panorama, a 10-module electronic interactive learning guide on IP for business was completed and launched. Requests for translating into national languages have been received from Thailand, Viet Nam and Portugal. It is also being used as a learning tool by leading Korean businesses. |
| <p>Improved capacity by SME support institutions to deliver IP services to their constituencies.</p> | <p>Increased quantity and improved quality of information and services rendered by SME support institutions as indicated by surveys/questionnaires</p> | | <p>No survey on services rendered by SME support institutions was done during the biennium but one has been prepared and will be implemented in the next biennium. A user survey of the SME website was done indicating that the most sought after information was original content, particularly articles on IP for business. As such, more effort will be made to produce such content in the coming biennium.</p> |

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| <p>Strengthened ability of Member States, in particular, businesses and research institutions, to develop and manage IP assets.</p> | <p>IP national strategies and implementing programs developed and implemented in Member States.</p> | | <p>Proposals for creating awareness of the importance of national IP strategies for development, protection and commercialization of local IP assets have been incorporated in the African Plan for Science and Technology.</p> |
| | <p>National IP audits conducted by Member States and further development of IP audit tools for use by Member States.</p> | | <p>The IP Audit Tool was refined, published and introduced in the context of training programs to policy makers from 12 Member States (Barbados, Brazil, Colombia, Costa Rica, Jamaica, Kenya, Mozambique, Philippines, Uganda, Rwanda, Uruguay and Zambia). With the assistance of WIPO some of these countries are in the process of conducting national IP audits for the formulation of national IP strategies.</p> |
| | <p>Pilot projects showing and analyzing use of network strategies to strengthen IP asset management in Member States.</p> | | <ul style="list-style-type: none"> - Three such pilot projects were implemented: in the African sub-regional organization (CEMAC), involving six countries, some 22 health R&D institutions and laboratories benefit from the free services of an IP hub composed of three staff trained by WIPO in Colombia, the IP Hub composed of four national experts has been created to assist a network of 12 health R&D institutions and laboratories. As a result, five patents have been filed in Colombia, one in Gabon and more are being drafted. In Asia, a study on the ASEAN Business Development Service Hub (BDS) was conducted in order to assess the feasibility for the development of a regional network for sharing IP expertise and programs. - The Colombian Government has decided to continue the health R&D network and IP hub and to create two other networks and IP hubs, one in agro business and the other on energy. WIPO will assist Colombia with the training of managers on protection and commercialization of technology. - Projects aiming at establishment of an IP management unit and/or technology transfer office in national universities and R&D institutions were launched in Nigeria, Viet Nam and in six West Balkan countries (Albania, Bosnia and Herzegovina, Croatia, Republic of Serbia, Montenegro and The Former Yugoslav Republic of Macedonia) in the framework of the WIPO University Initiative program. - Based on the manual “Successful Technology Licensing” a - training kit was developed and used for conducting nine national and four regional training programs. The kit was developed and used for conducting nine national and four regional training programs. The kit |

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| | | <p>has also been translated into eight languages and has been customized for the energy sector.</p> <ul style="list-style-type: none"> – A patent drafting manual was developed and published. Based on the manual a training curriculum was produced. The manual has been translated into Spanish, French and Portuguese. – National and Regional Patent Drafting Programs have been organized in India, Morocco, Singapore, Brazil and Zimbabwe (ARIPO). |
| | <p>Use of the WIPO IP Strategies Database by Member States.</p> | <p>A pilot database with examples of National IP Strategies was launched on the Internet and is used as a tool in the context of training programs for policy-makers. A comprehensive database is under development and will be available for Member States in the 2008-2009 biennium.</p> <p>The WIPO Database on National IP Strategies is being developed and updated and is expected to be available on the WIPO website.</p> |
| <p>Greater awareness and information available on financial support for IP-asset development by businesses and research institutions in Member States.</p> | <p>Development and adoption of funding mechanisms respecting IP valuation.</p> | <ul style="list-style-type: none"> – A study on IP valuation as it relates to funding for research institutions and early stage technology-based businesses is being conducted. – A project on managing IP in the advertising industry as a dynamic creative industry, with a specific focus on valuation of the IP assets involved was prepared for launch. |
| <p>Actual Expenditure in Sfr '000</p> | | <p>16'557</p> |

Resource information for Program 3 for 2006-2007

39. Some 3.2 per cent of the Organization's actual expenditure and three per cent of the total headcount have been dedicated to the activities on the strategic use of IP for development. By the end of 2007, the Program registered a budget utilization level of 134 per cent.

40. Due to the increasing interest and need expressed by Member States for the activities and training programs carried out by the IP and New Technologies Division (IPNTD) in assisting them with the development, protection, management and use of IP as an economic asset at both the national and the research institution level, more governments than expected requested advice and support during the biennium. In order to be able to face the increased number of assistance requests, the IPNTD received a budget allocation increased by 41.6 per cent for the biennium. Also the IPNTD managed extra budgetary funds in the form of a Fund-in-Trust granted by the Geneva International Academic Network (GIAN) for the project "Research Networks and IP" (implemented in the period 2004-2007).

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|------------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | ((thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 9,205 | | 11,493 | | 124.9 |
| Non-personnel | 3,142 | | 5,064 | | 161.2 |
| Total | 12,347 | 17,486 | 16,557 | 141.6 | 134.1 |
| Posts | 22 | | 31 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 3 | | 2 | (1) |
| Professional Staff (P) | 13 | | 18 | 5 |
| General Service Staff (G) | 6 | | 11 | 5 |
| Total staff | 22 | | 31 | 9 |
| Headcount classification | | | | |
| Posts | | | 29 | |
| Short-term employees | | | 6 | |
| SSAs | | | 1 | |
| Consultants | | | 2 | |
| Total headcount | | | 38 | |

PROGRAM 4: Use of Copyright in the Digital Environment

OBJECTIVE

To enhance awareness of the challenges and opportunities for copyright in the digital environment.

Partly
Met

41. The 1996 WIPO Internet Treaties lay the foundation for the protection of copyright in the digital environment. Ten years later, the focus is shifting from international norm setting to activities aimed at how to improve the exercise, use and exploitation of IPRs in rapidly evolving market conditions. New licensing schemes and business models, and the relationship of intellectual property and technology in areas such as information and communication technology (ICT) standards and rights management information, are examples of this new focus. In this evolving scenario, and within the constraints of available budgetary and human resources, Program 4 has sought to enhance awareness of challenges and opportunities for copyright in the digital environment, including by speaking at conferences, seminars and other events bringing together relevant stakeholders worldwide. In September 2007, WIPO organized a Seminar on *Rights Management Information (RMI): Accessing Creativity in a Network Environment*. RMI is the growing body of technical tools, including metadata that make it possible to identify digital content, inventors and conditions of use. RMI is widely used by the creative industries and can also be employed by users generating their own content, in the framework of social networking, blogging and other forms of collaborative creativity. The seminar explored the current use of RMI in different content industries, and examined possible future uses including the differentiation between protected and public domain digital material. A follow-up seminar is planned for the 2008-09 biennium.

42. Decisions by governments on the application, licensing and enforcement of IPRs with regard to computer software have far-reaching implications. WIPO organized its first *Regional Seminar on IP and Software in the XXI Century: Trends, Issues, Prospects*, in Sri Lanka in May 2007. The Seminar assisted Member States in the Asia-Pacific Region in identifying the IP-related strategies that can best contribute to their economic, social and cultural development. The Seminar will serve as a model for similar events in other regions focusing on software as a development tool. Work also continued in the area of ICT standards, especially on the technologies (hardware and software) needed to facilitate access to digital copyright content. WIPO contributed to discussions on copyright issues in standards fora including the International Organization for Standardization (ISO), the International Telecommunication Union (ITU), the European Telecommunications Standards Institute (ETSI), the Global Standards Consortium (GSC), and the WIPO-ISO Joint Working Group on IP and Standards.

43. Further studies were undertaken on the role of rights management technologies as a tool for implementation of limitations and exceptions to copyright in the digital environment. A study on *Automated Rights Management Systems and Copyright Limitations and Exceptions* was published in May 2006, which focused on two groups of beneficiaries: the distance learning community and visually impaired persons. The study concluded, *inter alia*, that a mixture of law, technology, and voluntary arrangements between copyright holders and user groups, is needed to ensure that beneficiaries of limitations and exceptions are able to access legitimately digital content in the new technological environment. Likewise, avenues

continue to be explored for improving the protection of audiovisual performers. Audiovisual performances are used to an increasing extent on the Internet as available bandwidth increases, and national and regional seminars were organized on the issue in 2006 and 2007.

44. Cultural heritage institutions such as museums and archives are not only users but also owners of intellectual property (IP). Yet there is a significant lack of awareness on the role played by IPRs in providing access to collections and managing their contents, especially in an environment radically altered by the advent of digital technology. To address this information deficit, the *WIPO Guide on Managing Intellectual Property for Museums* was published in 2007. Finally, three popular WIPO films were released on recent digital film and music production in Africa, to raise awareness of the importance of copyright in reducing the digital divide.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|-------------|--|
| Increased practical understanding of the possibilities for commercial exploitation of copyright in the digital environment. | Explicit recognition of WIPO's support and input in the development of new online businesses for legitimate delivery of digital copyright content in 10 Member States | | Input on emerging copyright business models from WIPO was cited favorably by NGOs. Promoted structural debates with academic and research institutions as well as exploration of software as a tool for development were some examples of WIPO support. |
| | 5,000 page views of the WIPO copyright website consulted/downloaded by users worldwide every month. | | 31,000 page views of the WIPO copyright website were consulted/downloaded per month. |
| Greater awareness of the contribution of copyright to narrowing the digital divide. | 3,000 worldwide subscribers to Copyright E-Commerce electronic newsletter. | | Indicator is no longer relevant and needs to be updated. For the 2006-2007 biennium, three WIPO public outreach films on use of copyright in digital film and music production in Africa were produced in order to achieve greater awareness of the contribution of copyright to narrowing the digital divide. |
| Greater understanding of the impact of emerging technologies on creation, access to and use of copyright content. | National public discussions on copyright and digital technologies in five Member States where WIPO has provided assistance | | Copyright seminars on copyright and digital technologies were held in more than 20 countries at the request of Member States or other stakeholder groups. |
| | In regular meetings of the SCCR, identification of issues of common global concern in the relationship between copyright and emerging technologies, resulting in commonly agreed conclusions by the Chair. | | A Study on Automated Rights Management Systems and Copyright Exceptions and Limitations was presented to the SCCR, which the Chair cited as a basis for future work. |
| Actual expenditure in Sfr '000 | | | 1,323 |

Resource information for Program 4 for 2006-2007

45. For the 2006-2007 biennium, Program 4 managed to achieve all expected results for the reporting period and in some cases expectations were exceeded, as shown in the table above. This was despite human resources constraints, for instance, one professional post was transferred out of the responsible Division during 2007 and not replaced, leaving a Director and one professional staff member to manage the workload, which is expected to grow.

46. Program 4 represents 0.26 per cent of the Organization's actual expenditure and operates with 0.24 per cent of the total headcount. Approximately 48.5 per cent of the initial budget for Program 4 was reduced as part of the adjustment process that took place during the implementation period.

47. The table below indicates that by the end of December 2007 only 50.7 per cent of the initial budget was utilized by the Program, a fact mainly due to the initial budget being adjusted. Consequently, the number of posts was reduced as part of the adjustment process from five posts initially planned to three. By the end of December 2007, only two staff were working for Program 4, as shown in the table below.

48. Some recommendations for future efficiency enhancement of program implementation are as follows:

- Number of procedures within the Organization could be reduced and in some cases improved;
- More effective management of human resources, leading to a closer match between program needs and staff competencies, is required.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 2,358 | | 983 | | 41.7 |
| Non-personnel | 250 | | 340 | | 136 |
| Total | 2,608 | 1,343 | 1,323 | 51.5 | 50.7 |
| Posts | 5 | | 2 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ ADG | | | | |
| Director Grade (D) | 2 | | 1 | (1) |
| Professional Staff (P) | 3 | | 1 | (2) |
| General Service Staff (G) | | | | |
| Total staff | 5 | | 2 | (3) |
| Headcount classification | | | | |
| Posts | | | 2 | |
| Short-term employees | | | 1 | |
| SSAs | | | | |
| Consultants | | | | |
| Total Headcount | | | 3 | |

PROGRAM 5: IP and Public Policy

OBJECTIVE

To ensure that public policies duly take into account IP issues to achieve beneficial public welfare outcomes.

Target
Met

49. Concentrating on the life sciences, this Program addressed some of the most pressing contemporary public policy questions concerning the intellectual property system: public health, food security, the environment and bioethics. Guided by demand from external stakeholders, the program continued to support international policy discussion on life sciences issues, promoting practical understanding of the impact of IP in these fields of technology, and building an information base for policymakers to assess and explore the full range of policy options. This program developed neutral, informative input into policy processes, which sought WIPO's input, extending cooperation and collaboration with other international agencies, including WHO, UNESCO, CBD, FAO, UNU, UNEP, UNITAID and WTO. The WHO Commission on Intellectual Property, Innovation and Public Health (CIPHI) report, issued in April 2006, provided objective confirmation of the relevance and priority of the focus of this program. WIPO hosted the UN Inter-Agency Committee on Bioethics (UNIACB), which tasked WIPO to develop an issues paper on IP and bioethics for use as a policy resource within the UN system. In collaboration with the Centre for Management of Intellectual Property in Health Research and Development, WIPO hosted and facilitated an informal workshop on patent pools for vaccine development in the face of epidemics, as the basis for further technical collaboration with key stakeholders and the development of necessary information resources in this field. A series of public information materials was developed, focusing on current patent issues relating to concerns over mutations of avian influenza, and on current bioethics issues. Numerous visiting senior officials, parliamentarians, researchers, policy analysts, academics, NGOs representing various civil society and research and generic industry interests, a spectrum of agriculture-related groups, actors in the biotechnology industry, IP practitioners and policymakers, and students of IP, public health policy and international relations were all briefed in detail on IP and life sciences issues. The program also supported the work of the UN system on statistical questions linking IP and public health, and contributed to a civil society workshop on open source approaches to biotechnology.

50. The Program provided substantive input upon request on the enhanced use of patent information as a public policy tool in the life sciences domain, bioethics issues including issues relating to global epidemics, IP issues relating to new innovation structures such as patent pooling relating to life sciences technologies of public policy priority, the impact of patenting on agricultural biotechnology and access to seeds, medical innovation on neglected diseases, and pharmaceutical patenting. The Program made progress on a consolidated set of core information resources on life sciences policy issues as a distillation of extensive consultations and policy dialogue, including through the open policy symposia convened under this Program.

51. Specific outputs under this Program included:

- the launch and conduct of a well-received series of policy symposia, opening up a new avenue for policymakers to explore the background to current issues. The initial series

covered IP and public health, the interplay between regulation of life sciences products and the IP system, and bioethics and IP. The Program also organized a regional conference on IP and public health in Asia and on biotechnology in Europe;

- the preparation of issues papers and background studies as informative and neutral guides to current life sciences issues, including a package of various publications on IP and bioethics;
- development of public policy patent information tools to support policy processes, including patent landscapes relevant to current debates on public health (concerning avian flu and neglected diseases) and food security (access to and use of plant genetic resources);
- technical support and other input, on request, for policy processes within the United Nations system and for national and regional institutions, including preparation of a report on patent issues relating to the influenza virus commissioned by the WHO, and input on request to the WHO Intergovernmental Working Group on Public Health (IGWG), and the External Scientific Research Group;
- an initiative within WIPO to promote staff awareness of bioethics issues.

52. The relevance and value of the Program were illustrated by the extent to which cooperation and specific technical input were actively sought from a range of international and regional organizations and other stakeholders. The Program serviced requests from the following organizations:

- UNIACB on IP and bioethics issues;
- WTO for policy seminars and training activities on IP and public health issues;
- WHO, on IP and innovation issues, influenza virus exchange, traditional medicine and pharmaceutical patenting issues;
- African Union, on a generic pharmaceutical manufacturing plan;
- European Union, on IP aspects of bioethics in medical research, and bioethical implications of global pandemics;
- Transatlantic Consumer Dialogue, on the politics and ideology of IP;
- International Centre for Genetic Engineering and Biotechnology (ICGEB), on public policy and biotechnology issues;
- European Society of Human Genetics on gene patenting issues;
- International Association of Agricultural Economists on IP and biotechnology issues;
- Global Forum on Health Research on public interest IP management;

- FAO on patenting trends in plant genetic resources;
- American Association of Pharmaceutical Scientists on policy issues in pharmaceutical patenting and on biopiracy; and,
- UNIACB convened by UNCTAD.

53. The Program serviced the requests from many Member States for expert inputs to programs on IP and biotechnology and life sciences, as well as requests by Member States for WIPO to organize regional conferences on biotechnology (in Europe) and on public health (in Asia), and to contribute to an International Conference on Traditional Chinese Medicine. The Program also served other WIPO programs, including activities of the Academy, Media Relations and Public Affairs Section, and regional programs. Publications under this Program experience strong demand, with a series of WIPO Magazine articles on bioethics issues being among the most popular and several print runs of the publication on bioethics quickly exhausted, and requests made to translate the bioethics material into national languages. Positive feedback on the life sciences symposia was received from participants, Member States, civil society, press and other stakeholders, and a new email subscription service quickly grew to over 1000 subscribers.

54. Program outputs and the sustained development of core resources were nonetheless significantly restricted due to human resource limitations and unmet program demand for specialist expertise. The Program has been under-staffed for extended periods, recruitment for a specialist post suspended, and staffing levels have remained minimal in comparison with all other WIPO programs, partner Intergovernmental Organizations (IGOs) and NGOs working on IP and life sciences issues. Furthermore, the program had a single approved post available and a minimal pilot-level budget. These restrictions led on repeated occasions to a failure to meet the growing demand from within and beyond WIPO for substantive contributions to policy processes and capacity-building initiatives, and led to postponement of a major initiative on public policy patent landscaping in the life sciences and the postponement of several specific program outputs and publications. The Desk-to-Desk Review recommended an increase in staffing levels in the event that the issues covered by the Program remained a priority.

55. The strategic approach taken within the program has been the first to consult widely upon and then to respond practically to the policy directions and needs for technical information identified in collaborating organizations. This demand-driven approach aims to clarify the linkages between IP systems and other life sciences policy areas. The program aims to provide decision support and information for Member States, policymakers, other international organizations and the interested public through delivering objective, factual and accessible information concerning the intellectual property systems and the range of options available, through information, issues and policy-briefing papers and through consultative workshops to provide an opportunity for exchange of information. While ensuring full understanding of the range of implications and policy flexibilities available within the international framework, the Program does not engage in advocacy or promote specific policy options, which remain the sovereign choice of the parties concerned. Given the extensive interplay with issues relating to genetic resources and traditional knowledge and close overlap in subject matter, the Program was managed, planned and implemented in an integrated way with Program 15.1. Program 5.1 staff accordingly provided professional support for the Program in line with overall WIPO

priorities, and Program 15.1 staff provided professional, managerial and administrative input for the Program.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------|---|
| Enhanced understanding among policy makers and the public at large of the interface between IP and public policies. | National policy papers on IP and public policy published, which reflect the international debate to which WIPO contributed: | | Member State demand dramatically increased for direct input into increasingly specialized capacity building and policy-consultation processes, and requests for technical information and policy publications grew sharply. WIPO worked closely with several developing countries and transition economies on policy and practical questions relating to the life sciences, building on direct feedback from the stakeholders concerned. |
| | Recognition of WIPO's input in international debates and processes on IP and public policy: | | The Program was directly commissioned by the WHO to provide a specialist study on patent issues relating to the influenza virus exchange, and a range of other input was requested by organizations including WHO, WTO, UNIACB, FAO, African Union, ICGEB and civil society organizations such as TACD, as well as many national governments. |
| Actual Expenditure Sfr '000 | | | 297 |

Resource information for Program 5 for 2006-2007

56. Program 5 represents 0.06 per cent of the Organization's actual expenditure and operates with 0.08 per cent of the total staff on board. This Program underwent a major reallocation of resources during the biennium. Approximately 77 per cent of the initial budget was reduced as part of the budget adjustment process that took place during the implementation period.

57. This Program originally covered a much wider range of activities other than the life sciences, but was restructured during the implementation period to transfer these other activities to other programs. Accordingly, the bulk of the resources, for both personnel and non-personnel costs, originally allocated to this Program, were transferred to other programs which assumed responsibility for relations with NGOs and for certain policy questions other than life sciences. Thus two out of the three posts and most of the funds initially allocated to this Program were transferred to other programs according to the information provided by the Office of the Controller. Following the transfer of activities related to NGO Affairs, this Program has only one post assigned to it, and financial resources have also been correspondingly reduced, and are accordingly reported upon under those programs. The residual Program 5, focused exclusively on life sciences issues, had no regular staff for almost half the biennium, which restricted output and resource utilization. Finally, a major activity on life sciences public policy landscaping, budgeted to exhaust the remaining program funds and scheduled for late 2007, was forcibly rescheduled to the following biennium owing to unforeseen circumstances beyond the control of the Secretariat, thus leaving some unexpended funds for the 2006-2007 biennium.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,121 | | *135 | | *12.0 |
| Non-personnel | 487 | | *162 | | *33.3 |
| Total | 1,608 | 371 | *297 | 23.1 | *18.5 |
| Posts | 2 | | 1 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|---|------------------|-------------------|--------------------------------|------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | 1 | | (1) |
| Professional Staff (P) | | 1 | 1 | - |
| General Service Staff (G) | | | | - |
| Total staff | | 2 | 1 | (1) |
| Headcount classification | | | | |
| Posts | | | 1 | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 1 | |

* Accordingly, the initial budgets were adjusted during the biennium. Consequently, the total budgets of 156 thousands Swiss francs for personnel costs and 215 thousands Swiss francs for non-personnel costs were allocated for the life sciences component of this Program, which are the only activities now reported under Program 5. The corresponding utilization rates were therefore 87 per cent and 75 per cent, due to the constraints outlined above.

58. Use of the other resources originally earmarked for this composite program is reported under the programs to which they were transferred in the course of the biennium.

STRATEGIC GOAL TWO: TO INTEGRATE IP INTO NATIONAL DEVELOPMENT POLICIES AND PROGRAMS

PROGRAM 6: Africa, Arab States, Asia and the Pacific, Latin America and the Caribbean, LDCs

OBJECTIVE

To assist developing countries, including the LDCs, to include IP considerations in national and regional development policies, strategies and action plans and to optimize IP infrastructure for economic, social, cultural and sustainable development.

**Partly
Met**

59. One of WIPO's main tasks consists in cooperating with developing countries, including LDCs, in their efforts to build and strengthen national and regional intellectual property institutions, infrastructure and resources, for their economic, social and cultural development. In this connection, Technical Assistance and Capacity Building (TACB) is an integral part of the vision and mission of WIPO and it is central to its activities. To ensure that WIPO's technical assistance as a whole is provided in an integrated and coherent manner to the Member States, the TACB sector undertakes overall coordination of the technical assistance activities within the Organization, as well as with external partners.

60. During the 2006-2007 biennium, WIPO's assistance was increasingly directed towards the integration of IP into national development strategies and programs, thus placing development concerns at the heart of WIPO's assistance, in alignment with the UN Millennium Development Goals. Indeed, many countries integrated IP considerations into their national plans and programs, or started working on the formulation of those considerations for incorporation in their strategic IP plans.

61. A reorientation of WIPO's approach to development activities was initiated during this period, aimed at ensuring that technical assistance was designed in cooperation with the countries concerned, in order to be tailor-made and dovetailed to their specific needs and priorities. Legislative advice was provided to countries that were in the process of upgrading their legislative framework, including the utilization of options and flexibilities available in the international IP regime. Institutional capacity to administer IP systems was strengthened, through the use of modern IT tools for the administration and management of IP rights and for the provision of value-added services in the field of IP. Increased support was provided under the Program to other stakeholders beyond IP offices, such as universities, research and development institutions, enterprises, professional associations and collective management organizations.

62. The ongoing dialogue among Member states concerning the establishment of a Development Agenda for WIPO was closely followed by the TACB Sector. As a result, WIPO's approach to development cooperation was further reoriented towards the principles and objectives agreed by the Member States, such as taking fully into account specific needs and priorities of the countries concerned, as well as their level of economic development, particularly for LDCs. Furthermore, Development Agenda proposals for immediate

implementation, approved by Member States at the end of 2007, were incorporated in the work plans of TACB.

63. During this biennium, the main line of action under this Program has been: to provide support in the formulation of national plans and strategies on IP; to support the continuous modernization of the IP legal framework according to the commitments, obligations and national development objectives acquired by different countries at bilateral and multilateral levels; to strengthen the capacity of institutions responsible for the administration of the IP system, as well as the capacity of other stakeholders, such as universities, research and development institutions, enterprises, professional associations and collective management organizations in the use and management of IP; to foster an IP culture putting information, resources and technical expertise and knowledge at the disposal of governments to, on the one hand, encourage inventors and innovators to obtain, use and manage IP rights and other assets and, on the other, to promote greater respect among the public for IP in general; to develop human resources and teach IP at all levels, providing a space for a balanced and informed dialogue on different issues in the field of IP; to facilitate access to information and knowledge in the field of IP, including the development of modern and new ICTs, and other management and business tools in the field of IP administration; to promote and foster regional cohesion and act as an important link in policy formulation and harmonization of IP systems and IP-related institutions at the regional and sub-regional levels.

64. The ability by WIPO to respond to all the requests for assistance received from member countries was commensurate with the level of human and financial resources available.

Africa

65. The work plan for Africa focused on supporting all African Member States in their efforts to build national IP institutions and capacities enabling them to take full advantage of the IP system. During the biennium, a number of national IP audits were undertaken and various countries (Ethiopia, Kenya, Mauritius, Mozambique, Nigeria, Rwanda and Uganda) initiated the formulation or started the implementation of a national IP strategy and development plans. IP policies were also formulated in a number of universities and R&D institutions. Cooperation with the African Intellectual Property Organization (OAPI) and the African Regional Intellectual Property Organization (ARIPO) was strengthened, while cooperation with other regional intergovernmental organizations was further enhanced and IP considerations were increasingly included in their work programs. As a result, most African countries have made progress towards having in place a strong, inclusive and comprehensive IP system that will allow their citizens successfully to create, protect, promote and commercialize their intellectual property assets. WIPO also contributed to the achievement of the *New Partnership for Africa's Development* (NEPAD)'s priorities and its 10-year Capacity Building Program. The awareness gained by African countries regarding the importance of IP as a tool for economic development contributed to the achievement of the objective of this Program.

Arab States

66. The challenge for the Arab countries lies essentially in articulating a vision for the future that fully integrates IP into national development strategies. In this context, the ongoing process of reflection among IP offices in the Region, as well as between the IP offices and the many stakeholders who are both beneficiaries and users of the IP system, will

continue with WIPO's support. In this context, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the current status of IP undertaken by the countries of the region was facilitated, in order to ensure effective ownership by, and efficient partnership with, Member States. This analysis assisted Member States during the Fourth Arab Regional Coordination meeting held in Tunis in June 2007 to capitalize on strengths and opportunities and to address weaknesses and threats. The meeting identified six strategic areas to be included in the priority list for the region in the next biennium, and recommended remedial measures to tackle the problems identified under the respective strategic headings, as follows:

- a. development of national and regional policies on traditional knowledge, traditional cultural expressions and genetic resources;
- b. integration of IP in national development programs;
- c. transfer of technology and the need to strategize R&D and establish the required synergies with investments.
- d. main developments and present situation of copyright and related rights including collective management;
- e. communication technology and automation projects;
- f. development of national IP strategies, and improved coordination on norms and policies.

Asia and the Pacific

67. During the 06-07 biennium, strategies used in the implementation of technical assistance and capacity building for Asia and Pacific countries, included: an increased attention to the extension of technical assistance in the form of Nationally Focused Action Plans (NFAPs) and special country projects; the implementation of focused and subject-specific programs and activities targeting specific groups; the undertaking of needs-assessment missions and engaging in consultations with the stakeholders, prior to the formulation of project proposals; extending support for the development of public outreach materials (documentary films), based on success stories and encouraging translation, customization and printing of available IP reference materials. Through this approach, the consistency of WIPO's activities with national development policies, strategies and objectives was ensured; as they responded to the specific needs, requirements and expectations of the countries concerned. Outstanding achievements are: the implementation of four country projects (Bhutan, Malaysia, Pakistan, Sri Lanka); the conclusion of new cooperation agreements; the introduction and organization of special training programs in patent examination in the field of biotechnology, computer programs and pharmaceuticals; the completion of the Guide on Valuation of Intellectual Property, the study on Technology Transfer, Intellectual Property and Effective University-Industry Partnerships; and the study on the Impact of the Intellectual Property System on Economic Growth.

Latin America and the Caribbean

68. Support provided under this Program for the Latin America and Caribbean (LAC) region focused on strengthening national institutional capacities for the administration of

their IP systems. This has resulted in increased quality of the patent, trademark and copyright operations performed by the relevant IP offices. Awareness of the strategic role of IP as a tool for economic development has been enhanced overall in the region. Several countries in the region are experiencing the inclusion of IP in strategic national public policies such as science, technology and innovation; public health; trade and investment, etc. Training programs for technology managers, researchers and entrepreneurs in the field of patent drafting and technology licensing were completed, while initial preparatory work was undertaken for the issuance of a practical guide and methodology for the creation and establishment of an IP management unit for the universities of the region. Cooperation continued with federations of industries, chambers of commerce, academic and research institutions, including universities and SMEs, to develop linkages and specific tools for the management and exploitation of IP assets. Assistance continued to be provided to specific countries to promote the commercialization of national products and services on domestic and international markets. Particular attention was given to the use of IP for the exploitation of intellectual assets, in particular in the agribusiness, publishing, fashion, musical and audiovisual sectors.

LDCs

69. The 2006-2007 biennium saw an intensification of activities in support of LDCs, undertaken in the framework of the United Nations Program of Action (PoA) for LDCs. International, regional and national fora were organized, enabling ministers, senior government officials and heads of intergovernmental organizations to identify and articulate areas of IP linked to economic growth and development, and to put forward proposals on the best way to integrate IP into national development strategies. Studies were undertaken in areas of comparative advantage for LDCs, as well as on the identification of success stories in the use of intellectual property as a contribution to economic growth and development. Highlights of assistance provided by WIPO to LDCs include: the participation of a high number of IP and trade officials in joint WIPO/WTO-programs for IP awareness raising and its use for the promotion of trade and development, including the use of flexibilities available under the TRIPS Agreement; completion of the national phase of a study for Bangladesh on the identification, cataloging and analysis of the intellectual property viability and economic benefits of folklore; the establishment of intellectual property advisory services and information centers; the High Level Forum on IP for LDCs held at WIPO headquarters in December 2007, attended by Ministers and top officials from LDCs, which highlighted the importance of IP as a strategic tool for alleviating poverty and promoting wealth creation in the LDCs.

Legal and legislative advice

70. Legislative and legal advice was provided, upon request, for countries that were in the process of upgrading their intellectual property legal framework. Advice included, in particular, assistance in the drafting of new laws and the discussion and utilization of legal options and flexibilities available under applicable international IP treaties. Legislative advice was also given in the context of national implementation of multilateral, bilateral and regional treaties, and legal assistance and information were provided on the interpretation of specific clauses in those treaties.

71. The information contained in the result tables shown below does not offer an exhaustive description of all the activities undertaken by WIPO in the framework of this

Program during the 2006-2007 biennium. It provides rather some indicators enabling the assessment of the achievement of expected results and deliverables, as contained in the corresponding Program and Budget Document.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| Increased integration of IP into development policies | Explicit recognition of WIPO's support and input in initiatives undertaken to formulate policies to integrate IP concerns into national development strategies: | | <ul style="list-style-type: none"> - Ministerial Conference on IP for Portuguese-Speaking African countries (PALOPS), which resulted in different initiatives and actions (revision of legislation, accession to WIPO treaties, etc.) - Ministerial Level Meeting on IP for Caribbean Countries (Latin America and the Caribbean (LAC)) - High-Level Forum on: - IP Policy and Strategy (Asia and the Pacific (ASPAC)) - Intellectual Property for LDCs - Afro-Asian forum on IP, Traditional Cultural Expressions, TK and Genetic Resources, aimed at exploring broader and enhanced cooperation and coordination in the formulation of concrete strategies - International Seminars on the Strategic Use of IP for Economic and Social Development, in cooperation with Program 03 (Africa, ASPAC, LAC) - Inter-Regional Forum on Leveraging IP for Knowledge-Based Development (ASPAC) - Round Table of Heads of IP Offices on IP Outreach Strategies (Africa) - Regional Forum on Copyright, Creative Industries and Public Policies (LAC) - Regional Symposium on Emerging Issues of CRR in the Library Sector (ASPAC) - Third Global Congress on Combating Counterfeiting and Piracy (in cooperation with Program 10) - Seminars and Workshop on IP for Ambassadors and Diplomats (Africa, Arab States) - Training Workshop on Developing a National IP Strategy followed by a National IP Stakeholders Meeting (Africa) - National High-level Forum on the Use of IP for Technological Development (LDCs) - National seminars on: - the Design of Intellectual Property Policies to Develop Competence in the Field of Technology Transfer, followed by a WIPO patent drafting training session (LAC) - IP, science, technology and innovation policies; on industrial property and access to pharmaceutical products, and on copyright and related rights – the digital era and regional free-trade agreements (LAC) - Discussions, briefings and IP-awareness seminars for LDC officials - Expert missions to assist IP offices in the elaboration of a plan of action for capacity, |

| | | |
|---|--|--|
| | | <p>infrastructure and institutional building</p> <ul style="list-style-type: none"> – Retreat for a Government delegation for the development of a national IP strategy |
| <p>Enhance awareness of policymakers and user groups in LDCs, as well as of international, sub-regional and regional organizations, of IP and its contribution to development</p> | | <p>Up to eight countries are conducting national IP audits and initiating IP awareness programs, and/or national development policies with an IP component.</p> <ul style="list-style-type: none"> – IP audits undertaken in 20 African countries and in some countries in other regions. Some of these countries have started, or are in the process of developing, national IP strategies – Inter-Regional Workshop on IP and Public Awareness (ASPAC) – Regional Meetings of Heads of IP Offices – Regional Seminar on the Evolving Role of the IP System: Its Impact on and Importance for Developing Countries (ASPAC) – National and regional outreach campaigns for the development of a radio feature series on IP and for the development and production of the “Creative Caribbean Multi-Media IP Outreach Tool” (LAC) – Workshop on the TRIPS Agreement for Policymaking Officials (Africa) – National Seminars on IP as a Tool for Economic Development (Africa, Arab States) – National meetings on IP, science, technology and innovation policies – National meetings of media representatives on IP issues in the framework of the National Outreach Campaign (LAC) – Meeting of Experts on IP Management in Open Economies (LAC) – Participation in the Extraordinary General Assembly of the West African Network of Copyright and Related Rights (WAN), jointly with the International Confederation of Societies of Authors and Composers (CISAC) |
| | | <p>Inclusion of IP considerations in work programs of up to eight relevant sub-regional, regional and international organizations</p> <p>Organizations that integrated IP considerations into their work programs included the following: African Intellectual Property Organization (OAPI), African Regional Intellectual Property Organization, (ARIPO), African Union (AU), Amazon Cooperation Treaty Organization (OTCA), Asociación Latino-Americana de Integración (ALADI), Association of South East Asian Nations (ASEAN), Bangladesh, Bhutan, India, Myanmar, Nepal, Sri Lanka and Thailand Economic Cooperation (BIMST EC); Caribbean Community (CARICOM), Caribbean Copyright Link (CCL), Common Market for Eastern and Southern Africa (COMESA), Council of Arab Economic Unity (CAEU), East African Community (EAC), Economic Commission for Africa (ECA), Economic and Social Council for Asia and the Pacific (ESCAP), Economic Commission for Latin America and the Caribbean (ECLAC), Gulf Cooperation Council (GCC), Islamic Development Bank (IDB), Islamic Educational, Scientific and Cultural Organization (ISESCO), League of Arab States (LAS), New Partnership for Africa’s Development (NEPAD), Organisation Internationale de la Francophonie (OIF), Organization of the Islamic Conference (OIC), Organization of Eastern Caribbean States (OECS), Portuguese-Speaking African Countries (PALOPS), South Asian Association for Regional Cooperation (SAARC), UN High Representative for</p> |

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| | | <p>the Least Developed, Land Locked and Island Developing countries, and WTO.</p> |
| <p>Updated IP legislation in support of development goals</p> | <p>Modernized IP legislation in up to ten developing countries that conforms to relevant international treaties, reflecting WIPO's advice.</p> | <ul style="list-style-type: none"> - Modernization of: - industrial property legislation in six countries; and - copyright and related rights legislation in nine countries. - 40 countries benefited from WIPO's legislative and legal advice in connection with the ongoing or planned revision of their IP legislation or establishment of new legislation. |
| <p>More efficient IP infrastructure in developing countries and LDCs</p> | <p>Up to eight IP offices have implemented a revised administrative process based on WIPO's advice.</p> | <ul style="list-style-type: none"> - Over 30 IP offices in all regions implemented new or revised administrative processes. - Equipment supplied and assistance provided for the installation of management software at Industrial Property Offices and Collective Management Societies. - Establishment of Intellectual Property Advisory Services and Information Center in Tanzania and Ethiopia; progress in the establishment of corresponding centers in Cambodia. - Expert missions to advice on the restructuring and establishment of a single IP office. - Study on success stories on the use of IP tools for economic growth and development (wealth creation). - Preparation of a feasibility study on a Regional Framework for Patent Administration, including search and examination (LAC). - Translation into Spanish, copy-editing and revision of the Patent Drafting Manual developed by WIPO's Office of Strategic Use of Intellectual Property for Development (OSUIPD) for use in the Latin American region. - Launch of the portal "LUSOPAT" to enable Portuguese-speaking countries to access online patent databases and exchange information - Further cooperation with EPO in joint plans and activities such as the LATIPAT project aimed to establish a common place for the on-line publication of patent documents of Latin American countries in the Spanish and Portuguese languages - Preparation and adoption by IP Offices of the Manual on the Processing of Patent Applications in Central American Countries - Distribution among IP Offices of the LAC region, in cooperation with other WIPO sectors, of a publication titled "IP Management in Health and Agricultural Innovation" done by the Centre for the Management of IP in Health Research and Development (MIHR), United Kingdom, and the Public IP Resource for Agriculture (PIPRA), United States of America - Sub-Regional Workshop on Role of Automation Processes in Effective Management of IP Offices and their Business Services (ASPAC) - Technical Workshop on Automation Systems for IP Offices in the Arab region, to evaluate the progress made and to strengthen WIPO's assistance in the |

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| | | <p>field of automation</p> <ul style="list-style-type: none"> - Regional workshop on patent drafting in order to impart patent skills to selected professionals and create a core group of specialists (Africa, Arab States) - Training Course for Patent Examiners in the Field of Pharmaceutical Technology (ASPAC) - Meetings of experts on patents for the implementation of a Manual on patent applications, jointly organized with the European Patent Office (EPO) and Spain (LAC) - Missions by TACBS officials to, inter alia, discuss the possibility of establishing a WIPO Regional Office in Latin America (in Panama) - Expert missions by regional consultants to provide training for staff of National IP Offices on the Nice and Vienna Classification systems, trademark examination and patents; as well as to undertake needs assessment for the development of staff structures within National IP Offices |
| <p>Strengthened administrative capacity for the protection and enforcement of IPRs in at least 10 countries.</p> | | <ul style="list-style-type: none"> - Regional, sub-regional and national meetings, as well as study visits on subjects related to the protection and enforcement of IP rights for judges, police officers and customs officials from over 30 countries - Sub-Regional Workshop on Effective Enforcement of IP Rights: Establishing Sustained Cooperation between IP Offices, Customs & other Enforcement Agencies (ASPAC) - Workshop on documentation and access mechanisms to legal and administrative decisions (LAC) - Expert missions for the elaboration of national capacity-building programs on the enforcement of IPRs, including coordination and delivery of course on enforcement of IPRs - National seminars on enforcement of CRR. |
| <p>Improved exploitation of the IP system in developing countries</p> <p>Plans of action, mechanisms and support programs initiated in developing countries.</p> | | <ul style="list-style-type: none"> - Ministerial Conference for the Evaluation of an Initiative (Libreville Initiative) on the Protection and Valorization of African Inventions in the Field of Medicine, organized in cooperation with OAPI (Africa) - International Forum on Creativity and Inventions (LAC) - Regional, sub-regional seminars, workshops, meetings on: <ul style="list-style-type: none"> - access to pharmaceutical products (LAC) - "Enhancement of Traditional Medicine and Pharmacopoeia: What Role for Intellectual Property?" (Africa) - The Role of IP in Enhancing Competitiveness of SMEs in the Franchising Sector (ASPAC) - Management of IP in the publishing industries; the use of the IP system among SMEs in the Agri-Business Sector; the protection, marketing and licensing of research results (LAC) - Geographical indications and agriculture products organized in Syria, Algeria and Jordan - Branding (ASPAC) |

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| | | <ul style="list-style-type: none"> - WIPO-KIPO-KIPA Asian Regional Meeting on Using IP Panorama for Building Capacity of SMEs for Strategic IP Development (ASPAC) (in cooperation with Program 03) - WIPO/Islamic Development Bank (IDB) Regional Seminar for Arab Countries on IP and transfer of Technology - WIPO/Council of Arab Economic Unity (CAEU) Sub-Regional Seminar on IP and its Effects on Investment and Trade in the Arab World - Briefing on the use of IP for economic growth and technological development for 47 high-level officials from LDCs - Sub-Regional Round Table on CR-Based Business (ASPAC) - National seminars on: the use of technological information of patents for technology transfer and the management of innovative enterprises; for business women on way to use IP better in order to increase business value; Successful Technology Licensing (STL) - Expert mission to develop and follow up handicraft industries (Arab States) - Training on the protection of trademarks and geographical indications - Preparation of WIPO-ECLAC studies on: the protection of intellectual property and industries based on copyright; innovation and intellectual property rights in the Latin American and Caribbean agricultural and pharmaceutical sectors; technological specialization and patenting dynamics, and technology management and use of intellectual property in Latin American public and private sectors. - Publications on the use of the IP system by SMEs in Argentina, Brazil and Chile, and initiation of studies in five countries of the region on the economic contribution of copyright and related rights industries to national economic development |
| <p>Development of benchmarks for assessing the performance of the IP system in developing countries</p> | | <p>Preparatory work started on a project for the benchmarking of activities undertaken by the TACB sector</p> |
| <p>Development, management and use of IP for investment, employment and revenue generation at the national level</p> | | <ul style="list-style-type: none"> - International Conference on Intellectual Property & the Creative Industries (ASPAC) - Sub-Regional Colloquium on the Importance of Intellectual Property for Universities and Research Institutions, organized in Rwanda, to sensitize government officials, university professors, scientists and technology managers to the importance of IP - National seminars for members of Chambers of Commerce and journalists - Regional Symposium on Performers' Rights in the Digital Network Environment - Asia-Pacific Regional Seminar on IP & Software in the 21st Century |

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| | | <ul style="list-style-type: none"> – Sub-Regional Workshop on Use of IP by SME Support Institutions for Promotion of Competitiveness of SMEs in Food Processing Sector (ASPAC) – Seminars on the role of universities and technological innovation, and on the creation of IP management units in universities – National seminars on the use of technological information for technology transfer and the management of innovative enterprises – WIPO Japan Office Research Project “The Economic Impact of IP Systems” – Preparation of a practical guide for universities in Latin America on Creating, Managing and Expanding a Technology Transfer Office: Effective Results in Six Months’ Time – Contribution to national surveys on the economic importance of creative industries – Further implementation of the Regional Focused Action Plan on collective management of copyright and related rights for Central American Countries and the Dominican Republic (RFAP/CA) – Progress in the preparation of a training manual on licensing for certain LDCs (Tanzania, Nepal, Uganda and Ethiopia) |
| <p>Knowledge and comparative advantages, including traditional knowledge and folklore, are transformed into products and services in domestic and international markets</p> | <p>Identification of comparative advantages in IP based products.</p> | <ul style="list-style-type: none"> – Regional Forum on Strategic Issues in Public Health, Innovation and IP (Asia and the Pacific) – Expert meeting to harmonize regional instruments of ARIPO and OAPI for protection of TK and folklore – Participation of officials from developing countries in the Fourth International Forum on Creativity and Inventions held in Costa Rica – Inter-Regional Forum on GRTKF held in Sanaa, Yemen – National activities on the role of IP for the protection and commercialization of TK, traditional cultural expressions and folklore for indigenous communities and women (LAC) – Multidisciplinary advisory mission to Sudan on Cultural Industries and Protection of Rights of Traditional Knowledge and Folklore – Participation in the planning of the WIPO/Inter-American Development Bank (IDB) Meeting on a Project for Entrepreneurial Indigenous Development – Preparation of a national study on IP asset development & management in the field of beauty products in Jamaica – Preparation of a diagnostic on the protection of TK in respect of biodiversity, handicrafts, etc. (LAC) – Finalization of studies in the identification, recording and analysis of the economic use of folklore for Bangladesh and Senegal – Establishment of a focal point on TK in 13 French-speaking LDCs |
| <p>Actual expenditure</p> | | <p>33,966</p> |

Resource information for Program 6 for 2006-2007

72. Program 6 represents 6.59 per cent of the Organization's actual expenditure and operates with 4.84 per cent of the total headcount. However, not all resources allocated for personnel are dedicated solely to the implementation of Program 6. For instance, the DDG position indicated in the table below is meant to support Program 6, 7 and 8. However, for practical reasons, and in order to avoid duplication, the budget was allocated under one program.

73. Only 90 per cent of the initial budget was utilized under this Program, as indicated in the table below. This was because 4.4 per cent of the initial budget was reduced as part of the 2007 adjustment process and four per cent could not be utilized as not all recruitment was done at the beginning of the biennium. In addition to the budget reduction of 4.4 per cent, four posts were transferred to another program, leaving the Program with 45 posts.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 22,909 | | 21,983 | | 96.0 |
| Non-personnel | 14,740 | | 11,983 | | 81.3 |
| Total | 37,649 | 35,995 | 33,966 | 95.6 | 90.2 |
| Posts | 49 | | 45 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 1 | | 1 | |
| Director Grade (D) | 5 | | 5 | |
| Professional Staff (P) | 28 | | 27 | (1) |
| General Service Staff (G) | 15 | | 12 | (3) |
| Total staff | 49 | | 45 | (4) |
| Headcount classification | | | | |
| Posts | | | 44 | |
| Short-term employees | | | 10 | |
| SSAs | | | | |
| Consultants | | | 7 | |
| Total headcount | | | 61 | |

PROGRAM 7: Certain Countries in Europe and Asia

OBJECTIVE

To strengthen the capacity of certain countries in Europe and Asia to fully utilize the IP system for national economic, social and cultural development.

Target
Met

74. In 2006 and 2007, this Program continued to focus on the effective use of IP systems in certain countries in Europe and Asia with a view to favorably influencing technological, economic, social and cultural development.

75. The activities were undertaken in the framework of technical assistance and capacity building, human-resource development, awareness-raising, and regional and international cooperation, on the basis of the following strategies:

- Further promotion of IP, taking into account different levels of economic, social and cultural development, as well as different levels of existing IP infrastructure;
- Continued cooperation in building national capacities, a relevant knowledge base, and infrastructure, with a view to enhancing the development of IPR strategies and their inclusion in national development plans.
- Development of relevant IP tools or guidance, taking into account the specific requirements of countries with transition economies, reflecting their specific challenges and taking advantage of the experience gained in the implementation of IP-related activities.

76. In particular, cooperation with some countries continued in the framework of specific arrangements, namely: the preparation and implementation of a Nationally Focused Action Plan (NFAP) in one country (Armenia), the bilateral cooperation programs in the IP field with six countries (Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Romania, Russian Federation), and memoranda of understanding, aimed at assisting national authorities to achieve efficient management and use of IP systems, signed with two countries (Latvia and Slovakia). The period under review also showed a further enhancement of the cooperation with the Eurasian Patent Office and its Member States, for the promotion of the patent system, IP protection and technology transfer.

77. Since 2004, 12 countries in the region have become members of the European Union (EU) and three other countries candidate members. WIPO continued to coordinate its technical assistance on IP-related matters with the EU. As part of this cooperation, WIPO provided speakers for national events organized and financed by the Technical Assistance Information Exchange Office (TAIEX) of the European Commission in Croatia, Hungary, Malta, Montenegro, Poland, Romania and Slovakia.

78. WIPO continued its cooperation with the European Patent Office (EPO) for the implementation of the Community Assistance for Reconstruction Development and Stability (CARDS) Program under which the EU's technical and financial assistance to Western Balkan countries is being carried out. Cooperation with the EU and EPO also continued for the Technical Assistance Program on Industrial and Intellectual Property Rights (TAPIPRS)

with regard to countries in the Western Balkans and Turkey. Assistance was also provided to IP Offices, relevant institutions and user communities in CIS countries and other countries in the region.

79. Furthermore, collaboration with organizations active in the region continued, e.g. the Inter-Parliamentary Assembly of CIS Member States (IPACIS), the Office of Harmonization for the Internal Market (OHIM) of the European Union, the Hungarian Authors' Society (ARTISJUS), the International Federation of Societies of Authors and Composers (CISAC), Cedars-Sinai Medical Research Center (USA), the International Federation of Inventors' Associations (IFIA), and the International Federation of Reproduction Rights Organizations (IFRRO).

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|---|
| Enhanced role of IP in the development of national policies through better use of the IP system to support national policy objectives. | Explicit recognition of WIPO's support and input in formulation of national IP strategies and policy directives in a number of countries. | | <p>1. A national strategy for the Development of the Intellectual Property (IP) System of Croatia for the years 2005 to 2010 was devised. Furthermore, studies on the economic contribution of copyright-based industries were undertaken in Bulgaria, Croatia, Romania and Russian Federation.</p> <p>2. To enhance the understanding of the relation between IPRs and economic and social development, WIPO organized:</p> <ul style="list-style-type: none"> – two international seminars on the strategic use of intellectual property for economic and social development in Slovakia and Slovenia; – a round table on exchanging IP-policy experiences and practices in Poland; – a sub-regional seminar on the contribution of creative industries to economic, social and cultural development in Azerbaijan; – a national event on IPRs and their use for economic and social development in the Former Yugoslav Republic of Macedonia; – a regional workshop on IP for parliamentarians of CIS member states in the Russian Federation and Finland; – an international conference on IP as a tool to enhance competitiveness of the knowledge-based economy in Belarus; – a regional workshop on IP strategy and successful technology licensing (STL) in Turkey. <p>In addition, WIPO participated in IP-related conferences organized in the Russian Federation.</p> |
| Enhanced compliance of national laws with relevant international standards and trends and increased accession to, and implementation of, WIPO-administered treaties. | Explicit recognition of WIPO's input in drafting or revision of national laws and regulations on IP in a number of countries. | | <ul style="list-style-type: none"> – WIPO continued to provide assistance in preparing new or updated IP laws in compliance with current international standards and trends in accordance with the TRIPS Agreement. Consultations were undertaken with several governments on the modernization of their national IP legislation, the ratification of, or accession |

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| | | <p>to, WIPO-administered treaties, and also on general IP issues.</p> <ul style="list-style-type: none"> – WIPO provided legal advice on the copyright legislation of Turkmenistan, commented on the draft Macedonian Law in respect of the incorporation of the Directive 98/44EC of the European Parliament and the Council on the Legal Protection of Biotechnological Inventions, and assisted in drafting the new Patent Law of Armenia. – A number of countries ratified, or acceded to, WIPO-administered treaties, and the Government of the Republic of Montenegro declared that 16 treaties continue to be applicable in respect of the territory of the Republic of Montenegro. – WIPO organized a strategy-planning meeting for heads of IP offices in a number of countries in the region, and participated in the sessions of the Standing Commission on Culture, Information and Sports of the Inter-Parliamentary Assembly (IPA) of CIS Member States in the Russian Federation. |
| <p>Enhanced efficiency of national IP administrations.</p> | <p>More efficient delivery of IP titles, through automation of administrative processes in at least five additional IP administrations.</p> | <p>Three countries received advice with regard to the computerization of their IP office operations (Albania, Azerbaijan and Serbia).</p> |
| | | <ul style="list-style-type: none"> – National IP administrations strengthened their infrastructures and increased their efficiency as a result of bilateral cooperation programs (Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Romania, Russian Federation); – Two memoranda of understanding (Latvia and Slovakia) and one nationally focused action plan (Armenia); – Expert advisory missions, training courses, study visits and the provision of information material. To enhance efficiency of national IP administrations, WIPO organized a sub-regional seminar on IP administration and information technology in Moldova, an international conference on IP in Ukraine, and a national seminar on enforcement of IPRs in Turkmenistan. |
| <p>Enhanced capacity of R&D organizations, academic institutions, universities, chambers of commerce and industry to identify, use and manage their IPRs.</p> | <p>A number of new IP service units established by R&D organizations, academic institutions and local chambers of commerce and industry.</p> | <p>Through the implementation of the WIPO University Initiative Program:</p> <ul style="list-style-type: none"> – a number of new units were established and 25 coordinators nominated at academic institutions in 16 countries in the region; – 13 focal points were appointed in the national IP administrations; – a sub-regional workshop on IP searching for IP university coordinators was organized in Lithuania; – a sub-regional follow-up workshop was organized in the Former Yugoslav Republic of Macedonia; – a workshop on IPR protection was organized |

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| | | <ul style="list-style-type: none"> – for universities in Romania; – a sub-regional seminar on current challenges in IPRs and biotechnology was organized in Slovakia; – WIPO organized National Seminars on: <ul style="list-style-type: none"> o management of IP, innovation, promotion and technology in Moldova. o the role of invention and innovation in economic development in Georgia o the Madrid System for International Registration of Marks in Kazakhstan; o the PCT in the Russian Federation |
| | IP policy guidelines issued by three universities and three R&D organizations | Several institutions reported that policy guidelines had been issued and new curricula introduced |
| Strengthened collective management of copyright and related rights. | Explicit recognition of WIPO's input in creation of new or modernization of collective management organizations. | The following WIPO activities were explicitly recognized as important contributions towards the modernization of collective management organizations: a country project in Armenia, a roundtable discussion in Ukraine, a sub-regional seminar in Moldova, a national conference in the Russian Federation, and a national conference in Bulgaria... |
| Enhanced positive public perception of IP. | 20 national customized publications, studies and curricula reflect WIPO's advice and content of WIPO publications | <p>In general, WIPO devoted considerable attention to increasing the awareness of the political and economic importance of IPRs and the recognition of their catalytic role in key areas of economic activity in the respective countries. In particular, approximately 1,200 participants from the government and the private sector improved their IP knowledge and skills through awareness building events held by WIPO in eight countries in the region (Azerbaijan, Belarus, Bulgaria, Cyprus, Poland, Slovakia, Ukraine and Uzbekistan). Furthermore, various WIPO publications were translated and customized into the national languages.</p> <p>For the promotion of creativity and innovation, several awards were offered to inventors, creators and innovative companies in Azerbaijan, Belarus, Bulgaria, Kyrgyzstan, Latvia, Lithuania, Poland, Russian Federation and Uzbekistan.</p> |
| Actual Expenditure in Sfr '000 | | 4,399 |

Resource information for Program 7 for 2006-2007

80. For the 2006-2007 biennium only 0.85 per cent of the Organization's actual expenditure was dedicated to the implementation of Program seven. More than 70 per cent of the actual expenditure under this Program was utilized to cover personnel costs. The total headcount under this Program represent 0.48 per cent of the Organization's overall staff.

81. The director position was covered only for 14 months. Nevertheless, the budget was almost totally spent (97% delivery).

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 3,266 | | 3,130 | | 95.8 |
| Non-personnel | 1,264 | | 1,269 | | 100.4 |
| Total | 4,530 | 4,574 | 4,399 | 101.0 | 97.1 |
| Posts | 8 | | 7 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | | (1) |
| Professional Staff (P) | 5 | | 5 | |
| General Service Staff (G) | 2 | | 2 | |
| Total staff | 8 | | 7 | (1) |
| Headcount classification | | | | |
| Posts | | | | |
| Short-term employees | | | 5 | |
| SSAs | | | 1 | |
| Consultants | | | | |
| Total headcount | | | 6 | |

PROGRAM 8: Business Modernization of IP Institutions

OBJECTIVE

To enhance efficiency of IP registration activities through the simplification and automation of business processes.

Partly
Met

82. Activities under this Program have evolved to include a wide range of services from technical consultancy, needs assessment, provision of customized end-to-end automation solutions, capacity building and technical support to evaluation. Through the use of tried and tested solutions and leveraging on collective experience from all regions, the cost and time devoted to assistance projects have been greatly reduced, while the quality of the assistance has improved. The strategy and approach to automation assistance activities are continually adjusted from lessons learned and feedback from countries. Where appropriate and possible, activities are undertaken in partnership with external organizations (e.g. EPO, EAPO, ARIPO, JPO, KIPO, IP Australia, etc.).

83. During the period under review, in response to requests from developing countries, least developed countries and countries in transition, the Program provided business modernization assistance for about 50 IP institutions (45 IP Offices and five Copyright Collective Management Societies), across all regions. This assistance covered a full range of services with regard to all aspects of business modernization, although more emphasis was placed on key challenges in achieving the desired objectives of the Program e.g. the establishment of national IP databases (electronic registers), the upgrading of technical infrastructure and automation solutions customized to national requirements, and further capacity building of national institutions through training and knowledge transfer. Among the assisted IP institutions, about 30 of them benefited as per the performance indicators listed below.

84. The Program built on its collective knowledge and experience from across all regions and applied tested and proven automation solutions and best practices. The Program also improved its delivery, taking into consideration the feedback from the countries and the results of post-implementation evaluations. The evaluation results underscored the important point that the impact of modernization depends as much on the quality of assistance provided by WIPO as on the quality of the contribution from the recipient institution (e.g. commitment, infrastructure, resources, staff profiles and technical skills).

85. Some 160 developing countries, LDCs and countries in transition are potential recipients of assistance in the area of business modernization. The number of requests for assistance is constantly growing. During the 2006-2007 biennium, the Program managed to respond to several requests received.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|-------------|---|
| Enhanced efficiency in business processing through increased use of IT by IP institutions. | Reduction/elimination of backlog of IP applications at 34 industrial property offices. | | Backlog of IP applications was gradually reduced in about 30 IP Offices through faster processing times and a continuing increase in the number of IP files examined by an examiner per month. |
| | Improved management of IP titles and related records and their efficient retrieval using electronic tools at 34 industrial property offices. | | Management of IP titles using electronic tools was improved in about 30 IP Offices (e.g. simplified procedures; faster search and examination; faster dissemination of IP information through automatically generated official gazettes, notifications, etc.). |
| | Establishment of electronic databases and capture of previous records at 34 IP institutions. | | Databases for trademarks and patents were established in about 30 IP offices, while capture of previous paper records is completed in some offices and continuing in others. |
| | Reduction in time and inaccuracies in the distribution of royalties at eight collective management organizations. | | Enhanced efficiency in five collective management organizations through faster processing times, data accuracy and gradual transition from manual to automated processing. |
| Access to new sets of IP data through the establishment of an Electronic Register of IP Assets in developing countries. | 34 IP institutions contribute their IP data to a central register on WIPONET. | | The indicator is no longer relevant, as the context for implementation has positively changed. The legal, financial and technical aspects of keeping national IP data in a central register are under consideration. |
| | 34 IP institutions are using the Register of IP Assets for improved examination of IP applications | | Through the establishment of trademarks and patent databases, about 30 IP offices have improved the search and examination of applications. The more complete and validated their databases are, the better the quality of their searches and less their manual use of paper registers. |
| Use of electronic means of communication for work relating to WIPO Registration Treaties | Additional industrial property offices undertaking electronic communications with WIPO relating to the Madrid Agreement and additional PCT Receiving Offices undertaking electronic communications with WIPO | | Four IP offices were enabled to download international marks electronically from the Madrid system, thus saving time, costs and the manual work of recapturing the data from paper records. The indicators for the PCT Receiving Offices are covered under the PCT Program. |

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| Enhanced use of WIPONET | An increased number of IP institutions are publishing their websites on WIPONET | The indicator is no longer relevant, as the context for implementation has changed positively. Taking into account the changing context for implementation of WIPONET and the proactive approach of countries to exercise effective ownership and increase sustainability over their development of websites, the general trend of IP institutions is to host their websites on their own, typically as part of the supervising Ministry's website or similar authority, or on their own premises, as applicable. This is the main reason for which the original planned expected result was not pursued. However, increased ownership of countries and enhanced sustainability of their development constitute major results, which are not being considered by the agreed indicators. |
| | Increase in IP-specific use of WIPONET services by IP institutions: | Indicator no longer reflects the current context. As for the websites mentioned above, the general trend of IP institutions is also to have their own e-mail and Internet-related services |
| Actual Expenditure in Sfr '000 | | 4,257 |

Resource information for Program 8 for 2006-2007

86. Initially the Program envisaged the modernization of 34 IP offices. However, only 30 IP offices were able to gain efficiency and related benefits due to the challenges faced by some of the countries themselves in deriving maximum benefit from WIPO's assistance (e.g. IP office commitment, infrastructure, resources, staff profiles, technical skills). For the achievement of the above-mentioned results, the Program expenditure represented only 0.83 per cent of the Organization's actual expenditure, of which almost 61 per cent was utilized to cover personnel costs. The total headcount under this Program represents 0.63 per cent of WIPO's headcount.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 2,843 | | 2,601 | | 91.5 |
| Non-personnel | 2,000 | | 1,656 | | 82.8 |
| Total | 4,843 | 4,651 | 4,257 | 96.0 | 87.9 |
| Posts | 6 | | 7 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|---|------------------|-------------------|--------------------------------|------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 4 | | 4 | |
| General Service Staff (G) | 1 | | 2 | 1 |
| Total staff | 6 | | 7 | 1 |
| Headcount classification | | | | |
| Posts | | | 7 | |
| Short-term employees | | | 1 | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 8 | |

PROGRAM 9: Collective Management of Copyright and Related Rights

OBJECTIVE:

To enhance copyright and related rights collective management structures.

**Partly
Met**

87. During the biennium under consideration, the Collective Management of Copyright and Related Rights (CCMRI) Division has carried out several activities undertaken in close cooperation with the WIPO Regional Bureaus and in coordination with partner NGOs, such as the International Confederation of Societies of Authors and Composers (CISAC) and the International Federation of Reproduction Rights Organizations (IFRRO). It initiated the process, which led to the signing of a cooperation agreement, on July 13, 2007, between WIPO and the Societies' Council for the Administration of Performers' Rights (SCAPR) and the Association of European Performers' Organizations (AEPO-ARTIS). This agreement will facilitate the exchange of information, organization of training programs, and creation and strengthening of collective management organizations for the administration of the rights of performers worldwide. In this context, broad coverage is also given to the information technology required to streamline the procedures for the exchange of documentation between performers' societies and to facilitate access to databases and systems of international scope for the identification of objects protected by related rights and owners of rights.

88. The consolidation and reinforcement of collective management systems for copyright and related rights in developing countries were undertaken along the lines described in the challenges proposed in the Program and Budget Document for 2006-2007. Apart from reinforcing existing societies, the need to attract other countries to create collective management organizations and to join the Caribbean Copyright Link (CCL) has been one of the objectives in that region. In order to complete the analysis that led to the establishment of the CCL a few years ago, the CCMRI Division requested, from a consultant, a "Study on the Feasibility of Establishing Collective Management Organizations Administering Rights in Multiple Types of Subject Matter ("multi-disciplinary collective management organizations") in Developing Countries". This study responded to questions that decision-makers raised, in particular for small territories where a multi-disciplinary organization would be more viable than several collective management organizations for each category of works.

89. The CCMRI Division organized, with the cooperation of Vanderbilt University (Nashville, Tennessee, United States of America) and the International Confederation of Societies of Authors and Composers (CISAC), and with the assistance of the American Society of Composers, Authors and Publishers (ASCAP), the Broadcast Music, Inc. (BMI), and SESAC Inc., the Conference on Collective Management of Copyright and Related Rights in North America, held in Nashville from October 17 to 19, 2007. The Conference addressed important aspects of rights management in the interlinked technological environment. Taking stock of the developments that have taken place with the challenges raised by digital technology over recent years, the Conference analyzed the business-oriented models in terms of expectations of rights owners, consumers and users, and the public at large, without impairing collective management systems that should remain the best guarantee of social, cultural and economic interests in the world of creators. The different solutions that have been worked out to resolve problems faced by collective management organizations in the

world, in particular in North America, have resulted in new avenues, challenges and improvements for the exercise of the management of rights.

90. The CCMRI Division has participated, as appropriate, in several national, regional and sub-regional meetings on copyright and related rights, in which collective management was one of the key issues. Information on those meetings is found in the respective reports of the WIPO Regional Bureaus.

91. As far as Africos software development is concerned, the CCMRI Division was not involved in any activities related to it. However, towards the end of the biennium, a new process involving the CCMRI started for revisiting the policy leading to the creation of societies, in order to provide the newly created collective management organization with a proper and adequate training of the software, and prior to it, with all the prerequisite notions to be known in the field of copyright and related rights, corporate governance and administration of a collective management organization.

92. Finally, in the field of technical assistance and awareness building, the CCMRI Division has sustained a number of activities, in particular the organization of the Fourth Training Course for Latin American Performers' Organizations and a special course for the development of collective management for new and emerging societies in that region. The positive impact of these events can be seen in the concrete results of the establishment of performers' collective management organizations in Costa Rica, Ecuador, Guatemala, Panama and Paraguay. The Division also participated in meetings of non-governmental organizations and facilitated, with the assistance of the French ADAGP, the creation of two societies in the field of visual arts in Argentina and the Dominican Republic.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|--|
| Implementation of global strategies for improved knowledge of copyright and related rights management. | Up to 12 joint initiatives undertaken in cooperation with CISAC and IFRRO for board members and managers of rights' management organizations. | █ | Several seminars were organized at the national and regional levels jointly with WIPO Regional Bureaus of the EDS. |
| Improvement in existing copyright and related rights management organizations, including the integration of digital technologies in their operations. | Up to 10 national and regional databases/ information systems for more effective management of rights developed and implemented. | █ | Eight databases were upgraded as part of this program. In Argentina and the Dominican Republic, meetings were held to develop a legal framework and appropriate systems for the creation of visual arts collective management organizations. |
| Facilitation of the creation of copyright and related rights management organizations. | Up to six newly created copyright and related rights management organizations worldwide. | █ | Collective management organizations were established in six countries, namely in Costa Rica, Dominican Republic, Ecuador, Guatemala, Panama and Paraguay. Other societies were created in other regions. |
| Actual expenditure in Sfr '000 | | | 899 |

Resource information for Program 9 for 2006-2007

93. This Program amounts to 0.17 per cent of the Organization's initial budget and 0.24 of the total headcount. Of the actual expenditure under the Program 9, 48 per cent was dedicated to financing personnel costs.

94. The actual expenditure for the collective management of copyright and related rights was 899 thousand Swiss francs by the end of 2007. This figure indicates that only 42.5 per cent of the initially approved budget was actually consumed by this Program. The initial budget was adjusted during the biennium and reduced by 55.5 per cent.

95. The budget under-expenditure of nearly 84 per cent presented in the table below (showing that only 26.2 per cent of the budget was utilized) for personnel costs was mostly due to budgetary adjustments undertaken during the 2006-2007 biennium. Originally, the Program team consisted of five members of staff. However, post cuts occurred as part of the adjustment process. For instance, one post was transferred to another program while for another post the contract was not renewed after the person left the position, leaving the Program with only three posts. Even though the Program had to deliver the above-mentioned results with a very limited number of staff, it managed to utilize almost the full budget amount allocated for non-personnel costs and to deliver expected results in all areas.

96. Nevertheless, in order to enhance further the Organization's efficiency and effectiveness when delivering results and implementing resources, Program 9 would like to recommend the following:

- human resources should be assessed in collaboration with Program Managers;
- staff knowledge and capacities are the keys to delivery and therefore staff selection and allocation need to be done in consultation with Program Managers;
- staff capacity should be built up as required and the time needed to build such capacity taken into account;
- enhance communication among programs and avoid overlapping of activities when planning or restructuring.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,659 | | 434 | | 26.2 |
| Non-personnel | 455 | | 465 | | 102.2 |
| Total | 2,114 | 941 | 899 | 44.5 | 42.5 |
| Posts | | 4 | 3 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | | 3 | 2 | (1) |
| General Service Staff (G) | | 1 | 1 | |
| Total staff | | 4 | 3 | (1) |
| Headcount classification | | | | |
| Posts | | | | |
| | | | 3 | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 3 | |

PROGRAM 10: Intellectual Property Rights Enforcement

OBJECTIVE:

To assist Member States in strengthening their systems and infrastructure for the enforcement of IP rights and to support and enhance an informed policy debate at the international level.

**Target
Met**

97. Program 10 fully met its expected results in 2006-2007. As the tables below show, results exceeded expectations in many cases in spite of budgetary and human resource constraints.

98. Program 10 continued to work extensively to support a demanding and balanced international dialogue on IP enforcement matters, and to contribute to the coordination of enforcement-related activities at the international level. The Advisory Committee on Enforcement (ACE) held its third and fourth sessions in 2006 and 2007. As a forum for international dialogue, involving global experts making presentations and preparing background documents, the ACE debated, at its third session in 2006, issues of education and awareness building in all areas of enforcement. At its fourth session in 2007 it examined coordination and cooperation at the international, regional and national levels in the area of criminal enforcement.

99. Intense cooperation with Interpol, the World Customs Organization (WCO) and private sector organizations resulted in a successful Third Global Congress on Combating Counterfeiting, hosted by WIPO in Geneva in January 2007. The Congress, which was preceded by a high-profile Regional Congress in Bucharest, contributed to the recognition of IP enforcement as a common global concern and confirmed its role as a key international forum for information exchange and developing strategies to combat counterfeiting and piracy.

100. Cooperation with other organizations also included WIPO's participation in the work of the WHO International Medical Products Anti-Counterfeiting Taskforce (IMPACT), with a view to finalizing its "Draft Principles and Elements for National Legislation against Counterfeit Medical Products". WIPO further contributed, as an observer, to the discussions of the G8 IP Expert Group on technical assistance in the field of IP enforcement under the Russian presidency in 2006 and under the German presidency in 2007. WIPO also participated in activities of Interpol, including its international IP Crime Conference in 2007, OECD, in particular in the framework of its study on the economic impact of counterfeiting and piracy of the Hague Conference on Private International Law in the finalization of its Report on the Hague Convention on Choice of Court Agreements.

101. In its efforts towards implementation of efficient national, regional or sub-regional IP enforcement systems, WIPO provided specific assistance for Member States in cooperation with Program 6, to help them formulate concerted IP-enforcement strategies. In the field of legislative assistance, WIPO helped to finalize the enforcement-related parts of draft laws, as requested by eight Member States.

102. In order to respond to the ever increasing number of requests for training of law enforcement officials, WIPO organized over 60 training courses relating to IP enforcement,

alone or jointly, with Member States or international organizations. The ACE explicitly acknowledged this work.

103. In view of the need for assistance with enforcement matters, a senior member of the judiciary from France prepared a case book containing material relevant to enforcement for use in civil law countries resulting in a publication in French entitled *L'application des droits de propriété intellectuelle: recueil de jurisprudence*.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|---|
| Recognition of IP enforcement as a common global concern and a priority for an intensive and balanced international policy dialogue. | In the annual sessions of the ACE, identification of issues of common global concern in the field of IP enforcement, resulting in commonly agreed conclusions by the Chair. | | In the 3rd (2006) and 4th (2007) sessions of the ACE, expression of particular appreciation by the ACE of the role of this body as an international forum for exchange of views on IP enforcement matters (paragraph 7 of documents WIPO/ACE/3/17 and WIPO/ACE/4/10). Identification of a range of issues of common concern, summarized in the agreed conclusions by the Chair (paragraphs 8-11 of documents WIPO/ACE/3/17 and WIPO/ACE/4/10). |
| | New strategic partnership and joint activities with other IGOs and NGOs to bundle resources and expertise and make IP enforcement action more coherent and effective. | | <p>Hosting by WIPO of the Third Global Congress on Combating Counterfeiting and Piracy in January 2007: over 1000 delegates from 107 countries participated and suggestions emerging from the Congress identifying priorities were published.</p> <p>Intense cooperation with the co-conveners of the Global Congress on Combating Counterfeiting and Piracy, namely Interpol and WCO, as well as with the supporting organizations, INTA, ICC, ISMA and GBLAAC, and of the Eastern Europe and Central Asia Regional Congress on Combating Counterfeiting and Piracy (Bucharest, July 2006).</p> <p>Increased cooperation with the IPR Expert Group of the Group of G8 countries, with the aim of rendering technical assistance to developing countries in the field of IP enforcement.</p> <p>Close cooperation with WHO in connection with the International Medical Products Anti-Counterfeiting Taskforce (IMPACT) for combating counterfeit medicines, of which WIPO is a member; finalization in December 2007 of the "Draft Principles and Elements for National Legislation against Counterfeit Medical Products".</p> <p>Organization of joint IP enforcement training activities with the EU (SILK Projects in Thailand and TAIEX events in Bucharest and Montenegro), WCO (Senegal), OAPI (Niger), INTERPOL (IP Crime Conference), the EPO (IP Enforcement Week in Munich) and APEC (Viet Nam).</p> |
| Integration of IP enforcement issues in relevant international and regional agreements, and non-binding instruments. | Explicit recognition of WIPO's support and input in at least one relevant new international or regional agency or process. | | <p>Recognition by OECD of the contribution provided on legal aspects of the OECD study on the economic impacts of counterfeiting and piracy (release of first phase of project in June 2007, launch of phase two in September 2007)</p> <p>Recognition, by the Hague Conference on Private International Law and by its Members and Observers, of WIPO's comments on the IP-related aspects of the Explanatory Report on the Hague Choice of Court</p> |

| | | | |
|---|--|--|--|
| | | | Convention. |
| Implementation of efficient national, regional or sub-regional IP enforcement systems. | Explicit recognition of WIPO's support and input in the formulation of concerted IP enforcement strategies in at least four Member States/sub-regions. | | Recognition, by the Member States concerned, of the assistance rendered in formulating a strategic approach to IP enforcement, at the sub-regional level (three regional workshops, held in Japan, Mongolia, and India, respectively), and at the national level (two national workshops, held in Dominica and Pakistan, respectively). Recognition, by the Member States concerned, of the legislative assistance provided on their draft laws (comments on the enforcement-related parts of draft laws on the protection of the right of communication through information network as well as on copyright and related rights and its implementing regulations.) |
| Enhanced knowledge and experience of law enforcement officials in handling enforcement matters. | Explicit recognition of WIPO's support and input in the establishment of more efficient border measures by customs and police officials in additional countries: | | Acknowledgement by the ACE of a considerable number of WIPO law enforcement training courses (paragraph 10, documents WIPO/ACE/3/17 and WIPO/ACE/4/10); 50 such IP enforcement courses (21 in 2006 & 29 in 2007). Cooperation with Malaysia on specialist IP courts (May 2007). Success of Publication 791E The Enforcement of Intellectual Property Rights: A Case Book as an educational and practical training tool for judges and lawyers in the handling of intellectual property cases in common law countries, which is in the process of being updated and expanded. Publication in 2007 of a similar case book on jurisprudence from a civil law perspective, <i>L'application des droits de propriété intellectuelle: recueil de jurisprudence</i> in French (Publication 626f). WIPO Enforcement Website: new portal for Member States launched in 2007. |
| Actual expenditure in Sfr '000 | | | 2,610 |

Resource information for Program 10 for 2006-2007

104. The initial budget for Program 10 was 2.96 million Swiss francs. Of the initial budget, the Program managed to consume 88 per cent. Due to budget adjustments during 2006-2007, the initial budget was reduced by eight per cent. This reduction was not only reflected in the personnel costs but also in the non-personnel costs. As shown in the table below, the number of planned staff was reduced from seven to five. Moreover, it was not possible to take a fifth staff member on board, as the allocated budget for personnel costs was not sufficient, leaving the Program with only four posts available.

105. Program 10 represents 0.51 per cent of the Organization's actual expenditure and accounts for 0.48 per cent of the total headcount. Some 76 per cent of the actual expenditure under Program 10 was dedicated to financing personnel costs.

106. About 12 per cent of the initial budget could not be utilized by the Program for various reasons. First, in the light of the eight per cent budget reduction, the Program reduced costs for the 2006 meeting of the Advisory Committee by 25 per cent. Moreover, the close co-operation with the private sector, as mandated by the Advisory Committee, resulted in private sector involvement in many activities of the Program, financed at their own cost. Another reason was that a large number of activities undertaken by the Program were funded under

Funds-in-Trust (FIT), especially FIT/Japan and FIT/France, and not under the Program budget.

107. Despite all the challenges faced by Program 10, it managed to deliver expected results in all agreed areas.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 2,110 | | 1,980 | | 93.8 |
| Non-personnel | 856 | | 630 | | 73.6 |
| Total | 2,966 | 2,732 | 2,610 | 92.1 | 88.0 |
| Posts | 7 | | 5 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 4 | | 3 | (1) |
| General Service Staff (G) | 2 | | 1 | (1) |
| Total staff | 7 | | 5 | (2) |
| Headcount classification | | | | |
| Posts | | | | |
| Short-term employees | | | 4 | |
| SSAs | | | | |
| Consultants | | | 2 | |
| Total headcount | | | 6 | |

PROGRAM 11: The WIPO Worldwide Academy

OBJECTIVE

To strengthen national IP human resources capacity and enhance access to IP knowledge.

Target Met

108. The development of human resources is a crucial strategic component in efforts to modernize and utilize effectively the intellectual property system for economic, social, cultural and technological development. During the period under review, the WIPO Academy achieved its goals through its five sub-programs: Policy Development, Professional Development, Education Degree/Diploma, Research and Executive and Distance Learning. In 2006 and 2007, the Academy's training programs continued to respond in a timely manner to diversified requests from Member States and to provide a wide variety of programs customized to specific needs. The end of 2007 saw heightened activities in preparation for the tenth anniversary of the WIPO Worldwide Academy and the launch of new WIPO Summer Schools in member states and modules on IP for children.

109. Additional advanced courses in other languages were added and new courses were piloted in the curriculum of the Distance Learning Program, training programs for different groups were offered under the Policy Development, Professional Development, Education Degree/Diploma Programs and Research and Executive Programs, and constant efforts were made to upgrade the level of training of IP Professionals from Member States.

110. In addition to the agreed expected results the WIPO Academy also achieved:

- a 90 per cent satisfaction rate with the WIPO Summer School in 2006 and 2007. 99 participants from 85 different countries took part in the 2006 and 2007 WIPO Summer School. The program has been improved year by year; it is interdisciplinary with case studies and discussions among students and lecturers. As a result of the recognition of the work done by the Academy, five new requests from Mexico, Thailand, Croatia, Geneva and Korea for the creation of summer schools were registered during 2006-2007;
- the Research and Executive Program was launched in 2006 in order to empower business organizations to create value and establish and sustain competitiveness in a knowledge-based economy by harnessing the power of intellectual property. 50 senior executives from over 21 countries attended the first executive program in September at WIPO headquarters. Six international and national symposia on IP Education and Research were held around the world.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|----------------------------|--|-------------|---|
| Increased knowledge of IP. | 3,000 more participants (15,000 in the 2004-05 biennium) | | 28,000 more participants (43,000 in the 2006-2007 biennium): Advanced Distance Learning and two General Courses were offered in 2006 and in 2007 an additional one Advanced Distance Learning course (Patents) was piloted and two General Courses were offered. In 2006, 20,012 participants from over 175 countries |

| | | |
|--|---|---|
| | | <p>completed the DL courses; the number exceeded the estimated increase from 3,000 to over 5,000 participants.</p> <p>In 2007, 23,000 participants from over 180 countries completed the DL courses.</p> <p>The numbers also increased due to the fact that new language versions of the DL courses were launched as follows: DL-201 - French and Portuguese DL-202 - French, Portuguese and Spanish DL-205 - German, French and Spanish. DL-204 – French and Spanish.</p> <p>A total number of 20 Head Tutors and 35 regular Tutors were hired during the biennium to monitor discussion forums, provide final exam questions and harmonize the grading and teaching of the DL courses, including providing cases for course review and student resources; and</p> |
| | <p>70 per cent completion rate of distance learning courses</p> | <p>75 per cent completion rate of distance learning courses: Enhanced course administration contributed to a completion rate of 85 per cent for distance learning courses.</p> |
| <p>Enhanced IP skills of government officials in Member States.</p> | <p>90 per cent satisfaction rate with Academy professional training courses.</p> | <p>90 per cent satisfaction rate with the Academy professional training courses. In 2007, 92 per cent satisfaction was reported under this Program: In 2006 and 2007, training courses continued to be carried out in cooperation with 25 partner institutions (national and regional IP offices).</p> <p>The introduction of case studies and group discussions as added methodologies brought this positive change.</p> <p>In order to share the latest developments in IP with participants, in 2007 new topics dealing with Emerging IP issues were added to the training programs. The satisfaction rate before was 90 per cent and has now improved to 92 per cent.</p> |
| <p>Enhanced capacity of IP decision-makers to formulate appropriate policies and make informed decisions for the protection, administration and enforcement of IPRs.</p> | <p>90 per cent satisfaction rate with the Academy policy development courses:</p> | <p>In 2006 and 2007, new target groups participated in the Academy sessions: IP Capacity Building for Policy Makers and Symposia for Judges and Impact of Technology on Copyright for Developing Countries in Transition.</p> <p>In 2006, 1,100 participants from 65 countries and one Regional Intergovernmental Organization participated.</p> <p>In 2007, 804 participants from 66 countries took part in the Policy Development programs. The satisfaction rate remains 90 per cent.</p> |
| <p>Increased availability of IP law teaching at tertiary (university) level worldwide.</p> | <p>Three additional academic institutions include IP law in their curricula based on WIPO advice.</p> | <p>In 2006, three additional academic institutions included IP law in their curricula based on WIPO advice: Two curricula for IP were designed for engineering students at the University of Lagos and for law students at the Intellectual Property Law Academy of Sao Paulo, Brazil.</p> <p>One new Framework Agreement of Cooperation was signed with the University of Khartoum, Sudan.</p> <p>One Collection of Research Papers for LL.M. students was published.</p> <p>In 2007, one additional cooperation agreement was</p> |

| | | | |
|---|---|--|---|
| | | | signed with the University of Eduardo Mondlane in Mozambique in order to enhance IP education for Portuguese-speaking countries. One Collection of Research Papers for LL.M students was also published in 2007. |
| Enhanced networking with relevant partner institutions. | Increase in numbers of relevant institutions participating and/or cooperating in the programs of the Academy: | | During the 2006-2007 biennium the following activities were organized: In 2004-05 there was only one cooperating partner recorded. By the end of 2004-2005, a total of seven relevant institutions did cooperate with programs of the Academy. Seven National Seminars on IP Education, Training and Research were held in seven different institutions. One Regional Colloquium was held on IP for Teachers. In 2004-2005 a total of eight cooperating institutions were recorded. By the end of 2006-2007, the total number of cooperating institutions was 14, i.e. six new relevant institutions are cooperating with the programs of the Academy. 14 seminars on IP for 168 students from various universities were organized at WIPO headquarters. The number of relevant institutions increased by six in 2007. |
| Enhanced IP research profile of the Academy. | 1,000 downloads from the Academy Case Book published on the Internet. | | No update available. |
| Actual Expenditure in Sfr '000 | | | 11,270 |

Resource information for Program 11 for 2006-2007

111. Overall, some 78.7 per cent of the initial budget was consumed by the Program. The initial budget was reduced by 12 per cent as part of the adjustment process. In addition, nine per cent were not spent for the following reasons:

112. The amount that was allocated to the New Learning Content Management System (LCMS) and related installation costs for new courses could not be used in 2006-2007 due to the fact that the Turin University Program needed to use some of it on the basis that it would be repaid. However, when the amount was repaid in November 2007, it was too late to launch a bid.

113. The Master of Intellectual Property (MIP) course at WIPO, which was supposed to be launched, did not take place because in the end the Organization did not feel ready to undertake this commitment.

114. Three staff were transferred by WIPO and were not replaced, despite many attempts to do so given the large increase in the workload.

115. The actual expenditure of the WIPO Worldwide Academy amounts to 2.19 per cent of the Organization's actual expenditure and 1.5 per cent of the total headcount. Of the actual expenditure dedicated to this Program, 52 per cent was utilized to finance personnel costs.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 7,559 | | 5,918 | | 78.3 |
| Non-personnel | 6,768 | | 5,352 | | 79.1 |
| Total | 14,327 | 12,609 | 11,270 | 88.0 | 78.7 |
| Posts | 17 | | 13 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 10 | | 7 | (3) |
| General Service Staff (G) | 6 | | 5 | (1) |
| Total staff | 17 | | 13 | (4) |
| Headcount classification | | | | |
| Posts | | | 13 | |
| Short-term employees | | | 3 | |
| SSAs | | | 2 | |
| Consultants | | | 1 | |
| Total headcount | | | 19 | |

STRATEGIC GOAL THREE: PROGRESSIVE DEVELOPMENT OF INTERNATIONAL IP LAW

PROGRAM 12: Law of Patents

OBJECTIVE

To improve the role of WIPO as a forum for discussion of patent-related issues and to further develop the international patent system, in accordance with the interests and policies of all Member States, and with a view to meeting the needs of users and society as a whole.

Partly
Met

116. The 2006-2007 biennium was marked by a number of achievements, which produced a better understanding, and clarification of the role, and the principles and practices, of patent law. With a view to enhancing cooperation among Member States in the area of development of the international patent system, an informal Open Forum on the Draft Substantive Patent Law Treaty (SPLT) and an informal session of the Standing Committee on the Law of Patents (SCP) were held in 2006 to continue discussions on the future work program of that Committee. Following informal consultations held by the Chair of the WIPO General Assembly, the Assembly held in September/October 2007 unanimously decided that a report on the international patent system, which contextualizes the existing situation of the international patent system, would be prepared by the Secretariat. At its session in 2008, the SCP will consider the information contained in this report in defining its future work.

117. Further, with a view to improving the role of WIPO as a forum for discussion of patent-related issues and to advance further the international patent system and its understanding, WIPO initiated a series of Colloquia on a number of topical patent issues, namely, “the research exemption”, “standards and patents”, “flexibilities in the patent system”, “technology and policy information available in the patent system”, “national strategies and policies for innovation” and “patents and technology transfer”. A web page providing links to a number of sites, articles and studies containing a variety of views and information on current and emerging issues relating to patents was launched in order to disseminate, to a wider public, information on patent policies, laws and practices that are often technically complex or politically controversial.

118. In the 2006-2007 biennium, a number of countries acceded to or ratified WIPO-administered treaties in the field of patents. Hungary, Oman, Sweden and Uzbekistan acceded to the Patent Law Treaty (PLT). The total number of accessions to or ratifications of the PLT thus reached 17 States at the end of 2007. Two countries (Angola and Yemen) joined the Paris Convention and six countries (Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Oman) joined the Budapest Treaty during the biennium.

119. In cooperation with relevant sectors, the Program provided written legal comments on national laws and regulations, and contributed to the discussions at other WIPO fora, such as the Provisional Committee on Proposals Related to a WIPO Development Agenda (PCDA). In cooperation with the sector of the Patent Cooperation Treaty (PCT), work on the implementation of a digital access system for priority documents commenced, following the decision of the 2006 WIPO Assemblies. In addition, the Secretariat continued to provide assistance and information to intergovernmental organizations, United Nations bodies and other parties on issues relating to patent law for better understanding of the role of the patent system and its legal principles.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|---|
| <p>Enhanced cooperation among Member States in the area of development of the international patent system.</p> | <p>Agreement in SCP on work plan and outcome of work plan.</p> | | <p>Discussions on the development of the international patent system, with a view to enhancing international cooperation in the area of patent law and practice, were carried on as follows: an informal Open Forum on the draft Substantive Patent Law Treaty (SPLT) was held in Geneva from March 1 to 3, 2006, on all the issues that had been raised in the draft SPLT or that Member States wished to include in the draft SPLT. A three-day informal session of the SCP was held from April 10 to 12, 2006, taking into account the discussions of the Open Forum. Discussions at the meeting were constructive and enabled delegations to arrive at a clearer understanding of their respective positions and objectives for the work program of the SCP. Member States also acknowledged the importance of the issues raised by the different delegations, and several useful contributions and proposals were submitted with a view to bridging the existing differences between those who wanted a larger number of issues to be addressed by the SCP and those who expressed a preference for an approach limited to fewer issues. While many delegations indicated flexibility in the course of discussions, the debate also revealed that some of the existing differences could not be resolved at this point in time. Nevertheless, Member States emphasized their support for the continuation of the work of the SCP. At the General Assembly in September/October 2006, the decision was taken to carry on with working towards agreement on a work program for the SCP through consultations to be held by the Chair of the General Assembly. Such consultations were not able, in terms of the substantive contents of a work program for the SCP, to overcome all the differences among the various positions, but nevertheless resulted in the unanimous decision by the 2007 General Assembly that the Secretariat should establish a report on issues relating to the international patent system covering the different needs and interests of all Member States. The report, which would contextualize the existing situation of the international patent system, will be considered by the SCP at its next session in 2008 in defining the future work of the SCP.</p> <p>Concerning the PLT, the 2006 and 2007 PLT Assemblies decided that certain amendments and modifications of the PCT, its Regulations and the Administrative Instructions Under the PCT, which were made between May 28, 2005 and June 4, 2007, applied for the purposes of the PLT. They further approved the establishment of a number of Model International Forms and the Model Request Form under the PLT.</p> |

| | | |
|--|--|---|
| <p>Greater understanding of the role of the patent system, including in establishing national policy strategies, and of the application of the relevant patent law principles.</p> | <p>Statements made by Member States in relevant WIPO fora</p> | <p>A number of delegations acknowledged increased awareness of the important role of intellectual property and, more specifically, the patent system, in innovation and development, and noted the ongoing developments of the patent system at the national/regional level, for example, legislative changes, action plans, policy strategies and projects.</p> <p>Many delegations expressed the view that events and seminars organized by WIPO, such as the Open Forum on the Draft SPLT and the Colloquia on Selected Patent Issues resulted in fruitful exchanges of views, which helped to facilitate a better understanding of the issues and concerns at stake. Both events were open to the public and were free of charge.</p> <p>During the 2006-2007 biennium two countries joined the Paris Convention, six countries joined the Budapest Treaty and four countries joined the PLT, resulting in greater application of the relevant international patent law principles.</p> |
| <p>Further international cooperation as regards the Budapest Treaty and its possible development</p> | <p>Member States decide to examine further developments and improvements of the Budapest Treaty.</p> | <p>WIPO continued exploring issues relating to the need for and feasibility of revising the Budapest Treaty. In view of other priorities and in the absence of requests from Member States to that effect, it was decided, however, not to proceed with work on a concrete revision during the 2006-2007 biennium. The administration of the Budapest Treaty led, nevertheless, to enhanced cooperation among Member States, International Depositary Authorities (IDAs) and WIPO, which was reflected, inter alia, by additional accessions to the Treaty in 2006-2007, the organization of a Regional Seminar for the Promotion of the Understanding and Implementation of the Budapest Treaty in Mexico City in 2007, and the publication of a revised version of the Guide to the Deposit of Microorganisms under the Budapest Treaty.</p> |
| <p>Actual expenditure in Sfr '000</p> | | <p>2,332</p> |

Resource information for Program 12 for 2006-2007

120. The Program on the Law of Patents accounts for 0.45 per cent of WIPO's actual expenditure and operates with 0.48 per cent of the total headcount. By the end of 2007, the Program registered a budget utilization level of about 78 per cent. Nearly 15 per cent of the initial budget was reduced as part of the budget adjustment that took place during the implementation period and resulted in reductions of personnel and non-personnel costs.

121. According to financial reports, seven per cent of the initial budget was not consumed during the implementation period due to various political issues, and although only one three-day session of the SCP was convened as opposed to a possible four sessions, six colloquia on selective patent issues were held between 2006 and 2007. This accounts principally for the under-spending of non-personnel resources during the biennium and should not, therefore, be viewed as the basis for assessing future budgetary needs.

122. It is essential to note that Program Managers are not responsible for monitoring personnel costs during the biennium. Therefore, a detailed explanation of the use of the budget for human resources by the Program Managers cannot be provided.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,983 | | 1835 | | 92.5 |
| Non-personnel | 1,013 | | 497 | | 49.1 |
| Total | 2,996 | 2,544 | 2,332 | 84.9 | 77.8 |
| Posts | 5 | | 5 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | | 3 | | 3 |
| General Service Staff (G) | | 2 | | 2 |
| Total staff | | 5 | | 5 |
| Headcount classification | | | | |
| Posts | | | | 5 |
| Short-term employees | | | | |
| SSAs | | | | *1 |
| Consultants | | | | |
| Total headcount | | | | 6 |

* This is a non-personnel resource (external SSA).

PROGRAM 13: Law of Trademarks, Industrial Designs and Geographical Indications

OBJECTIVE

To modernize the international legal framework for trademark office administrative procedures and to approximate diverging national and regional approaches in the area of trademarks, industrial designs and geographical indications law, including the law against unfair competition.

Target Met

123. On March 27, 2006, the Diplomatic Conference for the Adoption of a Revised Trademark Law Treaty adopted the Singapore Treaty on the Law of Trademarks (“the Singapore Treaty”) and a resolution supplementary to the Singapore Treaty (“the Singapore Resolution”).

124. The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) agreed to pursue work on a number of specific topics with a view to further developing the international law on trademarks, industrial designs and geographical indications. Thus, the Committee initiated and advanced work on issues concerning new types of marks (representation and description of these signs and the application of trademark principles to them), trademark opposition procedures, trademarks and their relation with literary and artistic works, and industrial design protection (registration formalities and relationship between industrial designs and works of applied art and three-dimensional marks).

125. In response to requests from States parties to the Paris Convention for the Protection of Industrial Property and from certain international intergovernmental organizations, the Secretariat continued to ensure efficient administration of Article 6^{ter} communication procedures. Certain procedural and legal issues relating to the administration of Article 6^{ter} communication procedures were taken up by the SCT and, upon request from the SCT, the Secretariat prepared a working document on those issues.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|---|
| Revised Trademark Law Treaty. | Adoption of the Revised TLT by a Diplomatic Conference. | | <p>Unanimous adoption of the Singapore Treaty on the Law of Trademarks, on March 27, 2006, by 146 WIPO Member States.</p> <p>Signing of the Treaty, in 2006, by 48 States.</p> |
| Approximation of Member States’ laws in the area of trademarks, industrial designs and geographical indications. | Agreement by the SCT on at least two new specific topics to be taken up for further work. | | <p>As decided by the SCT at its 16th session, the Committee initiated and, during the course of the 17th and 18th sessions, advanced work on the following six new items:</p> <ul style="list-style-type: none"> • New Types of Marks; • Trademark Opposition Procedures; • Trademarks and their Relation with Literary and Artistic Works; • Legal and Administrative Aspects of Article 6^{ter} of the Paris Convention; • Formalities Concerning Procedures for Design Registration and the Relation between Industrial Designs, Works of Applied Art and Three-Dimensional Marks; • Trademarks and International Nonproprietary |

| | | Names for Pharmaceutical Substances (INNs). |
|---|---|---|
| Efficient administration of Article 6ter of the Paris Convention. | Processing of 24 Article 6ter communications within a timeframe of three weeks as from the receipt of the request for communication: | All requests for communication that were received during the period under consideration, concerning to a total of 23 communications (nine emanating from States, 14 from international intergovernmental organizations), corresponding to a total of 289 individual signs were processed. |
| | Following the processing of each request for communication, immediate updating of the Article 6ter on-line database; and yearly updating of the database on hard carrier: | All 289 signs were entered into the Article 6ter on-line database without delay. A new version of the Article 6ter database was published in November 2007, containing some 2,200 individual records corresponding to signs protected under Article 6ter. |
| Actual expenditure in Sfr '000 | | 3,599 |

Resource information for Program 13 for 2006-2007

126. The actual expenditure registered under this Program by the end of 2007 was 3.59 million Swiss francs, which accounts for 0.7 per cent of the Organization's overall expenditure. About 49 per cent of the actual expenditure under this Program was used to finance personnel costs, which represent 0.4 per cent of the total headcount. As shown in the table below, due to a 25 per cent budget adjustment which resulted in a reduction of the initial budget and in the cutting-back of personnel costs, 27 per cent of the initial budget was not used by the Program.

127. Program 13 had to overcome major challenges in 2006 – 2007 with increased workload and 50 per cent staff reduction. This had major consequences for the remaining team who had to compensate the reduction of staff with overtime in order to achieve the expected results. Despite all constraints the team managed to achieve all expected results during the biennium. The table below shows clearly the staff reduction in terms of cost and number while the budget for non-personnel remains nearly the same i.e. the same amount of budget had to be administered by fewer staff.

128. For 2006-2007, an allocation of resources under this Program was accepted in order to cover the cost of the Diplomatic Conference, which was held in 2006 and considered the revision of the Trademark Law Treaty (TLT).

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 3,006 | | 1,764 | | 58.7 |
| Non-personnel | 1,948 | | 1,835 | | 94.2 |
| Total | 4,954 | 3,692 | 3,599 | 74.5 | 72.6 |
| Posts | 8 | | 4 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | | (1) |
| Professional Staff (P) | 4 | | 3 | (1) |
| General Service Staff (G) | 3 | | 1 | (2) |
| Total staff | 8 | | 4 | (4) |
| Headcount classification | | | | |
| Posts | | | 4 | |
| Short-term employees | | | 1 | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 5 | |

PROGRAM 14: Law of Copyright and Related Rights

OBJECTIVE

To improve the protection of copyright and related rights and reach a broad consensus on international copyright law and developments.

Partly
Met

129. Work continued on the promotion of the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT), to which a number of countries acceded. However, there are still a number of countries, which are expected to ratify the Treaties that have not yet done so.

130. The Standing Committee on Copyright and Related Rights (SCCR) convened in two ordinary and two special sessions aimed at preparing the convening of a diplomatic conference on the protection of the rights of broadcasting organizations. The Committee agreed to divide its discussions and leave the question of possible protection of webcasting (or netcasting) and simultaneous transmission over the air and the Internet (simulcasting) for discussion at a later time. The WIPO General Assembly requested the Standing Committee to convene in two special sessions, which should aim to agree and finalize, on a signal-based approach, the objectives, specific scope and object of protection with a view to submitting to the Diplomatic Conference a revised basic proposal. During the special sessions it became clear that there was not sufficient common ground to convene a diplomatic conference, and the General Assembly decided that the subject of broadcasting organizations and cablecasting organizations should be retained on the agenda of the SCCR for its regular sessions and the convening of a diplomatic conference considered only after agreement on objectives, specific scope and object of protection had been achieved.

131. The Standing Committee also took steps towards opening discussions concerning limitations and exceptions to copyright and related rights in respect of visually impaired persons, libraries and archives and the teaching, research and science sectors.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|--|
| Wider accession to and implementation of the WCT and WPPT. | Additional country accessions to the WCT | ■ | Eight countries (Australia, Azerbaijan, Belgium, Benin, China, Ghana, Liechtenstein and Montenegro) joined the WCT, bringing the total number of Contracting Parties to 64 on December 31, 2007. |
| | Additional country accessions to the WPPT | ■ | Seven countries (Australia, Azerbaijan, Belgium, Benin, China, Liechtenstein and Montenegro) joined the WPPT, bringing the total number of Contracting Parties to 62 on December 31, 2007. |
| | Additional States have adopted effective policies for the implementation of the WCT and WPPT | ■ | France, Spain and the Russian Federation passed national legislation implementing the WCT and the WPPT. The European Community and its Member States and the Russian Federation have started preparations for joining the Treaties. |
| Clarification of the international protection of audiovisual performances and broadcasting | Decisions made concerning the future international protection of broadcasting organizations | ■ | In September 2007 the WIPO General Assembly decided that the subject of broadcasting organizations and cablecasting organizations be retained on the agenda of the SCCR for its regular sessions and the convening of a diplomatic conference considered only after agreement on objectives, specific scope and object |

| | | | |
|--|--|--|---|
| organizations. | | | of protection has been achieved. |
| | Decisions made on the future work regarding the protection of audiovisual performances | | The General Assembly also took note of the regional and national seminars organized and planned by the Secretariat, notably regarding such practical areas as contractual relations and collective bargaining, the exercise and transfer of rights and remuneration systems, and decided that the issue of protection of audiovisual performances would remain on the Agenda of the WIPO General Assembly at its session in September 2008. |
| Improved understanding of non-original databases. | Decisions made concerning the future work on the protection of non-original databases | | At the November 2005 session of the Standing Committee, it was decided that the issue would only reappear on the Committee's agenda if requested by a Member State. No such request was made. |
| Substantive progress on emerging copyright issues. | New emerging issues being addressed by the SCCR: | | A study on Automated Rights Management Systems and Copyright Limitations and Exceptions and a study on Copyright Limitations and Exceptions for Visually Impaired Persons were presented to the SCCR. |
| Actual expenditure in Sfr '000 | | | 6,392 |

Resource information for Program 14 for 2006-2007

132. Overall, Program 14 achieved almost all the above-mentioned targets as agreed, with the exception of one activity that did not materialize. Program 14 utilized about 1.2 per cent of WIPO's actual expenditure and operated with approximately 0.9 per cent of the total headcount.

133. A total of 112 per cent of the initial budget was utilized under this Program. However, it is essential to note that not all resources are meant to be utilized strictly by Program 14. For instance, the budget for human resources is shared with other programs. The number of staff assigned to work for this Program is six including one consultant. The remaining staff are distributed among other programs within the Division. For example, the DDG post is for Programs 4, 9, 10 and 14. However, for practical allocation reasons the budget for crosscutting positions has been kept under Program 14.

134. During the adjustment process, the budget was increased by 18 per cent. However, the Program could not consume the initial allocated budget, as the initially planned Diplomatic Conference to be held during the biennium in relation to the issues of the protection of audiovisual performances and the protection of broadcasting organizations respectively did not materialize, leaving 21.5 per cent of the non-personnel budget unused. This was mostly due to the lack of consensus regarding the topic for the Conference.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 3,966 | | 5,045 | | 127.2 |
| Non-personnel | 1,717 | | 1,347 | | 78.5 |
| Total | 5,683 | 6,719 | 6,392 | 118.2 | 112.5 |
| Posts | 8 | | 9 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 1 | | 1 | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 3 | | 5 | 2 |
| General Service Staff (G) | 3 | | 2 | (1) |
| Total staff | 8 | | 9 | 1 |
| Headcount classification | | | | |
| Posts | | | 9 | |
| Short-term employees | | | 2 | |
| SSAs | | | | |
| Consultants | | | 1 | |
| Total headcount | | | 12 | |

PROGRAM 15: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources

OBJECTIVE

To enhance the appropriate and effective protection of TK, TCEs and IP aspects of genetic resources for the benefit and sustainable development of traditional communities.

**Target
Met**

135. The Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) ensured TK, TCEs and genetic resources issues remained at the centre of international policy debate on IP, extended the scope of indigenous and local communities' participation in policy dialogue, and launched fresh policy processes and consultations with a view to progress towards long-awaited international outcomes in this domain. This policy work was assisted by technical analysis of the practical means for giving effect to the international dimension of the IGC's work, and a unique body of material on national policy and legal options for protection of TK and TCEs. Even as working documents, draft provisions on TK and TCE protection were widely used beyond the IGC as a guide to analysis of policy issues, as a benchmark for effective protection, and as a resource in legislation and policy development. A number of international processes and national and regional consultations accordingly drew upon these texts directly in their own work.

136. Extensive technical advice was provided, upon request, including direct support for a growing set of regional processes, and national policy and legislative processes, as TK and TCEs moved to the centre of the legislative program of many countries. The many existing forms of cooperation with regional and national processes were supplemented by new partnerships. WIPO provided specialist input into many international processes including the UN Permanent Forum on Indigenous Issues, UNESCO programs on cultural diversity and intangible cultural heritage, CBD working groups and the Conference of the Parties, regional consultative meetings of the WTO, and the work of the FAO including the inaugural meeting of the Governing Body of the FAO International Treaty. A series of major regional and interregional seminars was convened at Member States' request in order to broaden the base of consultation in the formulation of international outcomes under this Program, with major events taking place in the African, Arab, Asian, Central Asian and Latin American regions, including a major African-Asian conference convened in Bandung, marking the anniversary of the historic Bandung conference. The Program provided expertise for numerous training programs and policy seminars convened by other WIPO programs, and by other international organizations including WTO.

137. The IGC oversaw many initiatives to ensure voices of indigenous and local communities were central to WIPO's work in this field. The WIPO Voluntary Fund was successfully launched and funded the active participation in the IGC of all the applicants from indigenous and local communities that were deemed eligible by independent panels with indigenous representation. An active fundraising campaign and generous contributions meant that sufficient funds were available to maintain this full level of support for indigenous participation throughout the following biennium. Three sessions of indigenous-led IGC panels at this Program supported experts from many indigenous communities in the presentation of their concerns and recommendations directly to the IGC. The list of specially

accredited organizations rose to over 200, the majority representing indigenous and local communities, and other custodians of TK, TCEs and GR.

138. The Program consolidated an integrated platform for coordination of policy, legal, administrative and capacity-building development, including:

- mature drafts of the policy objectives and core principles which help define the essential elements of, and necessary policy space for, protection of TCEs and TK against misappropriation and misuse, and the complementary work on IP aspects of genetic resources;
- supplementary legislative and policy information resources on the protection of TK and TCEs, for the use of policymakers and representatives of traditional communities, including a new on-line service for access to analytical tables and texts of legislation to promote understanding and coordination of *sui generis* forms of protection, and to support choices of protection mechanisms, and definitive analyses of national experiences and the legal measures and policy options used to protect folklore/TCEs and TK;
- a creative heritage initiative to elaborate IP guidelines and provide cultural documentation training for communities and museums relating to the digitization of intangible cultural heritage;
- further elaboration of a database on approaches taken to managing IP in the context of access and benefit sharing of GR and related TK, and of guidance on practical IP questions that arise in concluding mutually agreed terms for use of GR;
- continuing work on defensive protection of TK and GR, including the creation of an online portal to facilitate greater recognition of TK during patent examination procedures, technical amendments of the international patent system, and further updating of guidelines for examination of TK-related patent applications for the consideration of the IGC;
- consultations and study processes under the aegis of the IGC on key issues of concern to communities and policymakers including on the recognition of the customary law of indigenous and local communities, and approaches to documenting TK.

139. Program delivery was again marked by close and mutually supportive cooperation with other elements of the UN system, intergovernmental organizations in related policy fields, organizations representing indigenous and local communities, civil society and industry organizations, and agencies concerned with capacity building and empowerment. International cooperation was complemented by strengthened practical cooperation and capacity building, to complement dialogue on policy questions. In association with the UN Permanent Forum on Indigenous Issues, WIPO convened several events including a workshop on practical use of IP tools to protect TK and TCEs for the advancement of indigenous women and community development, building on past cooperation with the Forum at an international workshop on TK and TCEs held in Panama and other practical awareness-raising work in Panama. Activities convened during CBD meetings pursued practical cooperation on patent disclosure issues, customary law, and the use of patent information as a policy tool. The Permanent Forum welcomed the establishment of the

WIPO Voluntary Fund, and mechanisms were established to facilitate the contribution of the Forum's technical expertise to the work of the IGC on the protection of TK and TCEs, the IP aspects of access to and benefit sharing in genetic resources, and customary law. The Inter-Agency Support Group on Indigenous Issues (IASG) continued to provide a useful vehicle for interagency sharing of information and cooperation on indigenous issues. The Program made an extensive, substantial contribution to a joint study on the transfer of technology under the CBD, in collaboration with the CBD Secretariat and UNCTAD. The CBD COP welcomed the successive studies that WIPO had provided, upon its request, as a technical resource concerning the options and legal bases for disclosure requirements in patent applications on inventions relating to GR and TK.

140. This Program was increasingly called upon to provide input, technical advice and policy analysis for a broadening range of policy forums and practical programs. For instance, responding to the policy linkages between IP and cultural heritage, cultural diversity and the protection of TCEs, the Program continued its engagement with the work of UNESCO and other agencies, such as the Asia-Pacific Cultural Centre for UNESCO (ACCU). A key project under this Program worked to pool experiences and contributed to the development of guidelines for safeguarding the interests of custodians of TCEs during cultural heritage recording and digitization, including through the publication of a searchable database of existing protocols and practices. This included successful engagement with the International Council of Museums (ICOM) and similar bodies. First steps were taken towards project-based cooperation with other agencies, programs and funds such as the ILO and the Inter-American Development Bank (IADB).

141. WIPO provided technical input and other forms of support on IP issues (related to TK, TCEs and GR) to a range of other agencies and processes such as the CBD, the Commonwealth Secretariat, the FAO, UNEP, UNESCO, the UN Permanent Forum on Indigenous Issues, the UN Commission on Human Rights, the United Nations University and the World Bank. WIPO provided advice on the UNU's proposed establishment of an international Research and Training Centre on TK, and worked at a technical level with the IUCN and the UNU on issues of indigenous customary law. The Program maintained close cooperation and practical coordination with key regional bodies such as the African Union, ARIPO, ASEAN, the African-Asian Legal Consultative Organization, the Andean Community, ALADI, OAPI and SAARC. Regional policy forums were convened in Cochin, Henan and Bandung to promote more structured South-South interregional cooperation on the protection of TK and TCEs. WIPO actively supported work by ARIPO and OAPI to develop an African regional instrument on TK and TCEs. A systematic effort was undertaken to ensure that there was effective engagement with all regions which expressed interest in detailed cooperation with WIPO on these issues.

142. This Program continued engagement with a broader policy community in the area of human rights, and in the area of interaction between human rights, competition policy and IP, and intensified work on the interplay between IP and the customary law of indigenous and local communities. The Program continued its engagement with the deliberations of the Committee on Economic, Social and Cultural Rights (CESCR) and the Working Group on Indigenous Populations (WGIP). The IGC texts served as points of reference in many of these processes concerning indigenous people's issues, and in turn, the human rights based approaches of these bodies informed discussions within the IGC. The Program contributed to analysis of crossover IP issues touching on TK, GR and TCEs, taking part in international debates on geographical indications and patent law reform.

143. Coordinated with the work of the IGC, continued capacity-building and policy information were provided for TK holders and bearers of TCEs, national authorities and regional bodies, including: advice on *sui generis* protection options for several regional bodies and an increasing number of national authorities; practical support and technical input to regional and international fora initiated and hosted by a number of developing countries; a series of introductory booklets, publications, studies, surveys, legal information and publications in external journals, with reference to and use of WIPO materials in civil society and academic literature; participation in civil society, expert and academic discourse on TK and TCEs; and support for numerous training programs and seminars conducted by NGOs, partner UN agencies, academic and research institutions, the WIPO Academy, and other educational and training institutions. This included the substantive input on a new distance-learning course on TK, the Indigenous Fellow Program in Geneva, a range of south-south cooperation initiatives on questions concerning the protection and appropriate safeguarding of TK, and consultations on the development of several regional instruments for protection of TCEs and TK.

144. Continuing work on practical tools included the Practical Guide on Intellectual Property and Traditional Cultural Expressions/Folklore, a handbook on IP and TCEs for museums and archives, guidelines for community protocols on IP and the recording and digitization of cultural expressions, TK patent examination guidelines, a toolkit for use by TK holders to ensure that their interests are protected and maintained during any documentation of their TK, guidelines on IP aspects of equitable benefit sharing from the use of genetic resources, a legislative database, and studies on the recognition of indigenous customary law. Outreach activities were supplemented by the development of a series of publications, including booklets on TK and TCEs for a general audience, as well as more specialized briefing papers and studies. Responding to emerging policy priorities at WIPO and elsewhere, the Program pursued consultative and study processes on IP issues relating to safeguarding cultural heritage and on customary law, as well as further advancing the study of practical experiences with the protection of TK and TCEs at the national level. Solid groundwork was laid for a range of new patent information tools and products to support international policy discussions in areas such as plant GR, biodiversity and technology transfer under the CBD, in close consultation with international agencies concerned, mainly CBD and FAO. To ensure coordination and synergy between different capacity-building initiatives, WIPO convened a round table on building community capacity: practical initiatives on IP and TCEs, TK and GR, which brought together community representatives from around the world to pool experience and build mutually supportive networks, while also refining the core WIPO practical tools through consultation and dialogue. Given the extensive thematic and practical interplay and overlap with life sciences issues, the Program was managed, planned and implemented in an integrated way with Program 5.1, providing professional, managerial and administrative input; Program 5.1 staff also provided professional support for Program 15.1 in line with overall WIPO priorities.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|--|
| Consolidation of the legal and policy framework for the protection of TK and TCEs. | Formulation of one or more international Instruments: | | <p>The program produced two sets of draft provisions on protection of TK and TCEs, and extensive practical information on giving effect internationally to such provisions. It established detailed information resources on Member State and observer positions on the key substantive issues to be addressed in crafting international instruments in these areas. It also funded the political dialogue and regional consultations among Member States on the options for adoption of an international instrument. Thus the major substantive groundwork was undertaken within this Program to prepare the way for a political choice among Member States concerning one or more international instruments.</p> <p>The provisions were supplemented by a comprehensive review of options for international instruments, and authoritative guidance on the policy options and legal measures for effective protection at the level of national laws that would give effect to internationally agreed principles.</p> |
| | <p>Use of WIPO policy documents and outcomes in at least one more:</p> <ul style="list-style-type: none"> – regional/sub-regional cooperation initiative; – national policy and capacity-building process in an area not previously covered; and, – community and civil-society level process involving a range of stakeholders not previously covered. | | <p>Adding to the long list of existing processes, WIPO policy documents and related capacity-building materials were additionally used in initiatives in the BIMST-EC region, several regional programs in Latin America and Asia, at least fifteen further national processes, and consultations with an increasing range of additional communities and civil society NGOs, including indigenous and local communities who forged new partnerships with WIPO.</p> |
| Enhanced cooperation and coordination between WIPO and other international and regional fora and processes. | Explicit recognition of WIPO's support and input in at least one additional international and regional agency or process | | <p>In addition to existing forms of recognition, WIPO's support and input was explicitly recognized in the CBD COP (including on TK documentation), UNESCO work on intangible cultural heritage, the UN Permanent Forum on Indigenous Issues, and the Governing Body of the International Treaty on Plant Genetic Resources for Food and Agriculture, as well as BIMST-EC, ALADI, ISESCO and the Andean Community.</p> |
| Enhanced capacity in Member States to support the IP protection of TK and TCEs and to manage the IP aspects of genetic resources, for the benefit of the owners of | At least two additional on-going processes in Member States adapting and applying specific policy and practical tools | | <p>Over ten additional Member States adapted and applied WIPO policy and practical tools in Latin America, the Pacific, Asia and Africa, augmenting the number of existing Member States making use of this material.</p> |

| | | |
|---|--|---|
| TK/TCEs and custodians of genetic resources. | | |
| Evidence of specific benefits arising from the use of IP tools by holders of TK/TCEs and custodians of genetic resources | | A number of indigenous and local communities holding TK/TCEs and GR reported strengthened capacity to identify and promote their specific interests in relation to documentation of TK, recording of TCEs and negotiating access to GR. |
| More effective legal mechanisms in Member States for the protection of TK, TCEs and IP aspects of genetic resources for the benefit of the owners of TK/TCEs and custodians of genetic resources. | Legal mechanisms adapted or introduced in Member States in at least one region which reflect WIPO legal assistance | Draft laws or policies were under development in many countries in Africa, Asia and Latin America and entered into force in several of them, following input from WIPO. |
| Evidence of specific benefits to owners of TK/TCEs and custodians of genetic resources arising from more effective legal mechanisms | | Immediate benefits were reported in terms of enhanced capacity of communities to engage in domestic and international policy and legal processes which, following the inevitable time lag for implementation, is expected to translate into concrete benefits in the medium term. Indigenous panels at IGC sessions and the WIPO round table focused on capacity building reinforced understanding of the linkage between more effective legal protection and enhanced capacity of communities to derive benefits in line with their values and community expectations. |
| Actual expenditure in Sfr '000 | | 5,402 |

Resource information for Program 15 for 2006-2007

145. Program 15 represents 1.05 per cent of the Organization's actual expenditure and operates with nearly 0.8 per cent of the total headcount. By the end of 2007, some 116.2 per cent of the initial budget was utilized by the Program.

146. On non-personnel costs, the under-expenditure is accounted for by (i) the decision (for procedural reasons linked to the renewal of its mandate) not to hold a fourth session of the IGC in the 2006-2007 biennium, but instead to convene an IGC session early in 2008 and (ii) the decision not to carry over unexpended commitments on several contracts for ongoing core outputs under this Program, which had extended beyond the original contracted term; the residual from these commitments is now being funded from the 2008-09 budget.

147. On personnel costs, the chief reason for the difference between the initial approved budget and the final actual expenditure was a shift in accounting methodology, which meant that the initial approved budget excluded three short-term staff who were already in place at the beginning of 2006, having replaced existing short term staff in the course of 2005 (these staff members provide all secretarial and much administrative support for both this and Program 5 (life sciences)). The initial budget also excluded one G-level staff member who

had been transferred in 2005 from the Administrative Support Section, technically funded under another program, in order to provide senior administrative support more directly to this Program and the co-administered Program 5, and one G-level staff member who had been transferred from the PCT Management Division to provide additional administrative support in view of the increased workload relating to the IGC and Program 5. Other variations, leading to considerable salary savings, included the transfer of a professional staff post (Head of TK Section) following the secondment of a senior professional staff member to another UN agency, and the reduction of another professional post to part-time status. Late in the biennium, an SLC was established to provide necessary legal expertise in support of the Creative Heritage project in view of the strong increase in demand for that activity.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 2,238 | | 3,378 | | 150.9 |
| Non-personnel | 2,411 | | 2,024 | | 83.9 |
| Total | 4,649 | 5,899 | 5,402 | 126.9 | 116.2 |
| Posts | 25 | | 24 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | 6 | | 5 | (1) |
| General Service Staff (G) | | | 2 | 2 |
| Total staff | 6 | | 7 | 1 |
| Headcount classification | | | | |
| Posts | | | 6 | |
| Short-term Employees | | | 4 | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 10 | |

STRATEGIC GOAL FOUR: DELIVERY OF QUALITY SERVICE IN GLOBAL IP PROTECTION SYSTEMS

PROGRAM 16: Administration of the PCT System

OBJECTIVE

To establish the PCT system as the most accessible, reliable and affordable means of obtaining patent protection worldwide.

Partly
Met

148. In 2006 and 2007 respectively, 148,772 and 157,740 (or 306,512) international applications were received and processed, i.e. an increase of 19.3 per cent compared to the previous biennium (256,960). For the fourth year running, the most notable growth rates came from countries in North East Asia which accounted for over a quarter (25.4 per cent) of all PCT international applications.

149. During 2007, the majority of PCT international application filings (52.5 per cent) were made using a fully electronic medium. If PCT EASY, the combined paper and electronic filing media, is added to this sum, the share of filings by electronic means rises to 67.2 per cent. Since 2007, the majority of documents exchanged between the International Bureau and other Offices are in electronic form. For newly received applications, the entire business flow within the International Bureau, from the receipt to the publication of international applications, has moved into a fully electronic environment since 2006.

150. Between 2002 and 2007, the number of international applications received by the IB increased by 43 per cent whilst the number of personnel directly involved in the processing of international applications decreased by 22 per cent.

151. In 2006, 89 per cent of international applications were published within the two weeks following the expiration of the 18 months from the priority date, 93 per cent were published within three weeks and 94 per cent within four weeks. In 2007, 88 per cent of PCT international applications were published within two weeks following the expiration of 18 months from the priority date, 95 per cent were published within three weeks and 96 per cent within four weeks.

152. The number of Contracting States rose during 2006 and 2007 from 128 to 138, with the new memberships of Angola, Bahrain, Dominican Republic, El Salvador, Guatemala, Honduras, Lao People's Democratic Republic, Malaysia, Malta and Montenegro.

153. The PCT successfully implemented amendments to the regulations, which entered into force on April 1, 2006, and April 1, 2007 respectively.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|----------------------------------|---|-------------|--|
| Increased use of the PCT system. | 126,000 to 128,000 international PCT applications received and processed in a timely manner in 2006 | | 148,772 international applications were received by the International Bureau in 2006 |
| | 132,000 international PCT applications received and processed in a timely manner in 2007. | | 157,740 international applications were received by the International Bureau in 2007 |
| Increased quality of service | Issue notifications and communications, publish applications, and deliver the required products within the required timelines under the Treaty and Regulations, while the number of international applications to be processed will increase. | | In 2006-2007, the timeliness of publication improved compared to 2005, in particular due to greater reliance by the International Bureau on outsourcing, which has allowed for larger weekly publication lists. Some regression in timeliness has been observed in respect of Form IB/301 (the acknowledgement of the receipt of the record copy, which is issued after formal examination) in 2006. This was due to transitional problems experienced in the shift from a paper-based to a paperless processing environment, continued growing filing rates and the need to avoid, as much as possible, increases in the size of the workforce. In 2007, however, timeliness in respect of Form IB/301 improved compared to 2006 as more experience was gained with the new electronic systems. |
| | Maintain the yearly number of problem cases caused by the International Bureau below 0.1 per cent of the total number of PCT applications (in 2004, there were 122 such cases) | | 92 problem cases caused by the International Bureau were submitted to and/or resolved by the PCT Legal Division in 2006. In 2007, that number fell to 42 such cases, with a total of 134 for the biennium. |
| | Maintain the yearly number of queries seeking clarification of notifications and communications below 20 per cent of the total number of PCT applications (in 2004, such queries amounted to some 24,400, which corresponds to the 80-20 rule: 80 per cent of cases will generally require no explanations while 20 per cent will.) | | No information available. |

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| Increased productivity | Without increasing the total number of personnel (staff in posts and all other types of employees) in a linear manner (that is, with only a limited increase of staff in areas where increased workloads cannot be absorbed by productivity measures, such as translation), receive and process the increasing total number of PCT applications, as referred to above. | | The number of personnel working directly on PCT matters has been decreasing for the past four years, i.e. since the 2004-2005 biennium. The corresponding personnel figures over this period are as follows: 408 in 2004, 387 in 2005, 375 in 2006 and 373 in 2007. |
| Simplification of the interface with applicants. | Reduction by at least one form (out of an average of seven) in the number of notifications and communications issued to applicants in an average case. | | Analysis of how communications to applicants can be simplified is ongoing. |
| | Availability of at least one on-line service for applicants to access confidential information about their PCT applications | | The International Bureau has conducted informal consultations with users of the PCT System, agreed upon a set of user requirements, and has begun development work on a private file inspection facility for PCT applicants. |
| | Availability of more than one online service for third parties to access public information about all PCT applications: | | The PatentScope database and search engine provide access to all PCT international applications published since 1978 and to the most important publicly available documents related to international applications. Since April 2006, PCT publication takes place in electronic form only via PatentScope. |
| Further moving from the mixed paper and IT-based internal processes to full automation for basic processes. | 10 additional processes have become fully automated | | In 2006, the International Bureau migrated from a paper-based processing system to a paperless system. This was a more fundamental achievement than the full or partial automation of a finite number of discreet processes. In 2007, the IB capitalized further on this new electronic platform by extending the electronic translation workflow to external translation companies. In addition to the above and during the course of 2007, the efficiency of nine key operational processes was improved through greater reliance on information technology. |
| | 10 additional processes have become partly automated | | See above. |
| Daily operations of PCT information systems are maintained. | 98 per cent availability for all operations systems during core hours (except planned maintenance) | | Whilst the 98 per cent availability target for operations systems was met, it is believed that operation system performance can be further improved in the light of feedback provided by system users. In both 2006 and 2007 operations systems were the subject of several new releases addressing |

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| | | new and enhanced functionalities according to business priorities determined by PCT Operations and other sectors in the PCT. New functionalities included the introduction in 2007 of a real time system-monitoring tool to oversee receipt and automatic processing of documents received electronically or received on paper and scanned, as well as the introduction in January 2006 of in-house tools for the Optical Character Recognition of electronic documents - both of which have made contributions to the management of the increasing quantity of work received and processed electronically by the PCT. |
| | 95 per cent of publication deadlines met. | In 2006-2007 the timeliness of publication improved compared to the 2004-2005 biennium, in particular due to greater reliance by the International Bureau on outsourcing, which allowed for larger weekly publication lists. For instance, the number of international applications published after 19 months from the priority date dropped from 9.42 per cent in 2005 to 4.04 per cent in 2007. |
| Enhanced awareness of the availability of PCT legal advice to applicants and their agents on specific problem cases. | 50 requests for legal advice received from applicants. | The PCT Legal Affairs Section dealt with 2,521 international applications, which required special handling and the resolution of legal-related problems in 2006, which constituted a 2.3 per cent increase over 2005. In 2007, that number was 1,814 or 4,335 for the biennium. The PCT Information Service received 12,018 inquiries (by phone, fax and email) relating to general information about the PCT in 2006, an average of over 1,000 per month, constituting an increase of 0.7 per cent over 2005. In 2007, this number was 11,892, or 23,910 for the biennium. |
| | 10 articles, references and quotations refer to PCT legal advice given | No information available.. |
| Enhanced awareness of the availability of legal advice and interpretation of legal texts to Member States and IP Offices on general PCT matters. | 50 requests for legal advice or interpretation of legal texts received from Member States and IP Offices | Requests from both Contracting States and non-Contracting States for legal advice on general PCT matters, including advice on compliance of national laws with the PCT, were received and dealt with on numerous occasions, far exceeding the stated performance indicator. |
| Increased availability of updated collections of all PCT legal and information texts in new user-friendly formats. | Availability of updated texts of the PCT, the Regulations and other legal texts: in English and French in sufficient time in advance of their entry into force; in Chinese, German, Japanese, Russian and Spanish before their entry into force; in other languages, in | Updated versions of the PCT and Regulations under the PCT as in force from April 1, 2006 were made available in English and French in both PDF and html formats before the date of entry into force of these Regulations. Shortly thereafter, these texts were made available in PDF format in Chinese, German, Japanese, Russian and Spanish. Paper editions of all of these (except Japanese) were also prepared and made available by the IB. Updated versions of the PCT and Regulations under the PCT as in force from October 12, 2006 were made |

particular Arabic, as soon as possible after their entry into force.

available in English and French in both PDF and html formats before the date of entry into force of these Regulations. Shortly thereafter, these texts were made available in PDF format in German and Spanish.

Updated versions of the PCT and Regulations under the PCT as in force from April 1, 2007 were made available in English and French in both PDF and html formats before the date of entry into force of these Regulations. Thereafter, these texts were made available in PDF format in Chinese, German, Japanese, Russian and Spanish.

Updated versions of the Administrative Instructions under the PCT as in force from April 1, 2006 were made available in English and French in PDF format. The html format of this text was launched in October 2006.

Updated versions of the Administrative Instructions under the PCT as in force from October 12, 2006 were made available in English and French in PDF and html formats.

Updated versions of the Administrative Instructions under the PCT as in force from April 1, 2007 were made available in English and French in PDF format. The html format of this text was launched in October 2006 and was updated and revised in 2007.

Updated versions of the PCT Receiving Office Guidelines as in force from April 1, 2006 were made available in English and French in PDF format before the date of entry into force of these Guidelines.

Updated versions of the PCT Receiving Office Guidelines as in force from April 1, 2007 were made available in English and French in PDF format.

Updates were made to the Agreements between the International Bureau of WIPO relating to the functioning of the Austrian Patent Office, National Board of Patents and Registration of Finland, European Patent Office, Korean Intellectual Property Office, Spanish Patent and Trademark Office and Swedish Patent and Registration Office as International Searching and International Preliminary Examining Authorities under the PCT. All the texts were made available on PatentScope, in English only, in PDF format. In 2007, new and extended Agreements were prepared and were made available in English in PDF format. French versions of these Agreements were published for the first time in January 2008.

Introduction of at least one new type of format for publishing at least the main PCT legal and informative texts

As from April 1, 2006, the PCT Gazette was no longer available in paper form, but was published wholly in electronic form on the international publication date on the PCT Resources page of PatentScope.

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| | | | At the request of PCT Member States, an online repository of information on emergency preparedness measures in place in twenty-two of those States was set up on PatentScope. |
| | | | The PCT Online Calculator was launched in March 2006 and assists applicants in the computing of essential PCT time limits and provides full explanations of all the time limits, as well as references to relevant PCT Articles or Rules. The Calculator is available free of charge on PatentScope. |
| Improved understanding by the International Bureau of the needs and IP strategies of the top PCT applicants worldwide. | Regular contacts established with the 50 top PCT applicants worldwide at the policy level | | Significant efforts are being made to establish regular contacts with top PCT applicants, through bilateral meetings and attendance at conferences where those applicants are represented or congregate. The Outreach and User Relations Section within the PCT Legal Division was created in March 2007, with a mandate to assist in the establishment of these contacts and the creation of resources, which will be useful to PCT users. |
| State-of-the-art internal management policies and practices. | Five new policies or practices introduced | | During the biennium, Terms of Reference (TOR) for short-term employees and consultants were created and processed, management of staffing and administrative matters was streamlined and a tracking system and database for budget control purposes was created. Moreover, the compilation and updating of job descriptions of all staff in posts within the Program is nearing completion. |
| Actual Expenditure in Sfr '000 | | | 148,921 |

Resource information for Program 16 for 2006-2007

154. This is the largest Program. It represents 29 per cent and about 37 per cent of WIPO's actual expenditure and headcount respectively.

155. The actual expenditure for non-personnel costs was 37.8 per cent higher than initially planned. The reason for this increased expenditure level was as follows:

156. In the summer of 2005, after the 2006-2007 budget had already been prepared by the Secretariat and reviewed by the Program and Budget Committee, a strategic decision was taken to outsource translation work as opposed to hiring more staff to cope with the workload in-house. The impact of this was that the non-personnel costs had to be substantially increased over the initial budget approved by the Assemblies in 2005.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 121,699 | | 117,539 | | 96.6 |
| Non-personnel | 22,776 | | 31,382 | | 137.8 |
| Total | 144,445 | 153,116 | 148,921 | 106 | 103.1 |
| Posts | 337 | | 343 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 1 | | 1 | |
| Director Grade (D) | 5 | | 1 | (4) |
| Professional Staff (P) | 125 | 14 | 128 | 3 |
| General Service Staff (G) | 206 | 13 | 213 | 7 |
| Total staff | 337 | 27 | 343 | 6 |
| Headcount classification | | | | |
| Posts | | | 328 | |
| Short-term employees | | | 109 | |
| SSAs | | | *22 | |
| Consultants | | | 5 | |
| Total headcount | | | 464 | |

* This figure comprises nine Headquarters-based SSAs and 13 external SSAs.

PROGRAM 17: PCT Reform

OBJECTIVE

To further modernize, improve and strengthen further the PCT system to ensure that the system continues to meet the needs of applicants and all Offices, irrespective of size, and of third parties, resulting in greater reliance on the system and hence less work duplication.

Target
Met

157. Work continued to be carried out in relation to the improvement of the legal and procedural framework of the PCT, in line with the objectives of PCT reform set out by the PCT Union Assembly, including simplifying and streamlining of procedures, reducing costs for applicants, maintaining balance between workload of PCT authorities and quality of services provided, aligning PCT provisions with those of the Patent Law Treaty (PLT), and ensuring that the system works to the advantage of all Offices, irrespective of their size.

158. Based on the preparatory work by the Working Group at its ninth session in May 2007, the PCT Union Assembly in October 2007 approved proposed amendments to the PCT Regulations relating to the introduction of a new system of supplementary international searches, which will give applicants the option to request, in addition to the “main” international search, one or more supplementary searches to be carried out by International Authorities, other than the International Searching Authority that carries out the main international search. The PCT Assembly also adopted minor amendments to the PCT Regulations relating to the use of results of earlier searches, the restoration of right of priority by receiving Offices and international applications considered withdrawn. In addition to these matters, the PCT Assembly further adopted amendments to the PCT Regulations to include two more languages, Korean and Portuguese, as “languages of publication” under the PCT, permitting the processing of international applications filed in these languages to be completed without requiring translations during the international phase, and appointed the Brazilian National Institute of Industrial Property and the Indian Patent Office as International Searching and Preliminary Examining Authorities, bringing the number of those Authorities under the PCT to 15, and re-appointed all 13 existing Authorities for a further period of 10 years.

159. The PCT Assembly also decided that, with the adoption of the above amendments, the work of both the Committee on Reform of the PCT and the Working Group on Reform of the PCT had been completed and that the mandate of both bodies had come to an end. However, recognizing that there would be an ongoing need for ensuring that the system remained responsive to the needs of applicants and Offices, it approved a proposal to convene, should the need arise to consider a matter which required submission to the PCT Assembly, a new Working Group to do preparatory work rather than submitting the matter straight to the Assembly.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|-------------|---|
| Simplified and improved procedures relating to the filing and processing of international applications. | Adoption by the PCT Assembly of amendments to the PCT Regulations regarding the restoration of the right of priority, remedies where parts are missing and rectification of obvious mistakes. | | <p>Amendments to the PCT Regulations concerning restoration of the right of priority, remedies where elements or parts of an international application are missing and rectification of obvious mistakes were adopted by the PCT Assembly (already in October 2005) and have been in force since April 1, 2007.</p> <p>Further minor amendments to the PCT Regulations concerning the use of results of earlier searches, the restoration of the right of priority by receiving Offices and international applications considered withdrawn were adopted by the PCT Assembly in October 2007 with effect from July 1, 2008.</p> |
| | Feedback from applicants | | Appreciation expressed by representatives of user groups in both the Working Group and PCT Union Assembly for the PCT reform related work of the Secretariat. |
| | Feedback from Offices | | Unanimous adoption by the PCT Union Assembly of amendments of PCT Regulations based on preparatory work by the Working Group. Appreciation expressed by Member States in both the Working Group and PCT Union Assembly for the PCT reform-related work of the Secretariat. |
| New value-added services and more useful products available under the PCT system. | Adoption by the PCT Assembly of amendments to the PCT Regulations concerning supplementary international searches, central recording of changes, signature requirements, and international publication in multiple languages | | <p>Amendments to the PCT Regulations concerning the introduction of a new system of supplementary international searches were adopted by the PCT Assembly in October 2007 with effect from January 1, 2009.</p> <p>With respect to proposed amendments to the PCT Regulations concerning central recording of changes by the International Bureau with effect for the national as well as the international phase of the PCT procedure, the Working Group decided (already in May 2005) not to consider those proposals further.</p> <p>Proposed amendments to the PCT Regulations in respect of signature requirements continue to be under consideration.</p> <p>With respect to proposed amendments to the PCT Regulations concerning publication of international applications in multiple languages, the PCT Assembly, at its October 2007 session, noted that the Working Group had agreed at its eighth session on the text of an appropriate set of proposed amendments to the Regulations, but that, at the ninth session of the Working Group, there continued to remain a divergence of opinion among its members as to how to proceed with that text.</p> <p>Amendments to the PCT Regulations concerning the inclusion of two more languages, Korean and Portuguese, as “languages of publication” under the</p> |

| | | |
|---------------------------------------|--------------------------|---|
| | | PCT, were adopted by the PCT Assembly in October 2007 with effect from January 1, 2009. |
| | | In October 2007, the PCT Assembly appointed the Brazilian National Institute of Industrial Property and the Indian Patent Office as International Searching and Preliminary Examining Authorities, bringing the number of those Authorities under the PCT to 15, and re-appointed all 13 existing Authorities for a further period of 10 years. |
| | Feedback from applicants | Appreciation expressed by representatives of user groups in both the Working Group and PCT Union Assembly for the PCT reform-related work of the Secretariat. |
| | Feedback from Offices | Appreciation expressed by Member States in both the Working Group and PCT Union Assembly for the PCT reform-related work of the Secretariat. |
| Actual expenditure in Sfr '000 | | 2,261 |

Resource information for Program 17 for 2006-2007

160. Program 17 constitutes 0.44 per cent of the Organization's actual expenditure and operates with 0.32 per cent of the total headcount. By the end of 2007, about 98 per cent of the initial budget was utilized by the Program.

161. The initial budget for 2006-2007 took into account the convening of a total of four sessions of the Working Group and/or the Committee on Reform of the PCT (two per year). During the 2005 session, the Assembly approved the 2006 work program which envisaged holding two sessions of the Working Group in 2006 (reference documents: PCT/A/34/6, paragraph 8, and PCT/A/34/1, paragraph 22); however, only one session of the Working Group was convened that year.

162. At its 2006 session, the Assembly approved the 2007 work program which envisaged holding only one session of the Working Group on Reform of the PCT (reference documents: PCT/A/35/7, paragraph 6, and PCT/A/35/1, paragraph 21). This session took place in April 2007.

163. This resulted in the under-spending of the corresponding projected costs.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,831 | | 1,909 | | 104.3 |
| Non-personnel | 470 | | 352 | | 74.9 |
| Total | 2,301 | 2,339 | 2,261 | 101.7 | 98.3 |
| Posts | 4 | | 4 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 2 | | 2 | |
| General Service Staff (G) | 1 | | 1 | |
| Total staff | 4 | | 4 | |
| Headcount classification | | | | |
| Posts | | | 4 | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 4 | |

PROGRAM 18: Madrid, The Hague and Lisbon Registration Systems

OBJECTIVE

To maintain efficient and cost effective administration of the international registration systems and to promote their development and use.

Target
Met

The Madrid System

164. Activities under the Madrid system continued to increase significantly during the biennium. The International Bureau received, indexed and allowed entry into the examination phase for 76,433 international applications (an increase of 13,379 or 21 per cent over the previous year). It recorded, notified and published a total of 75,695 international registrations (an increase of 19,147 or 33.8 per cent over the previous year). The International Bureau also processed (i.e. received, examined, recorded, notified and published) 32,683 renewals (an increase of 17,842 or 120.2 per cent over the previous biennium); 23,583 subsequent designations (an increase of 12,360 or 110.1 per cent over the previous biennium); and 155,931 other changes to existing registrations (an increase of 41,352 or 36 per cent over the previous biennium). In addition, 480,674 refusals and related documents, as received from Offices of Contracting Parties (i.e., grants of protection, final decisions following a refusal, invalidations and extensions of the time-limit for refusals based on opposition), were processed by the International Bureau (an increase of 173,205 or 17.6 per cent over the previous year). These were the highest totals ever in any given biennium to date.

165. The International Bureau continued its efforts to prevent backlogs and reduce pendency time in the processing of international applications and other requests for recording in the International Register. Where, at the end of 2005, there was a backlog of 4,748 files (i.e., 2,148 international applications and 2,600 requests for the recording of modifications), these figures were reduced gradually throughout 2006. In 2007, the International Bureau commenced a reorganization of the internal operational structure of the International Trademark Registry with a view to handling the increasing workload more efficiently and coping with emerging backlogs more expeditiously. Thus, a pilot project was launched, as a first step towards the new structure envisaged, with multi-task teams of examiners. Eventually, all examiners should be trained so as to enable them to deal with all types of incoming documents, not just one type, as is currently the case. Although this pilot project, initially, caused the reduction in the existing backlog to stagnate, the enhanced efficiency of processing international applications from their receipt by the International Bureau up to their recording in the International Register as well as of processing modifications started to pay off towards the end of the reporting period. By the end of 2007, this backlog amounted to 4,268 files (i.e., 545 international applications, 919 requests for subsequent designation and 2,804 other requests for modification).

166. Furthermore, the processing time – which, at the end of 2005, in respect of international applications containing no irregularities still amounted to some 10 weeks from their receipt by the International Bureau; some eight weeks in respect of subsequent designations and some seven weeks for modifications – was reduced during the reporting period and amounted, at the end of 2007, to about 5.5 weeks in respect of international applications; seven weeks in respect of subsequent designations; and six weeks in respect of other modifications respectively.

167. There were also decelerating factors, such as the increased number of applications filed with simultaneous requests for limitation and the on-going development of an internal classification database. However, once ready, this database will enable examiners to process applications more expeditiously.

168. The review of working procedures under the Madrid System, initiated in 2005, was intensified and a start was made with the introduction of a more precise system for the monitoring of productivity. The development of examination guidelines in the form of a manual was also initiated. Since July 2007, a monthly newsletter is circulated to staff for the purpose of communicating new developments and internal changes more efficiently.

169. The ROMARIN database was improved and a number of new search facilities were added to its interface as from September 2006. In addition, online access to ROMARIN became free-of-charge as from January 2007.

170. WIPO continued to encourage Offices of Madrid Member States to engage more and more in electronic communication of documents under the Madrid procedures with the International Bureau. By the end of 2006, the Offices of six Contracting Parties were regularly transmitting international applications electronically to the International Bureau. These represent some 33 per cent of the applications received by the International Bureau in 2006 and 34 per cent in 2007. In addition, in 2006, some Offices were using electronic means for the transmission of refusals (four), statements of grant of protection (two) or modifications (four). Vice versa, the number of Offices to which the International Bureau sends Madrid notifications in electronic form had increased to 48 by the end of 2007 (four more than at the end of the previous year). Six of these Offices had agreed, by the end of 2007, to receive these notifications exclusively by electronic means.

171. In April 2006, an e-renewal facility was opened on the Madrid website for online renewal of international marks. Out of the 32,683 renewals recorded in the course of the reporting period, 11,542 were made by means of the e-renewal system. Moreover, in 2007, 67 per cent more renewals were made electronically than in 2006. In addition, the International Bureau ensured that the payment of fees for continuations of effect in respect of Montenegro could be made electronically.

172. In November 2007, the Madrid Union Assembly approved the implementation of a four-year investment program (2008-2011), aimed at generating efficiencies by modernizing the information technology (IT) infrastructure of the Madrid system. The program should allow the International Bureau to provide additional services to the Offices of Contracting Parties and the users of the Madrid system.

173. Furthermore, the Madrid website was frequently updated to publish or notify news about the Madrid System, including the publication of the Madrid Newsletter.

The Hague System

174. The number of international registrations under the Hague System in 2006 and 2007 was 2,290, compared to 2,550 in the previous biennium (a decrease of 10 per cent). The number of designs contained in these registrations was 20 per cent lower than in the previous biennium. The number of renewals of international registrations was 8,094, compared to

7,477 in the previous biennium (an increase of 7.6 per cent). The number of designs contained in these registrations was 7.5 per cent more than in the previous biennium. The number of modifications to international registrations was 5,879 compared to 5,597 in the previous biennium (an increase of five per cent).

175. In November 2007, the Hague Union Assembly approved the implementation of a four-year investment program (2008-2011), aimed at generating efficiencies by modernizing the information technology (IT) infrastructure of the Hague system (see also above under Madrid).

The Lisbon System

176. During the reporting period, 17 new appellations of origin were recorded in the International Register and notified to member countries. None was cancelled. As a result, the total number of appellations of origin registered under the Lisbon System and notified to Lisbon Union Members increased from 867 to 884 by the end of 2007 and the total number of those still in force by that date from 793 to 810. The number of changes to data concerning registered appellations of origin that were recorded in the International Register and notified to member countries was five. In addition, the existing stock of registered appellations of origin was notified to the Islamic Republic of Iran, Montenegro and Nicaragua at the time of their accession to the Lisbon Agreement. The number of refusals (partial or total) that was recorded was 41 – not including a relatively large number of refusals received in December 2007, which were still being processed at the end of 2007. The number of withdrawals (total or partial) of refusals that was recorded was 13. The number of invalidations that was recorded was 5.

177. The electronic database of appellations of origin registered under the Lisbon Agreement (“Lisbon Express”), made available online at the beginning of 2005, was expanded in the course of 2006 with information concerning refusals as recorded in the International Register. Further expansion of the database with more details concerning registered data is in preparation, including statistics such as those published in the Lisbon Bulletin issued in July 2007, i.e., concerning breakdowns of the appellations of origin recorded in the International Register by country of origin and by year of registration; cancellations; the number of registrations in force broken down by country of origin; refusals and withdrawals of refusals; the number of invalidations notified; grounds for refusal as contained in refusal notifications; and a breakdown concerning the product coverage of international registrations.

Development and promotion of international registration systems

178. During the reporting period, membership of the Madrid Union expanded from 78 to 81 Contracting Parties. Moreover, two Members of the Madrid Union acceded to the Madrid Protocol, thus reducing the number of Madrid Union Members bound only by the Agreement to seven. The accumulated number of Contracting Parties to the three Acts of the Hague Agreement increased from 42 to 48.

179. The International Bureau continued its activities to promote awareness and expand knowledge of the Madrid and Hague Systems and their effective use, in particular through the organization of seminars and training programs aimed at trademark practitioners and national Offices, often in cooperation with national Offices, IGOs or NGOs .

180. WIPO also continued to organize seminars in Geneva for the private sector (trademark owners and IP agents) and national industrial property Offices on the procedures of and recent developments regarding the Madrid and Hague Systems. In addition, it organized a forum on the Madrid System for the diplomatic community in Geneva, in May 2006.

181. Advisory missions and meetings were organized for the benefit of users and potential users of the Madrid System in 50 Member States, and regional seminars were held in Bahrain, China, Egypt, Kenya and Uzbekistan. For the benefit of users and potential users of the Hague System, WIPO organized national events in Brazil, Burkina Faso, Cameroon, China, Croatia, Estonia, France, India, Indonesia, Italy, Morocco, Paraguay, South Africa, Spain and the United States of America, and regional seminars in Bulgaria and Uzbekistan. For the benefit of users and potential users of the Lisbon Agreement for the Protection of Appellations of Origin and their International Registration, WIPO organized events in China, the Dominican Republic, Hungary, Nicaragua, Peru and Poland.

182. In order to improve the WIPO public website and make it more user-friendly, a Trademark Gateway was created to link all existing trademark-related web pages to facilitate access to information on trademarks, including the Madrid website.

183. In January 2006, an amendment to the Common Regulations under the Madrid Agreement and Protocol came into force to provide for a reduction in the amount of the basic fee payable in connection with the international registration of a mark under the Madrid System for applicants originating from least-developed country members of the Madrid Union.

184. Also in 2006, a meeting of the Ad hoc Working Group on the Legal Development of the Madrid System was convened to make recommendations to the Madrid Union Assembly concerning the review of the refusal procedure and the safeguard clause envisaged in the Madrid Protocol, and possible amendments to the Common Regulations under the Madrid Agreement and Protocol. Based on these recommendations, the Assembly of the Madrid Union adopted, in October 2006, an amendment to the Protocol (with respect to the refusal procedure) and a number of amendments to the Common Regulations.

185. Furthermore, in April 2007, further amendments to the Common Regulations under the Madrid Agreement and Protocol came into force, notably provisions introducing more freedom in the appointment of representatives before the International Bureau and greater certainty in relation to replacement of an earlier national or regional mark under Article 4bis of the Agreement or the Protocol.

186. Further meetings of the Ad hoc Working Group took place in January/February 2007 and May 2007, to consider proposals for a review of the safeguard clause established under Article 9sexies of the Madrid Protocol, possible amendments to the Common Regulations under the Madrid Agreement and Protocol, and matters concerning the future legal development of the Madrid System. Based on the recommendations of the Ad hoc Working Group, the Madrid Union Assembly undertook, in November 2007, a review of the safeguard clause and decided to repeal the safeguard clause with effect as from September 1, 2008. The Assembly also adopted a number of amendments to the Common Regulations, including changes consequential to the repeal of the safeguard clause, changes introducing a full trilingual regime under the Madrid system, and a change in the amounts of the supplementary and complementary fees from 73 to 100 Swiss francs. All these changes would also come

into effect on September 1, 2008. The Assembly further decided to amend the Common Regulations, effective as from January 1, 2008, through the introduction of a new rule to deal with a change to the applicable treaty, so as to provide greater legal certainty in situations where the treaty originally governing a designation could no longer apply.

187. Following the recommendations made by the Ad hoc Working Group, the Madrid Union Assembly also decided to give the Working Group on the Legal Development an ongoing mandate to consider other issues relating to the legal development of the Madrid System, so as to ensure the continued enhancement of that System.

188. Based on the outcome of an informal consultative meeting, held in May 2007, the Assembly of the Hague Union adopted, in November 2007, a revision of the fee structure under the Hague Agreement, consisting of: (a) a reduction in the amount of the fees payable in connection with an international application for applicants originating from least-developed country Members of the Hague Union; (b) the introduction of a three-level structure for the standard designation fee, reflecting the different levels of examination carried out amongst the Offices of Hague Union Members; and (c) a simplification of the publication fee. These changes entered into force as from January 1, 2008.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED | | |
|---|---|---|--|--|------------------|
| Increased use of the Madrid System | Applications for international trademark registration and renewals received and processed as follows: | | Achieved results have exceeded expectations. | | |
| | | 2006 | 2007 | <u>Madrid System 2006-2007 statistics:</u> | 2006-2007 |
| | International applications | 34,400 | 35,400 | International registrations: | 75,695 |
| | Renewals: | 13,700 | 14,200 | Renewals: | 32,683 |
| | Total: | 48,100 | 49,600 | Total (registrations and renewals): | 108,378 |
| | Subsequent designations | 11,000 | 11,500 | Subsequent designations: | 23,583 |
| | Other changes: | 68,700 | 72,100 | Other changes: | 155,931 |
| | Refusals and related notifications | 166,200 | 174,500 | Refusals and related notifications: | 480,674 |
| | Increased use of the Hague System | Applications for international industrial design registration and renewals received and processed | | Expected results were very close to achieving the targets. | |
| | | 2006 | 2007 | <u>Hague System 2006-2007 statistics:</u> | 2006-2007 |
| International applications: | | 1,500 | 1,600 | International registrations: | 2,290 |
| Renewals: | | 3,700 | 3,800 | Renewals: | 8,094 |
| Total: | | 5,200 | 5,400 | Total (registrations and renewals): | 10,382 |
| Total number of designs contained in the Applications | | 9,500 | 10,000 | Total number of designs contained in the applications | 12,528 |
| Changes: | | 2,800 | 3,000 | Changes: | 5,879 |
| Swift, reliable and | Timeless of registration and other | | Under the <u>Madrid System</u> , the average | | |

| | | |
|---|--|--|
| <p>cost-effective processing of transactions under the international registration systems</p> | | <p>recordings</p> <p>time required for the processing of international applications containing no irregularities up to the recording of the corresponding registration was about 7.7 weeks after their receipt by the International Bureau. The average processing time for subsequent designations and other modifications was about 7.5 and 6.5 weeks respectively. However, by the end of the year, these figures were 5.5, 7 and 6 weeks respectively.</p> <p>Under the Hague System, the average processing time for the recording of an international registration was 22 days and for the recording of changes to existing registrations 10 days.</p> |
| <p>Efficiency gains in the processing of Madrid and Hague applications.</p> | | <p>Compared to the previous biennium, under the Madrid System:</p> <ul style="list-style-type: none">– The number of international registrations recorded in the biennium increased by 33.8 per cent, while the examination capacity in numbers of man-days increased by 15.8 per cent – a 23.8 per cent increase of productivity achieved as a result of the streamlining of internal procedures.– The number of subsequent designations recorded increased by 110.1 per cent and the number of other changes by 36 per cent, while the examination capacity in numbers of man-days increased by 16.4 per cent.– The number of refusals and related notifications recorded in the International Register increased by 17.6 per cent, while the examination capacity in numbers of man-days increased by 17.2 per cent. <p>Under the Hague System the comparative figures were as follows:</p> <ul style="list-style-type: none">– The International Bureau recorded 2,290 registrations in the biennium (a decrease of 10 per cent); 5,879 modifications (an increase of five per cent); and 8,094 renewals (an increase of 7.6 per cent), while the number of staff involved in the handling of the relevant applications remained unchanged. <p>Under both Systems, in relation to all the above activities:</p> <ul style="list-style-type: none">– Despite an increase in the volume of incoming communications and notifications dispatched – 13.2 and 0.5 per cent respectively – |

| | | |
|---|--|---|
| | | <p>economies concerning the functional support capacity (i.e., mail receipt and indexation, data entry, scanning and notification) were achieved through increased automation and the outsourcing of part of the work, in particular data entry of incoming communications; translation capacity increased by 10 per cent – thus, it was possible to cope with the increased workload and to accelerate the preparation of a trilingual database which, once finalized, will allow for a reduction in translation costs in the future.</p> <p>– Also in this respect, economies were achieved through the outsourcing of part of the work.</p> |
| <p>Increased international coverage of the Madrid and Hague Systems.</p> | | <p>New Contracting Parties to the Madrid Protocol.</p> <p>Seven States (Azerbaijan, Botswana, Montenegro, Oman, San Marino, Viet Nam and Uzbekistan) became parties to the Madrid Protocol. At the end of 2007, the Madrid Protocol had 74 Contracting Parties. At the end of 2007, of the 81 members of the Madrid Union, (80 States and one IGO), 50 were bound by both the Agreement and the Protocol, seven were bound by the Agreement only and 24 were bound by the Protocol only.</p> |
| | | <p>New contracting parties to the 1999 Act of the Hague Agreement.</p> <p>Five States (Albania, Armenia, Botswana, France and the Former Yugoslav Republic of Macedonia) became parties to the 1999 Act of the Hague Agreement. At the end of 2007, the 1999 Act had 24 Contracting Parties. In addition, the European Community deposited its instrument of accession to the 1999 Act on September 24, 2007 (entry into effect on January 1, 2008). Three other States (Albania, Mali and Montenegro) became parties to the 1960 Act. At the end of 2007, the 1960 Act had 34 Contracting Parties. The Holy See denounced the 1934 Act on August 4, 2006 (entry into effect on August 4, 2007). At the end of the biennium, the 1934 Act had 14 Contracting Parties.</p> |
| <p>Improved legal framework for obtaining protection of rights registered under the international registration systems.</p> | | <p>Adoption by the Madrid Union Assembly of amended provisions to the Common Regulations and the Madrid Protocol.</p> <p>On January 1, 2006, an amendment to the Common Regulations under the Madrid Agreement and Protocol came into force providing for a reduction in the amount of the basic fee payable by applicants originating from least developed country members of the Madrid Union in connection with the international registration of a mark under the Madrid System. On October 3, 2006, the Madrid Union Assembly adopted an amendment to</p> |

| | |
|---------------------------------------|--|
| | <p>Article 5 of the Madrid Protocol and an interpretative statement whereby the Assembly is allowed to keep under review the refusal procedure established under the Protocol.</p> <p>On October 3, 2006, the Madrid Union Assembly adopted amendments to the Common Regulations under the Madrid Agreement and Protocol. Some amendments with immediate effect extended the procedure of continuation in case of State succession to rights acquired under the Protocol. Other amendments entered into force in April 2007, notably introducing greater freedom in the appointment of representatives before the International Bureau and greater legal certainty in relation to replacement under Article 4bis of the Agreement and the Protocol. In November 2007, the Assembly of the Madrid Union adopted an amendment to Article 9sexies of the Madrid Protocol (effective September 1, 2008), which will provide that, henceforth, in the relations between countries bound by both the Madrid Agreement and the Madrid Protocol, the Protocol will apply instead of the Agreement. On that occasion, the Madrid Union Assembly also adopted a number of amendments to the Common Regulations, notably for the introduction of a full trilingual regime and an increase in the amount of the standard designation fees from 75 to 100 Swiss francs. In addition, the Assembly adopted a new rule (effective January 1, 2008), to deal with a change to the applicable treaty, so as to provide greater legal certainty in situations where the treaty originally governing a designation could no longer apply.</p> |
| Actual expenditure in Sfr '000 | 44,607 |

Resource information for Program 18 for 2006-2007

189. Program 18 represents 8.6 per cent and approximately 12 per cent of WIPO's total expenditure and headcount respectively.

190. Due to the increase in demand forecast under the Madrid System, a total of 13 additional flexibility posts were initially allocated to Program 18. The additional flexibility posts consist of examiners and translators. Owing to the skills and language combination required to deal with these applications, it was not possible for the Secretariat to continue to absorb additional workload in the Madrid System simply through the redeployment of existing staff. However, during the biennium not all flexibility posts were actually filled. By the end of the biennium, of the total 113 allocated posts (100 under regular budget and 13 flexibility post) only 109 were actually filled. The four remaining flexibility posts were only

approved in 2008. Furthermore, it should be noted that not all flexibility post were financed throughout the biennium, while the available budget was in fact only charged for part of the period – in some cases only for a few months.

191. Despite an increase in the volume of incoming communications and notifications dispatched, economies concerning the functional support capacity were achieved by increased automation and by the outsourcing of part of the work, in particular data entry of incoming communications; translation capacity also increased by 10 per cent – thus, it was possible to cope with the increased workload and to accelerate the preparation of a trilingual database which, once finalized, will allow for a reduction in translation costs in the future. Also in this respect, economies were achieved through the outsourcing of part of the work.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (total expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 33,710 | | 37,224 | | 110.4 |
| Non-personnel | 8,239 | | 7,383 | | 89.6 |
| Total | 41,949 | 44,962 | 44,607 | 107.2 | 106.3 |
| Posts | 100 | | 113 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 1 | | 1 | |
| Director Grade (D) | 3 | | 2 | (1) |
| Professional Staff (P) | 37 | 6 | 40 | 3 |
| General Service Staff (G) | 59 | 7 | 70 | 11 |
| Total staff | 100 | 13 | 113* | 13** |
| Headcount classification | | | | |
| Posts | | | 106 | |
| Short-term employees | | | 19 | |
| SSAs | | | 24 | |
| Consultants | | | 2 | |
| Total headcount | | | 151 | |

* By the end of December 2007, only 109 out of 113 posts were filled (see paragraph 190).

** Of the additional 13 flexibility posts only 9 were actually filled. The four missing were not approved until well into 2008.

PROGRAM 19: Classification and IP Standards Service

OBJECTIVE

To increase the efficiency of the use of IP information and documentation by IP Offices, applicants and the general public worldwide.

**Target
Met**

192. The development of Program 19 in 2006-2007 was based on the action points established in the Program and Budget Document for the 2006-2007 biennium for Program 19 and work was carried out to achieve the main objective of the Program i.e. to increase the efficiency of the use of industrial property (IP) information and documentation by IP Offices, applicants and the general public worldwide. However, activities under the former Program 19.2 (Patent and Technical Information) are not included in this document, since these activities have been transferred to the Patent Information and IP Statistics Service.

193. With regard to the International Patent Classification (IPC), the new revision procedures for the core and advanced levels were implemented. Some adjustments were made to the working procedure of the Subcommittee for the Advanced Level so as better to coordinate the revision of the advanced and core levels of the IPC. Four sessions of the Subcommittee for the Advanced Level took place. 270 amendments to the advanced level were approved and published in new regular versions of the advanced level. These versions were successfully published on time and entered into force every three months between January 1, 2007 and January 1, 2008.

194. Three sessions of the IPC Committee of Experts took place. 1,350 amendments to the core level of the IPC were adopted following the new procedure that will be published later this year, with a view to their entry into force in the new edition of the core level that will be introduced on January 1, 2009. A new reclassification procedure was adopted, where wider participation of patent offices in the reclassification process has been achieved.

195. Four sessions of the IPC Revision Working Group took place, where the above amendments and improvements to the core level of the IPC were approved, in particular relating to the implementation of new features of the IPC reform. Approximately 90 training examples were developed, with detailed instructions on their classification, which will be used for training in the use of the reformed IPC. Definitions of 50 subclasses were also approved.

196. The following missions took place in order to familiarize examiners, other patent professionals and users of patent information with the features of the reformed IPC:

- INPI, Argentina, with participation of examiners from Uruguay and Paraguay;
- OAPI, Yaoundé, in cooperation with EPO, with participation of officers from Tunisia, Algeria, Morocco and Madagascar;
- Estonian Patent Office;

- Ukrainian Industrial Property Institute;
- AGM users working group for electronic media in Berlin (2006 and 2007);
- PDG IMPACT meetings (2006 and 2007);
- PCT roving seminars in several cities in China (one seminar in 2006 and two in 2007);
- ARIPO, Harare, in cooperation with EPO, with participation of officers from Egypt, Ethiopia, Ghana, Jordan, Kenya, Madagascar, Mozambique, Namibia, Nigeria, South Africa, Zambia and Zimbabwe;
- Patinfo seminar, Illmenau;
- EPIC conference in Riga;
- Seminar for Latin American patent examiners at WIPO (2006 and 2007)

197. With regard to WIPO IP standards and documentation, two sessions of the SCIT Standards and Documentation Working Group (SDWG), took place in 2006 and 2007. The SDWG continued its progress regarding the proposal on an application number prototype format for all industrial property rights (i.e., revision of WIPO Standards ST.10/C and ST.13). The SDWG considered three surveys: the first concerning the presentation of application numbers in the notification of the first filing and in the certificate of priority of patent applications, the second on the formats for figurative elements of marks; and the third on the status of correction procedures in patent offices (i.e., implementation of WIPO Standard ST.50). With regard to the latter, the SDWG approved the conclusions and proposals resulting from the survey, which were published on the Internet along with the survey. The SDWG created a task to prepare a revision of WIPO Standard ST.22, concerning the optical character recognition (OCR) of patent applications. Two revisions of WIPO Standard ST.3, an update of the Appendix to WIPO Standard ST.10/C, and Appendix 1 to WIPO Standard ST.14, as well as an update of the PCT minimum documentation – List of Periodicals to be used for search and examination, were carried out and published on WIPO's website. A new example of WIPO Standard ST.36 data, concerning the eXtensible Markup Language (XML) standard for patents, was also published on WIPO's website. The SDWG adopted a new WIPO Standard ST.66, concerning the XML for trademarks, and the revision of WIPO Standard ST.3 (two-letter codes). The SDWG approved the publication of revised definitions and new examples of patent families in the *WIPO Handbook on Industrial Property Information and Documentation* (WIPO Handbook). The SDWG also approved the results of a revised survey concerning the presentation of application numbers in the notification of the first filing and in the certificate of priority of patent applications. The SDWG continued its progress regarding an application number prototype format for all industrial property rights (i.e., WIPO Standards ST.10/C and ST.13). The SDWG agreed to defer the revision of WIPO Standard ST.22, concerning the optical character recognition of patent applications, in order to ensure its harmonization with the Trilateral Common Application Format project. In addition, the SDWG considered two reports concerning the inclusion, in databases, of information about the entry and non-entry into the national (regional) phase of published PCT international applications; the SDWG supported the proposal by the IB to obtain further information on non-entry practices.

198. Two additional SDWG Task Forces were established, one for preparing a new XML standard for the electronic processing and exchange of trademark data, and the other for the revision of WIPO Standard ST.22. The work of 10 SDWG Task Forces was coordinated, eight of which were led by the International Bureau (IB). The new contents of the WIPO *Handbook on Industrial Property Information and Documentation* (English version), including a revised Glossary of Terms, were made available on WIPO's website, and enhanced throughout the year for testing and comments by the Renewal of the WIPO Handbook Task Force. Work on the French and Spanish versions was also initiated.

199. The IB published the new and revised WIPO Standards, surveys and other results referred to above on the Internet. The SDWG noted the progress regarding the new web area of the WIPO Handbook prepared by the IB, according to the contents and guidelines adopted by the SDWG in November 2004.

200. Following the invitation by the International Bureau, 93 Annual Technical Reports on patent, trademark and industrial design information activities (ATRs) for 2005 and 89 ATRs for 2006 were prepared by IP offices and subsequently processed and published on the WIPO website. The online ATR Management System and the Guidelines for preparing the ATRs using said system were updated and improved. A web-based survey was carried out in order to clarify the objectives of the ATRs, as well as target users and their requirements.

201. The following missions took place to prepare proposals regarding WIPO Standards and to enhance awareness and use thereof: OHIM (1), PDG IMPACT (4) and Trilateral WIPO Standards Working Group (1).

202. Within the framework of the WIPO IP Information Services for Developing Countries program (WPIS), in 2006-2007 WIPO processed, with the assistance of donor countries, 2,508 state-of-the-art search requests from developing countries, including 457 requests for search and examination reports on patent applications under the International Cooperation for the Search and Examination of Inventions (ICSEI) program. Most of the requests were submitted by Argentina, Chile, Costa Rica, El Salvador, Mexico, Jordan, Morocco, Syria and Viet Nam.

203. 1,262 online search requests were received from developing countries and the International Bureau performed respective online searches. Copies of patent documents were delivered at the request of a number of developing countries.

204. WIPO organized a series of seminars, training sessions, lectures and workshops in several industrialized and developing countries, attended by representatives from universities, industrial associations, inventors' associations, SMEs, chambers of commerce and industry, and staff of industrial property offices, at which presentations were made on WIPO industrial property information services, innovation, entrepreneurship, access to patent information, online databases and economic development through the transfer of technology and creation of SMEs. The presentations included WIPO's successful experiences on these matters. Such activities were organized in Argentina, Bahrain, Belgium (College of Europe), Belize, Benin, Burundi, Bhutan, Cambodia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Ethiopia, Guatemala, Italy (in the framework of WIPO's Academy session at the University of Turin), Jordan, Mexico, Mozambique, Nicaragua, Panama, Peru, Rwanda, Syria and Trinidad and Tobago. Overall, more than 6,000 people took part in these activities.

205. With regard to the information technology (IT) operations and support for the activities under Program 19, after the entry into force of the reformed IPC on January 1, 2006, IT operations and support for the IPC focused on the preparation of the first revision of the advanced level of the IPC using RIPCIS, the IPC revision management system, in particular on the preparation of IPC master files and implementation of quality control procedures. Preparatory work for providing access to RIPCIS for IPC Member States was also initiated. In view of the expected acceleration of the IPC revision, IT automation efforts were devoted to reducing the delay for the preparation of reformed IPC publications from two months to one week, thus allowing for the timely publication of advanced level revisions and some of its associated products. In this way, all new versions of the advanced level were published on time, despite the shortage of resources.

206. IT support was provided to Trilateral Offices through the development of a new WIKI platform to facilitate discussions on the harmonization of their patent classification systems, possibly resulting in new revision proposals for the IPC. New procedures and a website were created to centralize all data communications at WIPO in relation to the reclassification of patent collections associated with each IPC revision. Implementation scenarios were also prepared for more automated procedures on this website and for the provision of IT assistance to the IPC revision process through the clustering-based techniques for the analysis of patent collections, with a view to suggesting future IPC revision changes. Similar scenarios were also developed for an automated procedure for reclassification of patent documents in different languages. However, owing once again to a shortage of human resources these techniques could not be further developed.

207. A feasibility analysis for a Chinese version of the IPC categorization assistance system IPCCAT was performed, and a prototype demonstrated to the IPC Member States during the 38th session of the IPC Committee of Experts. For the purpose of the terminology database, alignment of the EN, FR, DE, RU, JP and CN versions of the IPC was created in XML format.

208. In the framework of the cooperation between WIPO and the Spanish Patent and Trademark Office (OEPM), IT support was provided for the publication and maintenance of the Spanish version of the reformed IPC, which ensured its publication in Spanish in January 2006. A first version of a translation assistance toolkit was developed in this framework and delivered with appropriate training to OEPM. Subsequently, ES-IPC8-CL, a CD-ROM containing the core level of the IPC in Spanish, was developed for use in small and medium-sized IP offices. Like the Spanish CD-ROM version of the IPCCAT, ES-IPC8-CL was distributed to all Spanish-speaking IP offices in Latin America. Strengthening of IPCCAT in Spanish for bulk submission of queries over the Internet and bringing it in compliance with the reformed IPC were completed for delivery in 2007. All advanced level IPC versions were published in Spanish by the IT support section. However, because of the vacancy of a post of consultant, the 2007.10 version was published with a delay of three months. Since then new versions of the IPC in Spanish have been published on time.

209. Support was offered to the Netherlands Patent Office (PO) in order to develop a Dutch version of the natural language search in the IPC (TACSY). Further assistance was also offered to the Portuguese PO for the development of the IPC in Portuguese and contacts were made with the Polish and Greek patent offices for similar purposes.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|--|
| Enhanced ease of use of IPDL databases | Adoption of recommended standards for IPDL data contents and formats. | | In 2006, a prototype of the Search Guidance IPDL was produced, providing assistance to examiners of IP Offices in the choice of documentation when conducting an international search (<i>sub-program 19.2, in charge of this activity, ceased to exist in 2007</i>). |
| Improved and consistent access to databases containing scientific and technical literature | All PCT International Searching Authorities regularly use the databases containing scientific and technical literature. | | In 2006, the PCT International Authorities used the databases providing access to the non-patent literature part of the PCT minimum documentation, where 13 traditional knowledge periodicals had been added (<i>sub-program 19.2, in charge of this activity, ceased to exist in 2007</i>). |
| Broad use of the reformed IPC by IP Offices. | All IP Offices using the current edition of the IPC (about 100 as of December 2004) are effectively applying the reformed IPC | | An overwhelming majority of offices apply the reformed IPC. 58 offices regularly submit electronic data to the Master Classification Database (MCD). These data represent the quasi-totality of world patent documentation. |
| Efficient functioning of the new IPC revision procedure. | Increase in the number of entries and other amendments introduced in the eighth edition of the IPC | | 1,350 amendments have been introduced in the core level of the eighth edition of the IPC and 270 amendments in the advanced level, in the framework of the new IPC revision procedure. |
| More consistent and efficient documentation, dissemination, exchange, sharing and retrieval of IP information. | New WIPO Standards and revisions to existing WIPO Standards adopted by the SCIT Standards and Documentation Working Group (SDWG): | | <p>The SDWG adopted four revisions of WIPO Standards, a new example of WIPO Standard ST.36 data, a survey concerning WIPO Standard ST.50 (“Correction Procedures”) and approved revision of a list of periodicals under the PCT minimum documentation and revision of Glossary of Terms concerning IP information and documentation.</p> <p>The SDWG adopted one new WIPO Standard and the revision of one WIPO Standard, and approved the revision of the Glossary of Terms concerning IP information and documentation. Two surveys were completed and published, one survey concerning WIPO Standard ST.10/C (representation of application numbers), and another survey concerning the Annual Technical Reports.</p> |
| Enhanced awareness of activities carried out by IP Offices worldwide. | The number of Annual Technical Reports on patent, trademark and industrial design activities made available on WIPO’s website | | 182 Annual Technical Reports on patent, trademark and industrial design activities have been published on WIPO’s website. |

| | | | |
|---|---|--|--|
| Timely electronic publication of the advanced level of the RIPC. | Publication of new versions of the advanced level of the RIPC within the timeframe prescribed by the IPC revision procedure | | The first new version of the IPC advanced level (IPC 2007.01) was published as scheduled on October 5, 2006, and entered into force on January 1, 2007. The following versions were published as scheduled and entered into force on October 1, 2007 and January 1, 2008. |
| Enhanced facilities for using CLAIMS categorizations and natural language search in the RIPC. | Three additional working RIPC languages supported by CLAIMS categorization and by natural language search in the RIPC | | The IPC categorizer in Spanish and the IPC natural language search system in English and French have been brought into compliance with the reformed IPC. Feasibility analysis and prototyping of the IPC categorizer in Chinese have been completed. Owing to the bankruptcy of the company responsible for the maintenance of the categorizer its English and French versions have not been brought into compliance with the reformed IPC. |
| Improved access to IP information and increased use of WIPO industrial property information services. | Online search tools available developed in cooperation with KIPO and JPO | | WIPO and some users are testing these search tools. The JPO tools are mainly used for the provision of Japanese patent documentation. |
| | 10 per cent increase in searches carried out by WIPO and partner organizations per year | | 2,508 state-of-the-art search requests from developing countries, including 457 requests for search and examination reports on patent applications under the ICSEI (International Cooperation for the Search and Examination of Inventions) program have been processed in 2006-2007 (212 ICSEI in 2005). 1,262 online search requests were received from developing countries and the International Bureau performed respective online searches. |
| Actual expenditure in Sfr '000 | | | 6,154 |

Resource information for Program 19 for 2006-2007

210. Program 19 constitutes 1.2 per cent of the Organization's actual expenditure and operates with 1.5 per cent of the total headcount. By the end of 2007, the Program utilized some 112.7 per cent of its initial budget.

211. During the biennium, this Program was supposed to receive additional resources for both personnel and non-personnel costs, with the objective of implementing certain essential activities which had been postponed until then. It was necessary to re-enforce IT support for IPC and IP Standards operations and particularly the automation of some tasks relating to more frequent publication of the IPC after the entry into force of the IPC reform (i.e. quarterly instead of once every five years), development of tools for assistance in the preparation of national versions of the IPC, additional maintenance of the publication of the

IPC in Spanish and implementation of an information system for standards and documentation services.

212. However, due to the lack of adequate human resources under IT support and in the IPC section for most of 2007, it was not possible to carry out all the tasks envisaged above, either internally or through the outsourcing of IT services. Therefore, some of the non-personnel financial resources were not exploited and the implementation of the tasks described in the previous paragraph was delayed.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 5,028 | | 5,630 | | 112,0 |
| Non-personnel | 431 | | 524 | | 121,6 |
| Total | 5,459 | 6,636 | 6,154 | 121,6 | 112,7 |
| Posts | 15 | | 19 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | *8 | | **10 | 2 |
| General Service Staff (G) | *7 | | 9 | 2 |
| Total staff | *15 | | **19 | 4 |
| Headcount classification | | | | |
| Posts | | | 18 | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | 1 | |
| Total headcount | | | 19 | |

* Initially approved were nine professional staff and eight general service staff totaling 17 and not 15, as presented in the table above. Furthermore, one consultant and one short-term employee were budgeted for as part of the initial approved budget.

** By the end of 2007, there were on board a total of nine professional staff and not ten as indicated in the table above.

PROGRAM 20: International Classification in the Field of Trademarks and Industrial Designs

OBJECTIVE

To enhance the administration of the international trademark and design systems.

Target Met

213. During the period under review, the most recent editions of the Nice and Vienna Classifications (ninth and sixth editions, respectively) were published on paper and electronically, in English and French. The electronic publication, NIVILO: CLASS, containing the latest editions of the Nice, Vienna and Locarno Classifications, was made available on CD-ROM and on the Internet. The on-line version of NIVILO: CLASS is a dynamic web publication, which introduces navigation and search possibilities. It is highly user-friendly and constitutes a significant improvement on the previous version.

214. The first part of the in-house preparations for the publication of the new (ninth) edition of the Locarno Classification was concluded, reflecting all the changes to the previous edition adopted by the Committee of Experts of the Locarno Union in November 2005 and October 2007.

215. In the course of the biennium, the number of countries parties to the Nice, Vienna and Locarno Agreements increased, while the total number of countries actually applying those classifications remained stable.

216. In addition, by giving advice on the classification of some 7,500 indications of goods and services, the Program made a large contribution to the development of an electronic classification and translation tool for use by WIPO in the administration of the Madrid system, and possibly by the public in the future.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|-------------|---|
| Updated and improved international classifications. | Adoption of new entries and amendments to the Nice, Vienna and Locarno Classifications | | <ul style="list-style-type: none"> - The Committee of Experts of the Vienna Union adopted 46 amendments and additions to the Vienna Classification out of 60 proposals submitted. - The Committee of Experts of the Locarno Union adopted 63 amendments and additions to the Locarno Classification out of 83 proposals submitted. - The Preparatory Working Group of the Committee of Experts of the Nice Union recommended the adoption of 89 amendments and additions to the Nice Classification out of 229 proposals examined. |
| | Publication of new editions of the Nice and Vienna Classifications | | The ninth edition of the Nice Classification and the sixth edition of the Vienna Classification, in English and French, were published on paper, CD-ROM and the Internet. 340 modifications were introduced in the new edition of the Nice Classification and forty-six in the new edition of the Vienna Classification. Copies of the paper and CD-ROM publications have been mailed to the countries of the Paris Union. |
| | Preparation of a new | | A document containing the amendments and additions |

| | | |
|---|---|--|
| <p>edition of the Locarno and Vienna Classification</p> | | <p>to the eighth edition of the Locarno Classification in English and French, as adopted by the Committee of Experts of the Locarno Union in 2005 and 2007, has been prepared and transmitted to the external contractor that will update the electronic database for the publication of the ninth edition.</p> |
| <p>Wider acceptance and more effective use of the international classifications</p> | <p>New Contracting Parties to the Classification Agreements</p> | <ul style="list-style-type: none"> – Four States (Argentina, Malaysia, Montenegro and Turkmenistan) acceded to the Nice Agreement, bringing the overall number of Contracting Parties to 82 by the end of 2007. – Three States (Croatia, Malaysia and Turkmenistan) acceded to the Vienna Agreement, bringing the overall number of Contracting Parties to 24 by the end of 2007. – Four States (Armenia, Montenegro, Turkmenistan and Uzbekistan) acceded to the Locarno Agreement, bringing the overall number of Contracting Parties to 49 by the end of 2007. |
| | <p>Increase in the number of countries applying the latest version of the international classifications</p> | <p>The Secretariat has provided support to a number of national Offices for the translation of the latest versions of the three classifications into various national languages, which is an indicator for an increase in the number of countries using the latest versions of those classifications.</p> |
| <p>Actual Expenditure in Sfr '000</p> | | <p>829</p> |

Resource information for Program 20 for 2006-2007

217. Program 20 constitutes 0.16 per cent of the Organization's actual expenditure and operates with 0.16 per cent of the total headcount. By the end of 2007, some 65 per cent of the initial budget was utilized by the Program.

218. During the reporting period, the initial budget (comprising personnel and non-personnel costs) was reduced by approximately 34 per cent, which was essentially due to the transfer of one professional staff member from Program 20, without that staff member being replaced. This meant that the number of staff was reduced from the initial plan of three (including two professional staff) to two.

219. Nevertheless, the Program fully delivered all expected results, utilizing non-personnel resources that exceeded the initial budget for 2006-2007, but which remained within the limits set by the adjusted budget for non-personnel costs. Expenditures for non-personnel costs essentially related to the holding of three Member States expert meetings, i.e., the Committees of Experts under the Locarno and Vienna Unions, and one Preparatory Working Group under the Nice Union, as well as the publication of the Ninth Edition of the Nice Classification and the Sixth Edition of the Vienna Classification in hard copy, and the NIVILO Class CD-ROM versions 2.0 and 2.1.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,209 | | 750 | | 62.0 |
| Non-personnel | 61 | | 79 | | 129.5 |
| Total | 1,270 | 843 | 829 | 66.4 | 65.3 |
| Posts | 3 | | 2 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | 2 | | 1 | (1) |
| General Service Staff (G) | 1 | | 1 | |
| Total staff | 3 | | 2 | (1) |
| Headcount classification | | | | |
| Posts | | | | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 2 | |

PROGRAM 21: Arbitration and Mediation Services and Domain Names Policies and Procedures

OBJECTIVE

To enhance IP protection through the resolution of IP disputes by arbitration and mediation, and to enhance the legal framework for the protection of IP in the Internet Domain Name System.

**Target
Met**

Arbitration and Mediation Services

220. Requiring international, neutral and efficient dispute solutions, transactions such as cross-border licenses or technology transfer agreements lend themselves to the parties' inclusion of clauses providing for the submission of disputes to mediation and arbitration under WIPO-administered rules. The WIPO Arbitration and Mediation Center witnessed a further increase in arbitration and mediation cases, for example in relation to patent licensing, patent infringement, technology collaboration, art marketing and settlement agreements relating to previous IP litigation. In administering such cases, the Center works to ensure that its services are time and cost effective for parties, in the face of the increasing complexity and rapid evolution of the technological, business and legal conditions underlying IP and disputes arising in relation thereto. Examples of such conditions include the collaborative basis on which much IP is created, which can give rise to multiparty disputes, and the increasingly dynamic cycle of innovation and commercialization, which puts a premium on the timely conclusion of related disputes.

221. An illustration of the Center's commitment to the efficiency of its dispute resolution procedures is the WIPO Electronic Case Facility (WIPO ECAF). This WIPO-developed case management tool, which is accessible from any location at any time, allows parties and neutrals to file, store and retrieve case submissions in a secure web-based electronic docket. The parties in some of the more complex of the Center's new cases successfully opted to use WIPO ECAF, a customized version of which was further used for 35 disputes under the Jury procedure of the America's Cup high-tech yachting competition.

222. In addition to its case work, the Center continued to promote awareness in industry and among professionals of the potential appropriateness of alternatives to court litigation for resolving IP disputes. This resource function involves permanent dialogue with IP owners and users, for example through the production and dissemination of new brochures, web guidance, presentations and replies to queries. A related component of the Center's work was its organization of six fully booked sessions of its workshops for arbitrators and mediators in IP disputes.

Domain Name Policies and Procedures

223. The Center's tasks as the leading Internet domain name dispute resolution provider are increasingly subject to the highly dynamic evolution of the domain name registration environment. The core policy administered by the Center is the Uniform Domain Name Dispute Resolution Policy (UDRP), which applies principally to .com, .net and .org, as well as to a number of more recently introduced generic top-level domains (gTLDs). The Center received 3,979 such cases, an increase of 51 per cent compared to 2004-2005, for a total of

12,334 such cases administered by the Center since the UDRP took effect in 1999. The number of WIPO party countries grew from 127 to 143. The filing and resolution of these cases was facilitated by the Center's organization of two Panelists Meetings and two domain name workshops, as well as the Center's regular updating of its online Legal Index, among other resources provided. The Center also drafted start-up dispute policies for the new .mobi and .Asia gTLDs. The explosive growth of the Domain Name System encompasses not only registrations in gTLDs, but also in country code top-level domains (ccTLDs). In addition to giving policy input to a number of ccTLD registries, the Center was appointed as dispute resolution service provider in relation to the .co (Colombia), .es (Spain), .lc (Saint Lucia), .ma (Morocco), .me (Montenegro), .nr (Nauru) and .pe (Peru) domains, bringing to 53 the number of ccTLDs for which WIPO provides such services.

224. In the context of its domain name policy activities, the Center continued to represent WIPO in its discussions with the Internet Corporation for Assigned Names and Numbers (ICANN) and its various constituencies. In addition to follow-up on the recommendations made by the WIPO Member States in connection with the Second WIPO Internet Domain Name Process, this concerned discussion of the IP aspects of the introduction of further gTLDs as well as a range of issues related to the optimal functioning of the UDRP mechanism.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|--|
| International and domestic IP disputes are increasingly resolved through arbitration and mediation services. | 10 per cent increase in the number of arbitration and mediation cases handled by the Center. | | 48 per cent increase in the number of arbitration and mediation cases handled by the Center |
| Effective IP protection in the gTLDs. | 200 gTLD UDRP cases resolved. | | 3,980 gTLD UDRP cases resolved. |
| | Implementation by ICANN and other relevant bodies of the recommendations and decisions by the WIPO General Assembly including issues raised by the WIPO Internet Domain Name Processes. | | Consideration by ICANN of the protection in the Domain Name System of the names and acronyms of Intergovernmental Organizations (IGOs) |
| Effective IP protection in the ccTLDs. | 140 ccTLD UDRP-based cases resolved. | | 379 ccTLD UDRP-based cases resolved. |
| | Eight more ccTLD administrators with improved design or administration of IP protection mechanisms, including dispute resolution procedures. | | 11 ccTLD administrators with improved design or administration of IP protection mechanisms, including dispute resolution procedures. |
| Actual expenditure in Sfr. '000 | | | 6,123 |

Resource information for Program 21 for 2006-2007

225. Program 21 represents 1.19 per cent of the Organization's actual expenditure and operates with 2.06 per cent of the total headcount. By the end of 2007, the Program utilized about 93.9 per cent of the initial budget.

226. The under-spending on personnel costs was due to staff departures and the fact that the corresponding posts remained vacant for sometime before staff were appointed.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 5,148 | | 4,779 | | 92.8 |
| Non-personnel | 1,371 | | 1,344 | | 98.0 |
| Total | 6,519 | 6,825 | 6,123 | 104.7 | 93.9 |
| Posts | 13 | | 13 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | - | - |
| Professional Staff (P) | 8 | | 8 | - |
| General Service Staff (G) | 5 | | 5 | - |
| Total staff | 13 | | 13 | - |
| Headcount classification | | | | |
| Posts | | | 13 | |
| Short-term employees | | | 12 | |
| SSAs | | | | |
| Consultants | | | 1 | |
| Total headcount | | | 26 | |

STRATEGIC GOAL FIVE: GREATER EFFICIENCY OF MANAGEMENT AND ADMINISTRATIVE SUPPORT PROCESSES WITHIN WIPO

PROGRAM 22: Direction and Executive Management

OBJECTIVE

To assist the Director General in the effective and efficient management of WIPO's programs and responsiveness to the global IP challenges, and to assist and advise the Director General, the constituent organs of the Member States and the Secretariat on legal, administrative and constitutional matters, and to ensure that WIPO complies with its internal regulations and rules and applicable law.

**Target
Met**

227. In the 2006-2007 biennium, policy coordination was strengthened, and improvements made to the efficiency and effectiveness of administrative, logistic and protocol-related support to the Director General. As a result, Member States' directives were more fully incorporated in strategic planning and policy development processes.

228. This result followed an enhanced focus on strengthening mechanisms for coordinating inputs from units dealing with policy issues, and for monitoring and following up on policy decisions taken by the Director General. Sustained attention to these issues led to improved processes for presenting policy options on substantive issues to the Director General, and for following up on implementation of policy decisions. The Senior Management Team remained an important operational element for both internal coordination and policy development. Greater use was also made of Task Forces and Working Groups within the Organization to address cross-sectoral issues.

229. These measures contributed to the adoption of a number of far reaching initiatives by Member States. In 2006, the General Assembly approved a new mechanism for the preparation and follow up of the Program and Budget Document. In addition, Member States approved measures to strengthen budgetary control and managerial processes, including, in particular, the development of a comprehensive human resources strategy, revision of a number of human resources policies, the comprehensive revision of procurement rules and procedures, and the strengthening of internal oversight. In 2007, the General Assembly approved new Financial Regulations and Rules in line with best practice in the United Nations system and other relevant international standards, as well as a comprehensive evaluation policy for the Organization. Evidence that the needs of the market sector were also being satisfactorily met during the biennium continued to be furnished by substantial growth in the use of WIPO's market oriented services.

230. As stated under the WIPO Program and Budget Document for the biennium 2006-2007, the main activity of the Office of Legal Counsel was to continue "to assist and advise the Director General, the constituent organs of the Member States and the Secretariat on legal, administrative and constitutional matters, and to ensure that WIPO complies with its internal regulations and rules and applicable law." This assistance and advice was also extended to other bodies of the Organization, mainly some internal committees and task forces dealing with specific matters as decided by the Director General.

231. In this regard, and as was the case in the previous biennium, it was an achievement for the OLC to successfully manage a significant increase in its workload involving some important and key developments in WIPO related to: (a) the activities of the Assemblies of the Member States of WIPO, including the preparation of the process for the selection of the next Director General of the Organization; (b) the contractual work of the Organization, in particular, the launching and awarding of major contracts related to the construction of the new WIPO building; and (c) the number of personnel related complaints before the WIPO Appeal Board (WAB) and the International Labor Organization Administrative Tribunal (ILOAT).

232. Of these, what was particularly time demanding and resource intensive was the OLC's participation in the preparation, launching, selection and awarding process for the selection of the main external participants in the construction of the new WIPO administrative building, i.e., the general manager of the project, the general contractor and the bank consortium, which provided the financial facility. The OLC actively participated not only in the preparatory work for the entire process, but also played a key role in the evaluation of offers that resulted from the three international bids that were launched subsequently and in the drafting and negotiation of the three separate contracts. Particular attention was given to the bank loan contract considering the lack of precedent for such kind and magnitude of financial transaction within the UN-wide system and in light of its implications on the privileges and immunities granted to WIPO under its Headquarters Agreement with the Swiss Federal Council.

233. Additional significant time was dedicated to implement the different phases following the decision of re-launching the construction of the new building, mainly regarding the different contracts to be drafted and negotiated with the architect and other WIPO subcontractors in the different fields of engineering. In addition, an OLC representative permanently participated in several internal bodies, which play a significant role in the management of the project, such as the Internal Project Monitoring Team, the Construction Committee and the Contracts Review Committee.

234. Another important development in this period was the selection and the award of a contract to PricewaterhouseCoopers, for the execution of the desk-to-desk review of WIPO, as mandated by Member States. In the run up to the award of the contract, the OLC was involved in the evaluation of the offers received from different bidders and the selection process itself. Thereafter, the OLC participated in the drafting of the service agreement, which was successfully concluded after negotiations by the Internal Project Steering Committee that was appointed by the Director General for the internal follow-up of the project and the final evaluation of the conclusions and recommendations of the study.

235. In respect of the OLC's constitutional work, adherence to the treaties and conventions administered by WIPO during the period under review as well as the requests for observer status continued to be received and were promptly attended to. In compliance with statutory requirements, all treaty related actions were notified to Member States and other relevant entities, which were published on the WIPO website. Legal inquiries concerning treaty provisions or their implementation were also received from the various operational sectors in WIPO as well as some Member States. Legal advice and opinions were accordingly provided by the OLC.

236. At the end of the reporting period, and following the decision by the Director General of WIPO to advance the process for nominating and appointing the next Director General of the Organization, the Chair of the Coordination Committee launched the said process. The OLC has provided assistance to the Chairs of the General Assembly and the Coordination Committee concerning communications to be sent to Member States in this respect and has provided advice on procedural matters, upon their request.

237. As regards its work on administrative matters, the OLC continued to provide advice to the Office of the Director General, senior management and the Human Resources Management Department (HRMD) on legal aspects of human resources issues, taxation and other administrative law matters, contributing to the good governance of the Organization. The unprecedented increase in the number of staff appeals and complaints that was experienced in 2005 continued exponentially into the 2006-2007 biennium. These involved requests to the Director General for review, disciplinary proceedings before the Joint Advisory Committee, appeals before the WAB and complaints lodged before the ILOAT. The OLC provided prompt legal support to senior management concerning these administrative cases and other related issues, thus contributing to a robust system of internal administration of justice at WIPO.

238. In addition, the OLC provided legal advice to HRMD on proposed improvements to the administration of justice at WIPO, amendments to the WIPO Staff Regulations and Staff Rules, including with respect to outside activities in accordance with a mandate given specifically to the Secretariat by the Member States. In support of the work of the Organization in the area of good governance, it also participated in a detailed review of best practices amongst UN agencies and in certain national jurisdictions relating to financial disclosure by senior officials and other staff or employees, with a view to establishing a similar system in WIPO consistent with changes which had been made to the relevant WIPO Staff Regulations and Staff Rules during the reporting period.

239. The OLC also gave legal advice and support to the Internal Audit and Oversight Division (IAOD), which has responsibility for, among others, the conduct of internal investigations, including when required in the context of alleged breaches of the WIPO Staff Regulations and Staff Rules and other rules of conduct applicable to staff members, such as the Standards of Conduct for the International Civil Service 2001.

240. The OLC has also participated in different policy and norm setting processes launched during the reporting period by the Director General, such as the Evaluation Policy, the Email Policy, and the Private Partnership Guidelines, as well as in internal Committees like the Investment Advisory Committee, the Construction Committee, the Contract Review Committee, and the Safety and Security Coordination Committee.

241. Finally, the OLC remained active in the group of Legal Advisers of the various international organizations, which is informally engaged in the process of harmonization and standardization of practice and response to common legal issues.

242. In addition to the expected results the Program undertook several activities in order to deliver timely quality advice and assistance to the Director General, the Member States and the Secretariat on a wide range of legal issues related to the work of the Organization, for instance:

- 79 new instruments of ratification or accession were received and processed, and a total of 103 notifications of treaty actions were issued in respect of WIPO administered treaties. The treaties mailing list (treaties.mail) reached the number of 6,132 subscribers while the treaties website (wipo.int/treaties) reached the number of 8,445,698 page views during the reporting period. Requests were received from 13 international non-governmental organizations and from 13 national non-governmental organizations for observer status in WIPO, all of which fulfilled the required criteria and obtained permanent observer status in WIPO. In respect of these organizations, relevant documents were prepared;
- Additional legal advice and assistance to several units within WIPO, or in reply to external requests, was provided, in respect of:
 - a. Permission to reproduce and/or translate WIPO documents in various publications;
 - b. Permission to use the WIPO emblem;
 - c. Requests for certified copies of WIPO administered treaties;
 - d. Requests for model instruments of accession and ratification of several WIPO treaties;
 - e. Preparation of notes on the advantages of accession to certain WIPO treaties;
 - f. Continuous information on the status of ratifications or accessions to the WIPO treaties;
 - g. During this period, the OLC represented the Administration in respect of an unprecedented 16 appeals to the WAB under Chapter XI of the WIPO Staff Regulations and Staff Rules (with 16 corresponding first-level appeals to the Director General), and an equally unparalleled 17 complaints to the ILOAT;
 - h. By way of comparison in respect of the ILOAT, in the prior four biennia (1998-1999, 2000-2001, 2002-2003 and 2004-2005) combined, there was an overall total of two complaints before the ILOAT during that previous eight-year period. This represents an extraordinary and explosive increase in the work of the OLC in this area over previous years;
 - i. The OLC also made submissions on behalf of the Organization in respect of a disciplinary case before the Joint Advisory Committee;
 - j. It also gave advice to the HRMD on the interpretation of various provisions of the Staff Regulations and Staff Rules, and on matters relating to relations with the host country and with respect to privileges and immunities in another country in which staff members and employees reside. In addition, the OLC proposed several changes to the procedures relating to the WAB to enhance due process, which were issued by the Director General. It also provided legal advice to

senior management on numerous other administrative law matters raised during 2006-2007;

k. Legal assistance continued to be provided regarding the different types of non-personnel related contractual activities of the Organization. In this period, the OLC received different kinds of requests (related to negotiation, revision, drafting, implementation, amendments, interpretation, early termination, etc.), regarding 162 contracts, including Memoranda of Understanding. The large number of contracts demanded from the OLC around 530 different actions, compared with the 518 actions carried out in the previous biennium;

l. The contractual legal assistance activities required the preparation and participation of the OLC in a large number of meetings, which, as foreseen, rose nearly two-fold from 271 in the previous biennium to 456 in 2006-2007. This increase is due mainly to the implementation of the decision to re-launch the new construction project and the participation of the OLC in all the preparation, evaluation and negotiation processes, which followed that decision.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| Appropriate reflection in WIPO's strategic planning, policy development and programs of the policy input and strategic direction provided by the Assemblies of the Member States, international policy trends and the needs of the market sector. | Member States' support for WIPO planning documents (Medium-term Plan and Program and Budget documents) and Program Performance Reports: | | During the 2006-2007 biennium, Member States approved the Program Performance report for the 2004-2005 biennium, noted the Program Implementation Report for the first six months of 2006, approved the Program Performance Report for 2006, and welcomed progress made on Member States' directives regarding implementation of the recommendations of the Joint Inspection Unit, and Secretariat initiatives on budgetary control and managerial processes. |
| Timely quality advice and assistance to the Director General, the Member States and the Secretariat, on a wide range of legal issues related to the work of the Organization. | Positive feedback on the appropriateness, timeliness and effectiveness of the advice provided: | | Positive feedback was received from internal and external recipients of legal advice in respect of: permission to reproduce and translate WIPO documents and to use the WIPO logo and emblems in activities organized in collaboration with third parties; requests for certified copies of WIPO-administered treaties and model instruments for accession and ratification of several WIPO treaties; preparation of notes on the advantages of accession to certain WIPO treaties; and provision of information on the status of ratifications or accessions to WIPO-administered treaties. In 2006 and 2007 the Legal Counsel represented the Organization in respect of 16 new cases presented before the WIPO Appeal Board (WAB) and 17 new cases presented before the International Labour Organization Administrative Tribunal (ILOAT). Advice was also provided internally on the interpretation of various provisions of the Staff Regulations and Staff Rules and on matters relating to the relations with the host country. Several changes to |

| | | | |
|---|--|--|---|
| | | | the procedure relating to the WAB to enhance due process were proposed to and issued by the Director General. |
| Enhanced efficiency of the Organization's depository functions, including registration and certification. | Reduction in the time for processing the notifications of adherence and other treaty actions from an average of seven days in 2005 to an average of four days: | | The time for processing the notifications of adherence and other treaty actions has been reduced from an average of almost seven days to less than four days. Adherence to the conventions and agreements administered by WIPO during the reporting period included the receipt and processing of 79 new instruments of ratification or accession and some 103 notifications of treaty actions were issued in respect to WIPO-administered treaties. Requests were received from 13 international non-governmental organizations and from 13 national non-governmental organizations for observer status with WIPO, all of which fulfilled the relevant criteria. |
| Availability of an easily accessible treaties database. | Finalization and maintenance of the treaties Database: | | A WIPO administered treaties database was concluded and became operational at the beginning of the biennium. The database is periodically updated according to the notifications received from Member States regarding each of the WIPO treaties. |
| Legally satisfactory conclusion of questions concerning contracts, construction, purchases, licenses, insurance, Funds-in-Trust and banking agreements. | Reduction of legal claims in respect of agreements between WIPO and third parties: | | During the biennium, different requests were handled in relation to negotiation, revision, drafting, implementation, amendments, interpretation and early termination regarding 177 contracts, representing an increase of 24 per cent over the previous biennium. |
| | Satisfactory performance of the Organization vis-à-vis its legal obligations: | | Positive feedback was received regarding the performance of the Organization regarding its legal obligations. In the reporting period, just one dispute was raised against the Organization, which was dismissed by the competent authority. |
| Actual Expenditure in Sfr '000 | | | 12,442 |

Resource information for Program 22 for 2006-2007

243. The Program of Direction and Executive Management accounts for 2.42 per cent of WIPO's actual expenditure and 2.46 per cent of the total headcount. By the end of 2007, the Program registered a utilization budget level of some 89 per cent. Approximately 10 per cent of the initial budget was reduced as part of the budget adjustment process that took place during the implementation period and resulted in reductions of non-personnel costs.

244. On the personnel cost, two staff members of OLC switched from 100 per cent to 80 per cent activity rate. The OLC demands for increased personnel were not fully met, and the workload continues to far outpace personnel resources. Due to the dramatically increased workload, several missions and other planned external activities had to be cancelled or postponed, which partly explains the under-expenditure of the non-personnel budget.

245. Under-expenditure of the non-personnel budget did not affect program implementation in any significant manner.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual Expenditure (Excluding 6% allocation for provisions) | Remaining Initial budget after adjustment | Utilization (actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 12,545 | | 11,737 | | 93.6 |
| Non-personnel | 1,432 | | 705 | | 49.2 |
| Total | 13,977 | 12,616 | 12,442 | 90.3 | 89.0 |
| Posts | 26 | | 29 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | 2 | | 1 | (1) |
| Director Grade (D) | 7 | | 3 | (4) |
| Professional Staff (P) | 13 | | 17 | 4 |
| General Service Staff (G) | 4 | | 8 | 4 |
| Total staff | 26 | | 29 | 3 |
| Headcount classification | | | | |
| Posts | | | 28 | |
| Short-term employees | | | 3 | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | 31 | |

PROGRAM 23: Budget Control and Resource Mobilization

OBJECTIVE

To ensure sound budgetary control and management and cost-effectiveness, and to develop a strategy for extra-budgetary resources mobilization for WIPO activities, in particular for technical cooperation.

**Partly
Met**

246. During the period under review, the work of this Program was greatly influenced by the growth in the income sectors, multiple management reform initiatives, the development of a new mechanism for the preparation and follow-up of the Program and Budget (in 2006), the development of the Proposed Program and Budget 2008-2009 and the Revised Budget 2006-2007 (in 2007) in accordance with the transition mechanism for the preparation and follow-up of the Program and Budget, the development of the new Financial Regulations and Rules (FRR), which were adopted by the WIPO Assemblies in 2007, and the preparation, planning and execution of the Desk-to-Desk Assessment project.

247. During 2006, efforts focused, in particular, on the preparation of the Financial Management Report for the 2004-2005 biennium. In addition, several internal systems, processes, procedures and controls were reviewed in order to strengthen these and lay a more robust foundation for the preparation of the 2008-2009 Program and Budget and the Revised Budget for 2006-2007. This review resulted in several improvements, including the establishment of a data warehouse for personnel and personnel cost, the establishment of improved tools and checklists for expenditure certification (including Funds-in-Trust), and the implementation of a set of standard reports for the monitoring of expenditure and delivery.

248. As a follow up to the recommendations of the Joint Inspection Unit (JIU) (document JIU/REP/2005/1), a report on progress made in respect of the implementation of the JIU recommendations since the 2005 Assemblies (document A/42/10) was submitted to the WIPO Assemblies in 2006, together with a report (document A/42/11) outlining initiatives undertaken by the Secretariat to strengthen budgetary control and managerial processes. Furthermore, preparations for the recommended Desk-to-Desk Assessment of WIPO's human and financial resources were completed according to plan and a contract was awarded to the selected external firm in December 2006. Member States were updated on the progress of the Desk-to-Desk Assessment in the informal session of the Program and Budget Committee (PBC) in December 2006.

249. During 2007, efforts focused, in particular, on the preparation of the proposed Program and Budget 2008-2009 and the preparation of the revised Budget 2006-2007 on the basis of the new mechanism for the preparation and follow-up of the Program and Budget Document. This implied the preparation of the Director General's Outline for the Program and Budget Document for 2008-2009, supported by a mid-term financial scenario and based on the Member States' responses to the Director General's questionnaire, as well as holding of two formal sessions of the PBC. In addition, efforts were continued to review and strengthen several internal systems, processes, procedures and controls. These efforts resulted in several improvements including a review and improvement of procedures for the allocation and centralized management and follow up of personnel costs, the establishment of more reliable standard costs for personnel resources, system improvements in respect of post and staffing

table control, improved reporting on posts, drafting of a post management policy and improved reporting from the financial system of record for the monitoring of Funds-in-Trust expenditure.

250. Following the request of the WIPO Assemblies in 2006, a comprehensive revision of the Organization's FRR was undertaken. These were based on best practices and standards within the United Nations system of international organizations. The new FRR were submitted to two sessions of the PBC and two sessions of the Audit Committee. Informal consultations were held to obtain inputs from the Internal and External Auditors. The WIPO Member States adopted the new FRR in September 2007, for entry into force on January 1, 2008. Intensive preparatory work for the implementation of the new FRR was commenced.

251. Furthermore, in 2007, the Program developed a comprehensive proposal on the implementation of an ERP system in WIPO, which was submitted, to the PBC and the General Assembly in September 2007. Early preparatory tasks with respect to the adoption of IPSAS were also undertaken.

252. The Program served as a focal point for the execution of the Desk-to-Desk Assessment of WIPO's human and financial resources, which was completed according to plan in June 2007. The Final Report and the Secretariat's comments were submitted to Member States for their consideration in September 2007. The Program furthermore contributed to the follow up on the Desk-to-Desk Assessment project by providing a framework for the Organization Improvement Program.

253. In addition, a more proactive strategy for extra budgetary resource mobilization for WIPO activities, in particular, for technical co-operation activities, was developed. In this respect, an Organization-wide comprehensive survey of existing extra budgetary resource support to WIPO (including in-kind contributions and cost-sharing arrangements) was conducted, providing a basis for the extra budgetary resource mobilization strategy currently being developed. With a view to improving internal coordination of approaches to donors and to mobilization of resources, the extra budgetary Resources Section was transferred to the Coordination Sector for External Relations, Industry, Communication and Outreach.

254. Input was also provided, as required, for all sessions of the Audit Committee held during 2006 and 2007.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| More efficient budgeting and use of WIPO's resources. | Progress on efficiency targets set out in the Program and Budget document (reported on in quarterly financial reports to senior management and the regular program performance reports to Member States): | | Please see Summary Program Performance Report for 2006-2007 (document WO/PBC/13/3 (a) paragraphs 17 – 21).. |
| | No remarks in the biennium from the External Auditor or the | | N/A in 2006. |

| | | |
|--|---|--|
| Internal Auditor concerning budget control and budget management practices: | | |
| An increase in the availability of extra budgetary resources for WIPO program activities, in particular technical cooperation. | Additional extra budgetary funding schemes under negotiation as agreed: | Four new donor agreements (Finland, US, EU/Sri Lanka, Republic of Korea (Copyright)) were concluded since the preparation of the Program and Budget Document 2006-2007 (Publication No. 360E/PB0607, Table X). In addition, the IGC Voluntary Fund obtained additional funding from France and Sweden. |
| Actual Expenditure in Sfr '000 | | 5,289 |

Resource information for Program 23 for 2006-2007

255. The total headcount for the Program was 8 (0.63 per cent) as at end December 2007, which consisted of 7 filled posts and one SLC. The Program also accounts for 1.03 per cent of the Organization's actual expenditure.

256. Actual personnel expenditures exceeded the Initial Budget by about 17 per cent. This was due to (i) ICSC adjustments effecting personnel expenditures, which had not been foreseen in the Initial Budget; and (ii) the cost of flexibility posts (2 allocated, 1 filled as at end December 2007) in the Program, which were also not included in the Initial Budget. Non-personnel expenditures exceeded the Initial Budget by 46 per cent due to expenditures which were not foreseen in the Initial Budget (desk-to-desk assessment, Audit Committee, additional sessions of the PBC).

257. Transfers of financial resources were effected over the course of the biennium to address these additional resource requirements, and the Adjusted Budget for the Program (please also refer to the tables and narrative included in the Financial Management Report 2006-2007) totaled 5,323 thousand Swiss francs. The transfer of 193 thousand Swiss francs related to additional personnel resources allocated on the basis of the Flexibility Formula (2 flexibility posts were allocated to the Program in 2007), and 617 thousand Swiss francs related to other transfers under the regular budget (from Unallocated to Program 23) to enable the Program to address the additional resource requirements for activities which had not been foreseen in the Initial Budget. The Adjusted Budget reflects these transfers.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 3,311 | | 3,534 | | 106.7 |
| Non-personnel | 1,202 | | 1,755 | | 146.0 |
| Total | 4,513 | 5,323 | 5,289 | 117.9 | 117.2 |
| Posts | 10 | | 9 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 7 | 2 | 5 | (2) |
| General Service Staff (G) | 2 | | 3 | 1 |
| Total staff | 10 | 2 | 9 | (1) |
| Headcount classification | | | | |
| Posts | | | | |
| Short-term Employees | | | 1 | |
| SSAs | | | | |
| Consultants | | | | |
| Total Headcount | | | 8 | |

PROGRAM 24: Internal Oversight

OBJECTIVE

To enhance the relevance, effectiveness, efficiency, accountability and integrity of the Organization's operations and activities.

Partly
Met

258. During the period the Internal Audit and Oversight Division (IAOD) has continued to contribute to WIPO's efforts to be accountable, transparent, well managed, and deliver relevant operations, activities and services which provide good value for money. IAOD does this by providing independent and expert advice, assurance and information to WIPO management. Lack of human resources for internal oversight continued to be a challenge and presented the main risk to achievement of the program objective.

259. A key outcome for IAOD was the approval of the WIPO Evaluation Policy by the Director General, which was also provided to the 43rd General Assembly for their information. The WIPO Internal Audit Charter was updated in 2007 following consultations with the Program and Budget Committee and the Audit Committee. The changes to the Internal Audit Charter were approved by the 43rd General Assembly and have been incorporated into the WIPO Financial Regulations and Rules. Work also continued on the development of manuals and procedures for internal audit and investigations.

260. The IAOD provided secretarial support to the Audit Committee and attended the Committee's meetings as required. IAOD collected information from Program Managers on activities carried out by the various programs to implement internal and external oversight recommendations and this was provided to the Director General and the Audit Committee. IAOD provided the Director General and the Audit Committee with a detailed internal audit work plan and audit strategy for 2008, based on a full risk assessment and an analysis of audit needs. This analysis forecast needs for high priority internal audit work of some 4.9 person years. Detailed work plans for evaluation, investigation and inspection will be prepared in 2008 when staff for these other specialist functions are in place. The Director General and the Audit Committee was also provided with the IAOD Program Plan and Budget for 2008-2009 and high level plans for all IAOD functions for 2007. Quarterly activity reports are prepared for the Director General and copied to the Audit Committee to ensure proper oversight of IOAD activities. A Summary Annual Report for IAOD was also presented to the 43rd General Assembly.

261. During the period three internal audits were started and two fully completed, four investigation cases were finalized and 3 cases were started and were ongoing at the end of 2007. No evaluations were started. The Program Performance Report (PPR) for 2004-2005 was presented to the 42nd General Assembly and the PPR for 2006 was presented to the 43rd General Assembly. IAOD also contributed expertise and commitment in 2007 to further developing WIPO results and performance based management processes and WIPO's program narratives set out in the Program Budget for 2008-2009.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|--|
| Full compliance, by the Organization, with WIPO's regulations, rules and procedures: | External and Internal Auditors' recommendations are fully implemented: | | All oversight recommendations required to be implemented by WIPO management are monitored and systematically followed up by the Audit Committee and the Internal Auditor, as required by the Audit Committee Terms of Reference and the Internal Audit Charter. Internal Audit formally reports the results of the follow-up annually to the Director General and the General Assembly. The Audit Committee considers the implementation of oversight recommendations every six months and reports accordingly. As at the end of 2007, 54 audit recommendations were implemented and 12 partially implemented. |
| | WIPO Evaluation Policy is approved internally and presented to Member States: | | A WIPO Evaluation Policy was approved by the Director General and presented to the General Assembly in 2007. |
| | An evaluation plan outlining major evaluations to be conducted is approved and implemented: | | An Evaluation Section work plan was prepared based on a high level assessment of risk and need for 2007. A detailed Evaluation Section work plan will be developed in 2008 once staff have been recruited for the Evaluation Section. |
| Evaluation is integrated into WIPO's results-based management system: | A mechanism for the dissemination of lessons learned and follow-up of recommendations is approved and implemented: | | Dissemination of lessons learned and the importance of follow-up is set out in the WIPO Evaluation Policy and will be part of the Evaluation Section work plan. |
| | Evaluation components are added to the planning and monitoring phases of 50 per cent of new WIPO's projects, including funds-in-trust: | | The adding of evaluation components to new WIPO projects, including funds-in-trust, is progressing on an ad-hoc basis. Evaluation has been recognized as an important element of the WIPO Development Agenda. |
| Stronger in-house commitment to, and skills for, evaluation: | Member States note an increased focus on outcomes in WIPO Program Performance Reports: | | The Program Performance Report for 2006 was considered by Member States at the Program and Budget Committee Session in June 2007 and the 43 rd General Assembly. Suggestions for fuller reporting of resources used by Program and Strategic Objective were suggested by Member States and have been incorporated into this Program Performance Report together with better analysis and reporting of activities and use of resources. |
| A streamlined investigation framework is in place: | All audit reports recommending an investigation are duly followed-up: | | Audit report recommendations for investigations were followed up. |
| Actual Expenditure in Sfr '000 | | | 1,627 |

Resource information for Program 24 for 2006-2007

262. Program 24 uses 0.32 per cent WIPO's total expenditure and has 0.3 per cent of the headcount.

263. During the 2006-2007 biennium approved posts were filled for a total of 75 months against an original post allocation of 120 months. The IAOD General Service post was transferred to the Audit Committee and the Office of the Director General as a consequence of the Committee's request that IAOD not continue to be responsible for directly supporting the Committee because the Committee had accountability and transparency concerns regarding IAOD doing this work. The actual expenditure was lower than originally planned due to lower activity levels because of the overall shortage of staff in the Division; and a delay at the end of 2007 in engaging two short-term expert internal audit staff for a specific audit, which was subsequently started in early 2008.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 1,383 | | 1,374 | | 99.3 |
| Non-personnel | 398 | | 253 | | 63.6 |
| Total | 1,781 | 1,798 | 1,627 | 101.0 | 91.4 |
| Posts | 5 | | 4 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 3 | | 3 | |
| General Service Staff (G) | 1 | | - | (1) |
| Total Staff | 5 | | 4 | (1) |
| Headcount classification | | | | |
| Posts | | | 2 | |
| Short-term Employees | | | *1 | |
| SSAs | | | **1 | |
| Consultants | | | | |
| Total Headcount | | | 4 | |

* This represents two months of a six month short term contracted general service person, which started in November 2007.

** Seven contracts were let in the period for oversight experts for specific tasks for a combined total of some six months.

PROGRAM 25: Human Resources Management Department (HRMD)

OBJECTIVE

To provide efficient and cost-effective management of human resources.

**Partly
Met**

264. The Human resources services comprise the following program operation units: engagements, entitlements and classification, social security and staff welfare, and staff development.

265. The desk-to-desk needs assessment of the human and financial resources of the Organization was undertaken in the first semester of 2007 by the external contractor, PricewaterhouseCoopers (PwC). In its final report, PwC supported the broad thrust of the preliminary draft Human Resources Strategy that had been prepared in 2006 and recommended it for adoption by Member States. The HR Strategy, updated as appropriate to take into account recommendations from PwC, and including a high-level implementation plan, was duly presented to Member States in September 2007.

266. To improve the focus on the implementation of the HR strategy, the Human Resources Management Department was restructured and consists now of the Director's Office and the following units: Human Resources Engagement and Development Section, Human Resources Administrative Section, Social Security Section, Human Resources Technical Coordination Section and the Staff Welfare Unit. In addition, one General Service part-time staff member continues to be assigned to the Staff Council Secretariat.

267. These changes are not reflected in the following presentation, which is based on the approved Program and Budget Document 2006-2007.

Engagements Section

268. During the 2006-2007 biennium, the levels of recruitment increased in relation to the preceding biennium, mainly due to the application of the flexibility clause in the PCT and the Trademarks areas. During the period under review, 89 posts were filled, of which 51 in the professional and higher categories and 38 in the general services category. As a point of comparison, 50 staff members were appointed in the 2004-2005 biennium. Appointments to posts were made exclusively through competitions in 2006-2007, as the practice of direct recruitment was discontinued. The vast majority of the appointments in the general services category (34) concerned the regularization of former short-term employees. A total of 126 temporary employees joined the Organization, including 15 Consultants, 26 holders of Special Labor Contracts, 43 Special Service Agreements, 25 short-term translators and 17 general service short-term employees. In terms of achieving expected results, the length of time between the issuance of the vacancy notice to the appointment of the candidate was in average approximately 23 weeks and efforts have been made to further reduce it. New appointments were gender balanced and geographical distribution of staff was ensured (all regions represented).

269. Of the 89 new recruits in 2006-2007, six were Junior Professional Officers. During 2006-2007, 122 competitions were announced covering 86 professional or higher posts and

36 General Service posts, and some 7,021 job applications of different kinds were received and processed. Fifty-eight interns were employed under the WIPO ad hoc internship program. Approximately 1,150 contract extensions for temporary employees were processed, which was a significant reduction over previous years following the introduction in October 2005 of contracts of 51 weeks duration for general service short-term employees who have worked for the Organization for five years or more. New provisions were introduced for general service short-term employees, including language allowance, annual salary increases within grade (steps), financial contribution towards training costs and breaks in service of seven calendar days (as opposed to nine calendar days as applied previously).

Staff Benefits and Welfare

270. Stabilization in the number of regular staff and employees in the Organization during the biennium 2006-2007 has made it possible to consolidate the actively level in the Entitlements and Classification Section. Staff members have received their entitlements in a timely and satisfactory manner. The existing computerized on-line information system has been enhanced and more electronic forms for leave approval and registration were introduced, making them easier accessible to Program Managers and supervisors and facilitate planning the work of their areas taking into account the absences and contractual situation of the staff. Furthermore, detailed studies of the present flexitime system were started in 2007 and plans have been made to modify present procedures in order to allow the introduction of more flexible leave arrangements and to give the Program Managers and supervisors the main responsibility for the management of presence of staff. It is, however, planned that the management of leave entitlements will be maintained in Human Resources Management Department and the new set-up requires a better-adapted computerized system.

271. During the biennium 2006-2007, the Entitlements and Classification Section has monitored and authorized for payment 1'060 claims related to education grants; 2'983 attestations and work related certificates were prepared, including Swiss identity cards and United Nations specialized agencies "Laissez-passer" documents; 1'396 periodical performance reports were controlled and in-grade annual step increases were authorized; 1'834 claims for dependency allowances were handled; 498 rental subsidy claims (monthly average of 21) were controlled, calculated and authorized for payment.

272. The Entitlements and Classification Section has initiated and actively participated in the preparation and finalization of Information Circulars and Office Instructions related to staff administrative issues or to the internal re-organization of the International Bureau.

273. The revision of Staff classifications and classification exercises continued through the biennium for each category of posts in accordance with the standards established by the ICSC and United Nations common system.

274. At the end of December 2007, the Organization's United Joint Staff Pension Fund (UNJSPF) had 1,121 participants, including 57 staff members and employees who joined between 2006 and 2007. 72 separation cases were calculated during this period. Regarding the WIPO (closed) Pension Fund, the second step of reduction of pension's supplements, concerning 62 retired staff members, was introduced in 2006 in view of re-establishing an actuarial balance. However, in compliance with judgment of the ILO tribunal, which took place in 2007, retroactive payments from July 1, 2005 to December 2007 were done to 61 retired staff members. The group medical insurance scheme counted 3106 persons insured at the end of 2007.

275. An increased premium of 2.8 per cent was introduced in 2007 which was determined on the basis of the figures relating to medical expenses in 2006, plus an increase of 0.77 per cent to improve coverage of dental treatment and of 0.08 per cent for an increase in the coverage of expenses for search, rescue, repatriation of the body and emergency transport. The necessary was done by the Social Security Section to implement the decision to increase the professional accident coverage for the short-term employee category and for the internships as of January 1, 2007.

276. The section also managed the insurance and pension files of 321 pensioners, dealt with more than 570 loss-of-earnings claims for short-term employees as well as the calculations of the yearly premiums for three accident insurance policies. Furthermore, the Social Security Section provided insurance for participants to seminars and fellows. In this regard, a call for tender was launched for the renewal of this contract to take effect on January 1, 2008. Special efforts were made in order to better inform the staff about their pension entitlements and insurance conditions through organization of information sessions.

277. Staff member requests have significantly increased and have underscored varying issues during the biennium 2006-2007. The focus of our increase counseling activities has been to address work/life balance, extended medical leave, separation from service, and financial challenges. The Staff Welfare Unit (SWU) additionally liaised with the Swiss Mission regarding domestic employee contracts, participated in inter-agency activities on HIV having organized a widely attended World Aids Day film festival, and, registered 82 children of staff in the WIPO/ITU/UNHCR summer camp. The Unit also liaised with management for the internal transfers of 5 staff members and assisted for others, in their uncomplicated separation from service.

278. The Staff Welfare Unit assisted over 100 colleagues in securing housing and facilitating school entrance, and has expounded upon intranet information dissemination to facilitate relocation and establish realistic expectations.

279. A well-being room has been established within the SWU habitually utilized for back stretching, mind refocusing, and relaxation, particularly after extended sick leave. Relaxation/stress reduction CDs have been included for loan purposes within the SWU. External professionals have been consulted to discuss programs related to dependency issues, stress reduction/meditation classes, spousal support, coaching, and smoking cessation.

280. The Staff Welfare Unit undertook several actions in the biennium to assist staff confronting financial burdens. Liaised with the Staff Association to obtain loans, met with UNFCU management to develop creative financing schemes for outstanding loans, and, negotiated contract terms with real estate management companies.

Staff Development

281. In addition to language classes and despite the reduction in the allotment of financial resources, the Staff Development Section continues to focus on three principle areas of training, namely, management, communication, and technical training in response to specific needs. During the 2006-2007 biennium, a total of 1,334 participants benefited from language courses offered in the six official UN languages plus German and Japanese, as well as oral expression courses and proficiency preparation classes in French, English or Spanish; 82

WIPO employees sat the UN Proficiency Examinations in one of the six official languages. During the period under review, technical training for IT specialists and Microsoft software training class at UNOG for WIPO employees took place, 130 participants attended. The on-line intellectual property training conducted by the WIPO World-wide Academy was completed by 55 employees, who participated in either English or French. In addition, 428 participants attended specific management training programs notably in team building, and 196 staff members attended courses related to their professional needs.

Healthcare Service

282. The efficient management of healthcare services by the WIPO medical Service (WMS) ensured that all the healthcare requests by staff, retirees and foreign delegates as well as requests for pre-travel briefing and post-travel debriefings were satisfactorily met.

283. The healthcare provider's network established by WMS had been expanded, and as a result, staff and their family members were able to enjoy a broader access to health services at competitive rate. This also maximized the organization's cost containment policy.

284. The following actions were undertaken by the Healthcare Service:

- Providing medical care for staff, WIPO retirees, delegates and WIPO's guests as outpatient services as well as emergency care and providing pre-employment medical examinations.
- Undertaking pre-employment medicals for short-term employees;
- Creating and applying measures designed to keep healthcare costs under control, and allowing staff and WIPO to make maximum possible savings;
- Carrying out public health promotion programs, epidemiological and diagnostic studies into the health of the staff and occupational diseases, and providing advice on WIPO's healthcare policies and procedures: Vaccination staff undertaking overseas missions and providing them with medical travel kits.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|--|
| Staffing needs are met more efficiently and cost effectively, and reflect gender equity and Geographical distribution. | Geographical distribution is maintained at the Level of 2004 | | Compared to the end of 2004 when 935 regular staff represented 95 countries, 932 staff represented 98 countries at end of the biennium. The distribution of staff on the seven different geographical Regions at the end of 2007 is within the same range as in 2004. |
| | gender balance of staff is Improved: | | Higher proportion of women at senior professional and higher category levels: At the end of the biennium, the proportion of women at P-4 level and above was more or less stable compared to 2004. The percentage of female staff in the Professional and higher categories was maintained at ± 42 per cent at the end of 2007. In the same period the percentage of |

| | | | |
|--|--|--|---|
| | | | female staff in the Organization has increased from 53.6 to 53.9. |
| More efficient administration of entitlements and Classification services. | 20 per cent decrease in the number of staff inquiries concerning entitlements: | | The general decrease is estimated to be only at ± 9 per cent in the biennium. |
| Improved performance appraisal of employees. | Development of revised performance appraisal System: | | A pilot project was launched in 2006 in the PCT. Around 100 employees participated in the project and over 80 per cent evaluated it as good to very good. |
| Improve staff well-being | 30 per cent decrease in complaints of workplace-related illness | | New activities have been developed in relation to staff well being. The Entitlements and Classification developed new electronic tools that have facilitated the management of sick leave, leading to a decrease of 35 per cent of sick-leave related complaints and queries. |
| | 30 per cent decrease in sick leave. | | No progress has been reported. |
| Improved work-related conflict resolution. | The number of appeals to the WIPO Appeal Board does not increase. | | No progress has been reported. |
| | The number of appeals to the ILOAT does not increase. | | No progress has been reported. |
| | 60 per cent of cases referred to the Ombudsman are resolved using mediation or conciliation. | | Further use of informal resolution through the Office of the Ombudsman. |
| Actual Expenditure in Sfr '000 | | | 16,051 |

Resource information for Program 25 for 2006-2007

285. Program 25 represents 3.12 per cent of the Organization's actual expenditure and operates with 3.57 per cent of the total headcount. By the end of 2007, the Program utilized about 102 per cent of its initial budget.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual Expenditure (Excluding 6% allocation for provisions) | Remaining Initial budget after adjustment | Utilization (Actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 13,069 | | 14,052 | | 107.5 |
| Non-personnel | 2,656 | | 1,999 | | 75.3 |
| Total | 15,725 | 16,629 | 16,051 | 105.7 | 102.1 |
| Posts | 37 | | 38 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 17 | 1 | 17 | |
| General Service Staff (G) | 19 | | 20 | 1 |
| Total staff | 37 | 1 | 38 | 1 |
| Headcount classification | | | | |
| Posts | | | 35 | |
| Short-term Employees | | | 9 | |
| SSAs | | | 1 | |
| Consultants | | | | |
| Total Headcount | | | 45 | |

PROGRAM 26: Financial Operations

OBJECTIVE

To ensure efficient and accountable financial operations at WIPO in conformity with applicable rules and regulations.

**Partly
Met**

286. Reliable financial management continued, with accurate records kept of all income and expenditure transactions, and monthly and annual accounts maintained in accordance with the Organization's Financial Rules and Regulations. Accounts for the 2006-2007 biennium have been closed and the Financial Management Report for 2006-2007 is currently being prepared. Further to the approval, at their 42nd Session, by the Assemblies of the Member States, of the Program and Budget Committee's proposal for a new mechanism to further involve Member States in the preparation and follow up of the program and budget, the Financial Management Report for this period will be presented to the Member States at their 44th Session, in September 2008. The importance of respecting strict deadlines in the biennial closure process has therefore been even more significant.

287. Interfaces developed in the Administration Information Management System (AIMS), totaling 18 in all, have helped improve efficiency and the automation of every-day operations and exchanges with other sectors in the Organization. The upgrade to version 8.9 of the PeopleSoft software, which took approximately six months, was completed successfully.

288. The yearly distribution of the Madrid Union supplementary and complementary fees for 2006-2007, which totaled some 63.3 million Swiss francs for the period, were prepared and dispatched on time. The Madrid individual fees for the same period, processed monthly, amounted to 225 million Swiss francs. Likewise, since the ratification of the Geneva Act, fees related to The Hague Agreement continued to be processed on a monthly basis and totaled 2.9 million Swiss francs for the period.

289. The shift to the use of the electronic salary slip was successfully completed. The Electronic Travel Authorization (E-TA) was further developed in cooperation with the Travel group, General Affairs and Administration Sector, and IT technicians. A number of chosen in-house groups were selected for the testing phase, the progress made is promising and the go-live date will be determined shortly. These developments illustrate the increased automation and efficiency of every-day operations, which are a priority for the Finance Department.

290. The Investment Advisory Committee met on a regular basis. As a result of its deliberations, available funds continued to be placed with the Swiss Central Bank, which yielded an average of 2.61 per cent in 2006-2007 (as compared to an average of 1.8 per cent for term deposits with commercial banks during the same period) on 14.2 million Swiss francs for the 2006-2007 biennium.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| Enhanced efficiency of financial operations. | Improvements to the AIMS income, expenditure and budget control modules completed, including adaptation to the current evolution of activities. | | <p>Upgrade to the 8.9 People Soft AIMS system completed ahead of time for all sectors.</p> <p>Improvements to the AIMS income, expenditure and budget control modules completed.</p> <p>Mutual training sessions, “cliniques”, were set up enabling staff to train each other in small groups on any area of activity in Finance thereby improving their knowledge and technical abilities in many areas with minimal resources. Upgrade to the 8.9 People Soft AIMS system being successfully completed, efforts can concentrate on the new project for IPSAS.</p> |
| All financial operations executed with probity. | Financial operations conformed to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Rules and Regulations and the United Nations Accounting Standards. | | <p>Financial reports continued to be submitted in a timely manner.</p> <p>The setting up of a New Mechanism to Further Involve Member States in the Preparation and Follow Up of the Program and Budget lead to more timely and regular reporting, with the presentation of an Interim Financial Statement for 2006 at the 2007 Assemblies and the submission of the 2006-2007 biennial accounts to the Member States in a more timely manner than in the past.</p> <p>Monthly reports for the Hague produced in addition to the yearly data already provided.</p> <p>The backlog in the processing of Inter Office Vouchers (payments made by the United Nations Development Program on WIPO’s behalf) was absorbed.</p> <p>A consultant responsible for a number of tasks arising as a result of the planned transition, by 2010, from the current accounting and reporting system, under the United Nations System Accounting Standards (UNSAS), to the new accounting and reporting system based on the International Public Sector Accounting Standards (IPSAS) entered WIPO in November 2007.</p> |
| | Satisfactory financial report from the external auditors confirming the conformity of accounting operations with applicable regulations, rules and standards. | | No progress has been reported. |
| Investment funds are safeguarded and maximum return achieved. | Prudence observed whilst attempting to maximize returns obtained on invested funds based on the decisions of the Investment Advisory Committee (possible comparisons with commercial earnings). | | <p>Investment of funds based on the decisions of the Investment Advisory Committee who recommended investments at the <i>Banque Nationale Suisse</i> which offers particularly good rates of return on funds invested, incomparable with that of commercial banks and, furthermore, with no risk involved.</p> <p>Close regular check on the best offers proposed either by commercial banks or BNS.</p> |

| | | |
|---|---|---|
| Full transparency and accountability in the use of financial resources. | All accounting transactions fully documented and disclosed to the external auditors upon request. | Program Managers asked to sign a statement to the effect that the information provided is complete for increased accountability in the use of resources for each sector. Program Managers have a more accurate follow-up on their respective budget. |
| Actual Expenditure in Sfr '000 | | 11,979 |

Resource information for Program 26 for 2006-2007

291. Program 26 represents 2.33 per cent and 3.49 per cent of WIPO's total expenditure and headcount respectively. The Program overspent its initial budget by six per cent. The reasons for this can be found in relation to both the use of non-personnel costs and the use of human resources.

292. The greater use of the budget under non-personnel costs (+ 27 per cent) is not due to an increase of activities under the Program, or a higher cost, but is directly linked to the re-evaluation costs of all the activities implemented by WIPO. Program 26 compensated for the important losses caused by a weaker US dollars against the Swiss franc on the international market, mainly in 2007.

293. Following the increase in activities of the Organization, a greater number of Funds-in-trust and foreseeing the implementation of new projects for the following biennium, the number of staff increased through internal staff-redeployment and the creation of two new posts.

| FINANCIAL RESOURCES FOR 2006-2007 IN THOUSAND SFR | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (Actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 10,424 | | 10,907 | | 104.6 |
| Non-personnel | 841 | | 1,072 | | 127.5 |
| Total | 11,265 | 11,584 | 11,979 | 102.8 | 106.3 |
| Posts | 30 | | 34 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|---|------------------|-------------------|--------------------------------|------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 8 | 1 | 11 | 3 |
| General Service Staff (G) | 21 | | 22 | 1 |
| Total staff | 30 | | 34 | 4 |
| Headcount classification | | | | |
| Posts | | | 31 | |
| Short-term employees | | | 12 | |
| SSAs | | | 1 | |
| Consultants | | | | |
| Total headcount | | | 44 | |

PROGRAM 27: Information Technology

OBJECTIVE

To ensure reliable, secure, sustainable and cost-efficient operation of all the Organization's IT system whilst exploiting them to improve business processes.

Target
Met

294. Cost containment remained a key focus throughout the current biennium; however, work on strategic direction did not stop. The formulation of an IT Strategic Plan was impacted by the Desk-to-Desk Review and the establishment of the IT Board whose work on the IT Strategic Plan was facilitated by the independent assessment of the IT Operations carried out by SOGETI. In this respect, and with a view to improve project management capacities and business alignment of IT service delivery, a number of IT staff received training in the Prince 2 project management methodology and in the Information Technology Infrastructure Libraries (ITIL).

295. Regarding WIPO's financial system AIMS, and in anticipation of a full ERP system incorporating AIMS, a project to migrate the AIMS system to a new major version of PeopleSoft (version 8.9) was successfully completed in 2007. The migration project also foresaw the replacement of the old AIMS computer infrastructure with newer infrastructure covering development, test and production environments as well as the technical hosting of that infrastructure by the UN International Computer Center. Outsourcing of the hosting of the AIMS infrastructure is the first step in the direction of strategic outsourcing, focusing attention in particular on systems requiring 24/7 availability.

296. Steady progress was made in WIPO staff taking over most of the AIMS system support from the external partner. To this end, the PeopleSoft skills of the internal support team were strengthened, and the team worked on a wide range of enhancements to the AIMS system, including changes enabling continued productivity improvements within Finance, as well as new interfaces with other WIPO systems. Technical work covering the configuration of the financial and budget structure for the new biennium (2008-2009) was completed and verified, and the team assisted with year-end reconciliation and the financial audit. Furthermore, internal training courses were held for Finance users, and an IT audit of Finance operations was conducted.

297. A new Vendor Registration System, which allows service providers worldwide to register their interest in receiving WIPO requests for tender under specific categories of goods and services *via* the Internet, has been created for the Procurement and Contracts Division.

298. In order to facilitate the processing of the expected increase in the volume of renewals under the Madrid Protocol, an online facility for the renewal of trademarks (E-Renewal) was implemented and approximately 40 per cent of renewals are now received electronically. Payments can now be made by either credit card or current account transfer, and internal processing has therefore become almost entirely automatic. A similar process was put in place for the processing of Continuations of Effect in Montenegro, which processed over 22,800 International Registrations. Also, following a study on the various options available for "certified" email for the secure communications of official notifications under the Madrid

System; communications to Owners/Representatives via certified email was started, with over 1,000 communications per month currently being sent.

299. Following an external study to identify the most appropriate approach, a project to modernize the Information Technology Systems of the Madrid and Hague Unions was approved by the member states in 2007. Preliminary work on this important development was commenced.

300. The WIPO public website was fully re-designed incorporating all six languages. Changes include the implementation of a new graphical design, the implementation of standards compliant web page templates, usability and accessibility improvements, new and revised substantive content sections, a new site navigation structure and better search and site navigation tools. To facilitate the management and publishing of information on the Organization's websites, the Open source Content Management System (OpenCMS) software was implemented as the standard web content management system of the Organization. In 2006, the WIPO Intranet was fully migrated to OpenCMS. By the end of 2007, about 95 per cent of all content contained in WIPO's and UPOV's public websites were migrated to this system.

301. Also on the WIPO website, the PatentScope® Search International Patent Applications service was launched, with PatentScope® patent search results made available in Really Simple Syndication (RSS). Online data delivery for the ROMARIN® database was significantly improved and the online database was offered free of charge in 2006. In addition, the WIPO Electronic Case Facility (WIPO ECAF) was launched, allowing parties and all other actors in a case under the WIPO Mediation, Arbitration, and Expedited Arbitration Rules to submit communications electronically. A specific version of the ECAF was used by the Americas Cup Jury during the Americas Cup yacht racing regattas.

302. In line with new business requirements, internal systems were also progressively being made accessible through the Internet. New web server infrastructure was deployed to host, and to make remotely accessible several systems, in particular the CLAIMS and RIPCIS systems.

303. In 2006, a new anti-virus facility was added on the web traffic gateway. The internal and external vulnerability verification facilities, as well as the regular web applications security checks, enabled the maintenance of an adequate level of vulnerability management. This was confirmed by the absence of significant malicious attack incidents, despite the growing number of malicious exploits.

304. A Security Assessment Request (SAR) procedure was developed and deployed, and is now an obligatory element of any new service or applications deployment process. The SAR is used to request an information security analysis, with the view to reducing any risks associated with system and application security vulnerabilities, and ensures compliance to WIPO's IT security standards.

305. An Application Integration Request (AIR) procedure is now in place for requesting the integration of new software applications. The procedure covers the request, approval and integration within WIPO desktop system environment. The AIR procedure improves subsequent application system maintenance and enables centralized applications software

deployment and subsequent updates, traceability, license optimization as well as compliance to WIPO's IT security standards.

306. A notable activity in 2006 for the Program was the provision of IT support to the Diplomatic Conference held in Singapore for the adoption of the Singapore Treaty.

307. The migration of all the Organization's networked PC workstations to Windows XP and to the Microsoft Office 2003 office automation environment was one of the major infrastructure projects of the biennium. Following the development and testing of the new XP workstation prototype in the course of 2006, the migration of over 1,500-networked workstations and the deployment of 1,150 new PCs was successfully completed between February and November of 2007.

308. As part of the XP Migration Project, the security of the networked workstations was significantly enhanced together with the centralized management of all desktop software applications and the deployment of new automated systems for the distribution of critical software updates including anti-virus and anti-spyware signatures.

309. The IT infrastructure consolidation activities included the commissioning of new Storage Area Network (SAN) switches, and the generalized production deployment of office automation server clustering solutions with the aim of enhancing the system availability and fault tolerance of critical network services such as User Authentication, access right provisioning and e-mail systems. Migration to a centralized data backup facility, and the deployment of a new network printing service used by all WIPO staff has also been completed.

310. A major procurement activity successfully completed in 2007 targeted the replacement and significant expansion of the Organization's centralized Storage Area Network based data storage facilities. The migration of all the Organization's mission critical data to the new SAN equipment is expected to be completed during the first half of 2008.

311. The Integrated Lights Out (ILO) remote server administration software was deployed on all new file servers, in order to enhance remote server administration capabilities.

312. The Operating Systems on all servers hosting PCT Applications were migrated to the latest version. The Printshop CD/DVD Production environment, used by the PCT and Madrid business sectors, was rationalized and consolidated. A new entry-level Storage Area Network (SAN) storage system was put into production for use by the Madrid document image application.

313. During the reporting period, the transition of the IT Helpdesk to a Service Desk type operational mode has progressed significantly through several accomplishments: partial outsourcing of the call center staff, consolidation and formal documentation of the support procedures, full review and functional enhancement of the Helpdesk Website, conducting of an on-line customer satisfaction survey.

314. During the biennium, more than 50,000 requests for IT support were handled by the IT Helpdesk leading to about 30,000 interventions. In addition, some 600 IT material purchase requests were processed.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| Reduced dependence on external resources. | 35 per cent reduction in the number of external consultancy days per year (in comparison with an estimated 500 days in 2005): | | The number of consultancy days per month for AIMS has been reduced to 20 days (i.e., 240 days per year). |
| Simplified and improved business processes with faster access to information. | No backlogs or delays in closure and completion of accounts due to AIMS system issues: | | No backlogs or delays were experienced for the closure of the 2004-2005 biennium accounts. |
| | User feedback: | | Positive feedback from AIMS users |
| Efficient IT security risk management. | 80 per cent of servers and 95 per cent of desktops are information security policy compliant systems: | | Significant progress has been made in increasing the number of information security policy compliant operation systems. The target for desktop systems has been achieved with the deployment of the XP Migration Project. |
| | Vulnerability window for announced critical exploits/viruses reduced to two hours from 48 hours in 2005: | | The target has been achieved with the full deployment of the XP Migration Project. |
| High system availability of mission-critical systems. | Availability of Mainframe and In-house Databases and business systems remains greater than 99.8 per cent: | | Production Oracle Databases availability (24/7): 99.96 per cent; Production HPUNIX Database (IB/COR) availability (24/7): 99.95 / 99.98 per cent; Production AIX System availability (24/7): 99.94 per cent; Production Mainframe and ADABAS databases for mission critical systems: Standard working hours (8:30 to 17:30) CASPIA/CASPRO 99.90 / 99.97 per cent or a system loss of 2h21 MAPS/DMAPS 100.00 / 99.99 per cent Extended working hours CASPIA/CASPRO (07:00 to 21:00) 99.85 / 99.92 per cent MAPS/DMAPS (07:00 to 22:00) 99.97 / 99.94 per cent |
| | Availability of key network services (file, print, email) remains greater than 99.7 per cent : | | Availability of key network services between 07:00 and 20:00: (NOTE: Due to a generalized network incident in 2007, the overall 2007 figures do not meet the targeted value.) Availability of WIPO Network, 99.85 / 99.15 per cent Availability of file system, 99.85 / 98.63 per cent Average Availability of E mail Post Offices, 99.85 / 98.30 per cent Availability of E mail Access from OUTSIDE WIPO, 99.93 / 97.46 per cent Availability of Network Print Services, 99.85 / 99.14 per cent |
| | Service Delivery Agreements are established for more | | A Service Delivery Agreement template was prepared. Implementation of the Agreements is planned as of 2008. |

| | |
|---|---------------|
| than 80 per cent of mission-critical IT systems, up from five per cent in 2005: | |
| Actual Expenditure in Sfr '000 | 40,352 |

Resource information for Program 27 for 2006-2007

315. Program 27 represents 7.83 per cent and 4.68 per cent of WIPO's total expenditure and headcount respectively. The Program has seen an increase in staff over the period from 46 to 52. Personnel costs have increased by 22.3 per cent to accommodate this increase.

316. On the other hand, non-personnel costs have decreased by 11 per cent (comparing initial budget to actual expenditure). The main reasons why the initial non personnel budget was not utilized at expected rate are as follows:

- the ICC part of the budget is not fully predictable (so it is not flexible), since the UN International Computing Centre calculates costs retrospectively based upon the actual interagency utilization of resources;
- launching projects is difficult and slow (not unusual to observe 6-12 month lead time, even for the approved projects);
- the procurement process is slow (several expenditures planned for the 2006-2007 biennium are slipped to the 2008-2009 biennium); difficulties were experienced with the renewable maintenance contracts and with the small acquisitions.

317. The following lessons learned have been recorded during the biennium:

- the big project of the biennium, the XP migration, demonstrated the effectiveness of intradepartmental cooperation; even with limited resources the teams delivered the project on time and on budget. It is felt that such effectiveness could be further enhanced through further implementation of industry "good" practice such as ITIL --- IT Infrastructure Library)
- the lead-time of projects could be shortened by setting up a Project Office and regularizing this role in the IT structures.
- standard project management methodology should be implemented (e.g. Prince2)
- The procurement process should be streamlined mainly in respect of the small purchase actions, and in particular credit card purchasing on the Internet.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual Expenditure (Excluding 6% allocation for provisions) | Remaining Initial budget after adjustment | Utilization (Actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 17,134 | | 20,954 | | 122.3 |
| Non-personnel | 21,844 | | 19,398 | | 88.8 |
| Total | 38,978 | 42,659 | 40,352 | 109.4 | 103.5 |
| Posts | 46 | | 52 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 33 | 1 | 37 | 4 |
| General Service Staff (G) | 12 | 1 | 14 | 2 |
| Total staff | 46 | 2 | 52 | 6 |
| Headcount classification | | | | |
| Posts | | | 48 | |
| Short-term employees | | | 6 | |
| SSAs | | | | |
| Consultants | | | 5 | |
| Total headcount | | | 59 | |

PROGRAM 28: Conference, Language, Printing and Archives

OBJECTIVE

To provide more efficient and cost-effective conference, language, printing and archive services.

Partly
Met

318. The Conference, Language, Printing, Telecommunications and Archives services were provided to the external and internal users in an integrated manner. Administrative support for Assemblies of the Member States of WIPO was provided in a coordinated way. Efficiency gains and cost reductions were achieved through the streamlining of work practices and an increased use of technology while maintaining the quality of services. An increase in the workload was experienced, which in most cases was absorbed through better use of the existing human and financial resources. Challenges were however faced in some areas due to the lack of resources and more than anticipated demand for services.

319. Conference services, including delegate registration, in-meeting document distribution, conference room reservation and services, sound recording and provision of interpretation, were provided for 181 meetings in Geneva, amounting to 506 meeting days with about 13,019 participants. This number represented an increase of 13 per cent in terms of meetings and 15 per cent in terms of the number of participants as compared to the previous biennium. In addition, support was also provided for 3,425 other meetings, which included regional, group meetings; official visits of national delegates, as well as internal meetings. The number of meetings that took place outside Geneva represented an increase of 20 per cent over the previous biennium.

320. The Madrid and the PCT systems required a 40 per cent increase in mail dispatched. However, the consequential increase in mailing costs was only 6.5 per cent. This was achieved by using various cost saving measures, such as the rationalization of the number of copies of each document mailed and by replacing the mailing of the printed versions of vacancy announcements, press releases and media alerts with e-mail distribution lists. The working documents of two committees (GRTKF and P&B) were also posted on the WIPO website, with paper copies dispatched only upon request.

321. The telecommunication call costs for the biennium 2006-2007 were 18 per cent lower than those in 2004-2005 and no significant investments was made in telecommunications equipment.

322. The Records Management and Archives Service (RMAS) continued to handle a growing number of electronic documents. Over 50 per cent of incoming documents were received by e-mail or by FAX. Following the successful implementation of the document scanning and archiving system introduced for the Office of the Director General since 2005, the system was implemented in some other parts of the Organization. The electronic document management system (EDMS) was initiated and the procurement of software was finalized through an international tender. After the deployment of the software, Organization-wide Rules and Procedures on Records and Archives management will be introduced in a phased manner.

323. Translation services were provided in all six official UN languages, as well as in Dutch,

German, Portuguese and Italian. The high quality of translated, edited, proofread and revised documents was maintained while ensuring timely document dissemination. The overall demand for translation services remained high. Output increased by about 8 per cent compared with 2004-2005. However, due to much reduced core staff numbers and the limited financial resources available for recruiting short-term translators and outsourcing, the demand for translation services could not be met in full.

324. Demands were again received from Member States for more documentation to be made available for WIPO meetings held in Geneva in all working languages. These demands were met only in certain specific cases.

325. Cost efficiency improvements were achieved in 2006-2007 compared with the Program and Budget benchmark. The high level of competence of in-house staff and the use of highly skilled external translators helped maintain the quality of work, despite limited internal quality control and revision of documents. The continued use of a number of IT tools, including Computer Assisted Translation (CAT) tools incorporating an extensive translation memory system, as well as tools and resources available on the Internet, enabled the translation services to maintain good productivity.

326. The Printing and Publication Production service continued to provide the Organization with all its printing requirements in paper and electronic format. There was a reduction in the number of black and white paper copies printed due to the fact that the PCT Gazette is no longer printed in paper form and the move towards greater use of color printing. However there was a significant increase in the production of CDs/DVDs representing a 75 per cent increase for the 2006-2007 biennium as compared with the 2004-2005 biennium. Cost-savings were obtained by increasing the amount of printing and binding carried out in-house and thereby greatly reducing, on the one hand, the level of work to be outsourced and on the other hand, the associated administrative tasks. These cost savings however are not reflected in Program 28, but in all the Programs having a printing requirement.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|--|-------------|---|
| Efficient and responsive conference and meeting services to delegates and the Secretariat. | Feedback from delegates and the Secretariat | | Highly positive feedback received from delegates and WIPO staff. Conference support services were provided for: - Conferences in Geneva (Unions, Committees, Assemblies, etc.) 181 - Participants at meetings in Geneva 13,019 - Other meetings in Geneva (visits, internal, ad-hoc, etc) 3,425 - Meetings elsewhere (mailing of documents) |
| Meeting documents available to Member States, including on the WIPO website, and at less cost. | Document mailing cost savings of some 40 per cent compared with the 2004-2005 biennium due to electronic distribution and Internet publishing. | | - documents distributed (all languages) 6,944 - official circulars and other notifications sent 1,092 - packages of documents prepared and sent 303,415 - a reduction of 26 per cent in the number of meeting documents mailed and of 12 per cent in the number of copies made was achieved. All documents were made available on the Internet in a timely manner. However, the target of 40 per cent reduction in the mailing costs of meeting documents could not be met due to an increase in the number of WIPO meetings and consequentially of meeting documents. |

| | | | | | |
|--|---|--|--|--------------------------------|---|
| | | | The overall mailing costs increased 6.5 per cent due to the increased mailing for the PCT and Madrid systems. | | |
| More cost-effective telecommunications. | Average telecommunication call costs inferior to the 2004-2005 level (see also Chart 8, page 27 (of Program and Budget 2006-2007)) | | The average telecommunication costs for the biennium 2006-2007 were 18 per cent lower than in 2004-2005. | | |
| Effective and efficient records management, archiving, mail and messenger services. | Average costs inferior to 2004-2005 levels (see also Chart 8, page 27 of Program and Budget 2006-2007) | | This result has only been partially achieved. Cost reductions have been identified in Archiving and Records Management. Higher costs were reported under Mail Services: | | |
| | | | Average costs 2004-2005 | Average costs 2006-2007 | Savings made between the two bienniums |
| | • Records Management | | | | 41 % savings |
| | • Archiving | | Sfr 372 000 | Sfr 133 000 | Record Management and Archives Service witnessed a drastic increase of workload of correspondence in Electronic and paper form (from 125,300 to 143,500 documents and 360 to 583 archived boxes in compared bienniums) with a decreased number of staff employed (from 12 to 8). The short-term support was cancelled – 3 full time positions, making direct savings. |
| | • Mail | | Sfr 1.1 million | Sfr 1.8 million | No savings were achieved. This was due to a sizable increase in the volume of mailings, particularly by PCT and Trademarks. (See also Figure 5, page 10 of document WO/PBC/13/3(a)). |
| | • Messenger Services | | No progress was reported. | | |
| Balance maintained between cost-effectiveness and quality in the translation and revision of documents | Productivity standards: 1, 500 words/translator day (general text); 1, 000-words/translator day (legal text). Chart 8, page 27, of Program and Budget 2006-2007. | | The translation services met fully their productivity standards targets for 2006-2007. During the biennium, they managed to translate 1524 words/ translator day for all types of text combined. The percentage of legal texts was around 15 per cent. Translations, and edited or proofread documents, represented an output of some 62,000 standard pages of text. This included the translation of documents for most of the meetings held at WIPO headquarters and elsewhere, laws, regulations, model or draft laws received from, or prepared for, a number of countries or groups of countries, and publications. Internal processes were adapted and streamlined as necessary to help improve efficiency. Efficiency gains of around 7.7 per cent were made compared with the benchmark. A call for tender for translation services was launched, but did not give satisfactory results. | | |
| | Staff and delegate | | Delegates and staff expressed satisfaction with the | | |

| | | | |
|---|---|--|--|
| | response to quality of translated and revised documents. | | quality of translations. Delegates expressed the need for translation into more languages. |
| More efficient and cost-effective printing services | 50 per cent increase in in-house printing and a corresponding reduction in the cost of outside suppliers. | | This target was achieved. |
| Actual Expenditure in Sfr '000 | | | 40,054 |

Resource information for Program 28 for 2006-2007

327. This Program represents 7.78 per cent and 8.49 per cent of WIPO's total expenditure and headcount respectively.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 30,007 | | 30,349 | | 101.1 |
| Non-personnel | 10,793 | | 9,705 | | 89.9 |
| Total | 40,800 | 41,135 | 40,054 | 100.8 | 98.2 |
| Posts | 84 | | 83 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|---|------------------|-------------------|--------------------------------|------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | *1 | 1 |
| Director Grade (D) | 2 | | | (2) |
| Professional Staff (P) | 31 | | 34 | 3 |
| General Service Staff (G) | 51 | 1 | 48 | (3) |
| Total staff | 84 | | 83 | (1) |
| Headcount classification | | | | |
| Posts | | | 82 | |
| Short-term employees | | | 24 | |
| SSAs | | | 1 | |
| Consultants | | | | |
| Total headcount | | | 107 | |

* A D2 post was re-classified at ADG level for the period from December 1, 2006 to November 30, 2009, as per decision of the Coordination Committee (WO/CC/54/3 Corr., paragraph 77 (i)).

PROGRAM 29: Premises Management

OBJECTIVE

To manage, rationalize and maintain WIPO premises in an effective and cost-efficient way and to ensure, to the greatest extent possible, the safety and security of all WIPO staff, visitors to WIPO buildings and delegates to WIPO meetings.

Partly
Met

328. Significant progress was made with regard to the planning and implementation of HMOSS¹ at WIPO headquarters and in all WIPO Coordination offices. Following the commissioning of a Consultant to undertake a gap analysis and make recommendations to implement HMOSS, a comprehensive plan was elaborated with detailed operational requirements. Based upon this plan, a number of activities were successfully accomplished. However, as the financial requirements for the implementation of all the identified activities exceeded the approved budget, the full implementation of HMOSS could not be achieved.




329. The main challenge for the 2006-2007 biennium was *to rationalize further the use of WIPO's premises* in response to WIPO's existing and future space requirements. In this context, the following measures, focusing on a number of themes detailed below, were put in place. Leases were terminated (Giuseppe Motta building) and rented premises handed back before the expiry of their rent agreements (Chambésy). Use of work places was optimized, various work was carried out and new offices created (P&G, GB I, ex-WMO and CAM buildings) in response to user needs, internal reorganization in various services (chiefly the Trademark and PCT Sectors, the Finance Department and the Procurement and Contracts Division) and the reduction in the number of work places available following the handover of premises. In addition, supplementary storage space and shelving were built in the warehouses external to headquarters used by the PCT Sector for archiving files. The targets set for rental premises rationalization were met in full.

330. *Regular, adequate maintenance* of work places and external fittings was ensured by the entry into force of new maintenance contracts and the renovation of technical installations (chiefly audiovisual equipment, drainage systems, the access control system for the ex-WMO building and sprinkler systems in the AB and ex-WMO buildings). A number of installations in the AB building dating back to its construction were replaced and others upgraded. This particularly involved the external maintenance cradle, the cooling towers, re-waterproofing of the roof of the AB building, replacement of the second cooling unit, the electricity panels on individual floors and those for the entry doors to the AB building car park and the emergency batteries, renovation of the air conditioning, ventilation and heating installations in the print shop, improvement of the air conditioning system in the AB building Data Center and a complete overhaul of the WIPO boiler room, located in the AB building. The two international calls for tender, for insurance coverage for all WIPO buildings and for cleaning and maintenance, resulted in contracts being awarded in these areas. It was not possible to set in motion one series of renovation works on account of administrative delays due to procurement regulations; this has been postponed to 2008.

¹ HMOSS: Headquarters Minimum Operational Security Standards

331. The second major challenge was to *ensure an appropriate level of security on WIPO premises*. In this context, the following measures, focusing on a number of themes detailed below, were taken or put in place. The fire extinguishing system was completely overhauled and the sprinkler system replaced in the AB building car park, thus bringing the installation into line with the latest fire protection standards. The gas leak detection systems in the AB and ex-WMO buildings and the fire detection systems in the Meyrin, Collex and Sablières warehouses were updated in line with the latest safety standards.

332. Finally, and in accordance with the recommendations of the WIPO Avian Flu Management Team, preventive measures were put in place. In particular, dust was removed from the ventilation inlets and the filters on the monoblocks were replaced in all buildings. These measures were carried out as part of a broader framework of improving overall hygiene on the premises.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|--|---|---|
| Compliance with MOSS, at both Headquarters and all WIPO Coordination Offices. | 100 per cent compliance with the relevant elements of MOSS. |  | <p>Full compliance has not been achieved during the biennium. The Safety and Security Coordination Services launched a project to be MOSS compliant, but due to budgetary constraints the project could not be roll out as envisaged. Within the limited financial possibilities only a few items were implemented. However, far more work and resources are required to comply with the relevant elements of MOSS.</p> <p>Some of the few items implemented are as follows:</p> <ul style="list-style-type: none"> – Anti-shatter film (ASF) installed in all WIPO owned and rented headquarters premises. – A telecommunications system for day-to-day operations and crisis management procured. The system, ICOM Radio Telecommunication System, has enabled WIPO to link up with the Geneva International Organization Security System and with the Host Country crisis system. – The first tranche of the proposed access control equipment purchased and is ready to be used in case of security alerts. – A support system for WIPO staff Mission Travel including safety & security information/assistance for country of travel and ISECT administrative monitoring developed and implemented. – CCTV modernization for AB, GBI, GBII, P&G and ex-OMM specified. – Singapore UN Country Security Plan drafted and submitted to the DO and to UNDSS. |
| | 100 per cent compliance with those optional MOSS obligations that are deemed to be applicable to WIPO. | |  |
| Rationalization and optimum use of WIPO premises. | Decrease in rental costs compared to 2004-2005 |  | |

| | | |
|---|---|--|
| | | <p>places), parking places and the warehouse at the Giuseppe Motta building by June 30, 2007, and adaptation of premises within the GB I building.</p> <ul style="list-style-type: none"> - Handover of the Chambésy premises to their owner 10 months before the December 31, 2006 expiry date of the rent agreement. Reintegration of 50 work places in the GB CAM buildings and I. - Creation of 10 additional offices on the ground floor of the P&G building for the Trademarks Sector and an archiving area for the Media Relations and Public Affairs Section, as well as nine additional offices on the 2nd floor of the ex-WMO building for the PCT Sector. - Rationalization of office space and fitting of new offices to provide around 30 additional work places by comparison with 2005 (P&G and ex-WMO buildings). - Creation of a mezzanine level doubling the space available for the PCT archives at the Sablières II warehouse; fitting of the new space with shelves. - Rented administrative premises on two sites at the end of 2007 as opposed to four at the end of 2005. - 1,028 work places moved as part of reorganizing certain services (462 in 2006 and 566 in 2007). - Cost of rents and charges stood at Sfr 23,114,000 as opposed to Sfr 28,060,000 over the previous biennium. This represents a reduction of 18 per cent brought about by vacating the Chambésy building and the 3rd floor of the Giuseppe Motta building. |
| Premises functioning as per WIPO standards. | All WIPO premises comply with WIPO standards. | Completion of projects to modernize or renovate eight major installations for the correct operation of existing buildings: external maintenance cradle, cooling towers, repair of AB building roof, replacement of second cooling unit, electrical panels on individual floors, air conditioning in the Data Center, renovation and modernization of the audiovisual system in all conference rooms and complete overhaul of the WIPO boiler room located in the AB building. |
| Actual Expenditure in Sfr '000 | | 51,840 |

Resource information for Program 29 for 2006-2007

333. Program 29 represents 10 per cent and 2.78 per cent of WIPO's total expenditure and headcount respectively.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|---|----------------|---|---|---|---|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 9,171 | | 10,817 | | 117.9 |
| Non-personnel | 49,580 | | 41,023 | | 82.7 |
| Total | 58,751 | 54,177 | 51,840 | 92.2 | 88.2 |
| Posts | 25 | | 26 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---|-------------------|
| | Initial approved | Flexibility posts | Actual as at End December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | 1 | 1 |
| Director Grade (D) | 1 | | 1 | |
| Professional Staff (P) | 7 | | 8 | 1 |
| General Service Staff (G) | 17 | | 16 | (1) |
| Total staff | 25 | | 26 | 1 |
| Headcount classification | | | | |
| Posts | | | 26 | |
| Short-term employees | | | 6 | |
| SSAs | | | 2 | |
| Consultants | | | 1 | |
| Total headcount | | | 35 | |

PROGRAM 30: Travel and Procurement

OBJECTIVE

To provide more cost-effective and efficient travel and procurement services.

Partly
Met

334. In the 2006-2007 biennium the Procurement and Contracts Division (PCD) continued to carry out competitive procurement of goods and services at the request of Program Managers in support of daily operations and implementation of the Program of WIPO in the framework of Office Instruction No. 21/2006 Rev.- (Procurement and Purchase General Principles, Framework and Procedures). High value open international tenders for outsourcing goods and or services, intensive limited tenders and RFQs and common procurement actions in cooperation with other international organizations of the United Nations system were the mainstream activities, resulting in a total procurement volume of more than 100 million Swiss francs. The 2007 procurement level was 57 per cent higher than for 2006. The Division prepared and presented, in collaboration with Program Managers, 103 for the consideration by the WIPO Contracts Review Committee (CRC), which met 23 times over the biennium. This sustained momentum in delivery of procurement services of the Division is also reflected in the issuance of some 2,293 purchase orders, 131 Requests for Proposals (RFPs), Invitations to Bid (ITBs) and, Request for Quotations (RFQs). Over the biennium, contracts were awarded to suppliers of some 37 product or service categories with more than 700 different vendors/suppliers. The review by PCD of existing contracts for the supply of goods and services across the Organization was also initiated to determine priorities for re-tendering, contract renewals or extensions in the light of the stricter requirements established under OI No. 21/2006 Rev. PCD continued to implement its strategies of increasing the number of high-value contracts in the framework of the UN Common Procurement Activities Group (CPAG), expeditious tendering and acquisition procedures and more effective contract administration. Due to the greater efficiency in obtaining better prices through CPAG cooperation and better terms and conditions of contract through effective negotiations, the Division has been able to achieve more than 884,000 Swiss francs in savings on its purchases of goods and services. With regards to the program for capacity-building and technical assistance for developing countries, PCD purchases during the biennium amounted to more than 1.07 million Swiss francs. Of this amount, around 49 per cent was sourced from suppliers in the developing countries themselves. PCD also carried out the expeditious processing of some 451 requests concerning certain diplomatic privileges of the staff, such as VAT exemptions, diplomatic car plates and petrol cards, as well as international staff removals during the biennium 2006-2007.

335. During the biennium of 2006-2007 the air travel cost-saving measures implemented both for WIPO staff departing from Geneva and third party participants travelers coming to Geneva (via the in-house travel agent network) continued to meet the saving results expected.

336. A total of 6,181 tickets were issued by the in-house travel agent Carlson Wagonlit Travel, for a total expenditure of Sfr 17,969,070 (compared to approximately Sfr 7,400,000 for the 2004-2005 biennium). The total of 6,181 tickets included 2,013 tickets issued from abroad through the in-house travel agent network. In addition, 1,972 tickets were purchased through UNDP offices. The grand total of tickets paid by WIPO, regardless of the location and means of issuance, was 8,153; the grand total cost can however not be provided since the cost of tickets purchased through UNDP offices is not available to the Travel Section (it is

available to each WIPO Sector concerned, but not in a consolidated manner accessible to the Travel Section).

337. Significant savings, amounting to 19.9 per cent of total expenditure, were achieved as a result of increased use of UN negotiated corporate fares, in-house travel agent negotiated fares, in-house travel agent network, intelligent ticketing and low cost carriers. The most important share of the savings made during the biennium came from increased use of UN negotiated corporate fares for travel from Geneva and represented an amount of Sfr 8,189,369 versus Sfr 4,933,224 for the 2004-05 biennium. The issuance of tickets abroad through the in-house travel agent network represented a marginal saving of Sfr 677,250. The total expenditure corresponding to UN negotiated corporate fares for travel from Geneva represented Sfr 11,355,438, compared to Sfr 19,544,807 without negotiated fares, therefore generating a saving of Sfr 8,189,369 versus Sfr 4,933,224 for the 2004-05 biennium.

338. Even though the savings made were significant, they were not as high as they should have been, for the following main reasons. Firstly, a certain number of tickets could not be issued at the negotiated corporate fares due to missed ticketing issue dates (ticketing deadline control (TDC) introduced widely by airline companies in 2007) resulting in the cancellation of negotiated fares and applicability of non-negotiated, and therefore higher, fares. The missed TDC was due to late receipt, by the Travel Section, and subsequently by the in-house travel agent, of approved travel authorizations. Secondly, the use of the in-house travel agent network has not been sufficiently extended to purchase third party travel tickets (from abroad to Geneva) and, therefore, to reduce the number and cost of these tickets which are currently purchased through UNDP offices in the country of the traveler, in the local currency, but paid in Geneva. Thirdly, the use of low cost carriers for European travel as well as the number of low cost tickets and economy class tickets was marginal. Fourthly, and even though there were only 30 such tickets issued during the biennium, the cost of tickets issued from the USA was very high mainly because the WIPO Office in New York no longer benefits from negotiated fares through UNO in New York.

339. Finally, it has not been possible to provide statistics for savings, even marginal, which may have been made on tickets issued from abroad through the in-house travel agent network, and on tickets purchased through UNDP offices, since the relevant data only started to be collected in January 2006, eight months after the new in-house travel agent started its partnership with WIPO.

340. 6,467 Travel authorizations were received and processed by the Travel Section during the biennium, representing an increase of 60.67 per cent compared to the 2004-05 biennium (4,025 travel authorizations). Despite the sharp increase in the overall activity and the numerous travel authorizations received beyond the ticketing deadline control dates (TDC), as well as various emergencies, the travel authorizations continued to be processed by the Travel Section in a timely manner.

341. 3,348 Visa entry applications were received and processed by the Travel Section during the biennium, representing an increase of 35.65 per cent over the 2004-05 biennium (2,468 visa entry applications). The Travel Section recorded a slight improvement in the dates of receipt of visa applications prepared by travelers. This improvement was mainly due to the introduction of an information system, made available via the WIPO internal e-mail system, drawing specific attention of potential travelers to adhere to deadlines for submissions of visa applications and providing the blank forms to be filled in.

342. However, the timely handling of the travel authorizations up to the issue date of the relevant tickets before departure of travelers, and the timely receipt of visas, could only be achieved through the extensive use of overtime (estimated at a total of more than 2,000 hours, split between the four staff members and short-term staff entitled to request paid overtime, and the Head of Section who is not entitled to request paid overtime). No additional staff were provided in spite of the increase in activity (by 60.67 per cent for the staff in-charge of travel authorizations, and by 35.65 per cent for the staff in-charge of visa entry applications respectively). The time saving that should have been generated by the streamlined and semi-automated electronic travel authorization system (“E-TA”) has only partially materialized, due to a delayed in the system’s implementation (July 2007 instead of January 2007), and its limited use (only by a pilot group of 100 staff travelers).

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|---|---|-------------|---|
| Greater cost-efficiency of travel by WIPO staff and third party participants. | 25 to 30 per cent costs savings in negotiated corporate fares. | | The External Auditor recommended that the indicator relating to efficiency gains for the <i>cost of air travel (average ticket cost based on the 12 most frequent destinations)</i> was not appropriate. WIPO have accepted the recommendation and a new indicator has been developed and will be included in future Program and Budget Documents and Program Performance Reports. |
| | 20 per cent increase in the use of low cost airlines/special low cost fares, for European travel compared to 2004-2005. | | 113 tickets were issued (72 tickets in 2007 and 41 in 2006), which represented an increase of 69.9 per cent compared to the 2004-05 biennium (during which only 34 low cost tickets had been issued), but only 1.83 per cent increase compared to the total traffic of the 2006-2007 biennium. |
| | 25 per cent savings in tickets issued in the USA compared to 2004-2005: | | No particular savings can be reported on this item in view of the marginal number of tickets issued (approximately 30 tickets). |
| More efficient travel and visa administration. | Travel authorization requests are processed more rapidly than in 2004-2005: | | The total number of travel authorization requests processed represented an increase of 60.67 per cent over the 2004-05 biennium. Furthermore, travel authorization requests could not be processed more rapidly because the implementation of the pilot phase for the electronic travel authorization (E-TA) system was delayed until July 2007 and it is still at its pilot phase due to various technical problems. At the end of 2007 (though in its pilot phase), the E-TA system was used for staff travel only, by approximately 100 WIPO staff. The total number of E-TAs processed from July 2 to December 31, 2007, was 87, which represented less than 1.4 per cent of the total number of 6,467 travel authorizations processed during the biennium. |
| | Visa requests are received by the Travel Section three to four weeks before travel departure. | | Visa requests are generally not received by the Travel Section three to four weeks before travel departure. Compliance is fully under the responsibility of the staff travelers or the inviting sectors in WIPO. The total number of visa requests processed represented an increase of 35.65 per cent over the 2004-05 biennium (2,468 visa requests for the 2004-2005 biennium), and they were almost all timely |

| | | |
|--|--|---|
| | | processed. If, on the one hand, a slight improvement was experienced in the date of receipt of certain requests originating from staff travelers, due to the introduction of an information system handled via the e-mail, on the other hand, increasing difficulties were encountered in several areas, in particular, for successive travel to multiple destinations. Nevertheless, few missions had to be postponed thanks to the experience gained over the years. |
| Maintained efficiency of the procurement process. | Ratio of purchase orders compared to procurement staff in WIPO remains above the average ratio in the UN system. | 110 purchase orders with total value of 7.85 million Swiss francs per procurement staff in 2006, and 119 purchase orders with total value of 6.16 million Swiss francs, per procurement staff in 2007 (number of procurement staff increased by 2 in 2007). |
| Better prices and contractual conditions obtained, and a wider diversification and geographical distribution of suppliers. | Savings on purchases through the UN Joint Purchase Service (UNJPS).. | Estimated annual savings on purchases, including through the UN Common Procurement Activities Group (CPAG), for the biennium 2006-2007: Electricity Supply: 190,000 Swiss francs; Toner and Inkjet Cartridges: 105,500 Swiss francs; Provision of paper: 30,500 Swiss francs; Rental of photocopy machines: 320,000 Swiss francs; Provision of Laptops: 66,000 Swiss francs; Provision of 19" Screens: 172,000 Swiss francs. |
| Actual Expenditure in Sfr '000 | | 8,406 |

Resource information for Program 30 for 2006-2007

343. Program 30 constitutes 1.63 per cent of the Organization's actual expenditure and operates with 2.06 per cent of the total headcount. By the end of 2007, the Program utilized about 104 per cent of its initial budget.

344. The budget increase under personnel costs was mainly dedicated to strengthening procurement services. The number of staff in travel services remained unchanged.

345. Coping with an increase in the amount of requests for travel services with the same amount of staff has been a major challenge. The reasons why some targets were not achieved and some challenges faced by the Travel Section are summarized below:

- Overall the amount of work increased while the number of staff in the Travel Section remained unchanged and there was only marginal improvement in the electronic or technical processes made available to the Section;
- Overtime was the only way to meet deadlines (a total of more than 1,400 hours was used, by the staff (paid overtime) and Head (unpaid overtime) of the Section);
- Late submission of visa requests;
- The need to obtain all the required visas within the time limits imposed by host government authorities based either in Geneva or in Bern (embarrassing remarks from Embassies/Consulates due to the constant emergencies could not be avoided, reflecting badly on the Organization);

- The lack of planning in certain cases by the requesting sector;
- The obvious scheduling conflicts encountered by the WIPO messengers/drivers Unit when requested to urgently fetch issued visas from certain Embassies in Bern.

346. According to the information provided by the Travel Section, only four posts were allocated for the provision of travel services i.e. the remaining 18 posts were for the provision of procurement services.

347. The travel section had a total of 4 staff during the 2006-2007 biennium and an initial budget of 29,000 Swiss francs for non-personnel costs. The expenditure or savings mentioned in the report are the general amount of expenditures and those are spent by the various programs. The budget spent or saved has nothing to do with the Travel section's Budget.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. Initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | 5,783 | | 6,829 | | 118.1 |
| Non-personnel | 2,299 | | 1,577 | | 68.6 |
| Total | 8,082 | 9,098 | 8,406 | 112.6 | 104.0 |
| Posts | 14 | | 22 | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | 1 | 1 |
| Professional Staff (P) | 6 | 1 | 9 | 3 |
| General Service Staff (G) | 8 | 1 | 12 | 4 |
| Total staff | 14 | 2 | 22 | 8 |
| Headcount classification | | | | |
| Posts | | | 20 | |
| Short-term employees | | | 5 | |
| SSAs | | | | |
| Consultants | | | 1 | |
| Total headcount | | | 26 | |

PROGRAM 31: The New Construction**OBJECTIVE**

To deliver the new construction on time (early 2008) and within budget.



348. At the September-October 2005 session of the General Assembly, the Member States approved the revised new construction project to be financed by a bank loan. Both the project and its financing were included in the *Proposed Program and Budget Document for 2006-2007*. In addition, the Member States approved the Secretariat's proposal to engage a company ("pilot") for external management of project implementation.

349. Furthermore, at the same session, the Member States also approved the establishment of the WIPO Audit Committee, whose mandate includes supervision of the project. At its first meeting (held in April 2006), this Committee recommended that a project cost audit be carried out before any commitment was made to continue the project. At the same meeting, the Committee recommended that the Secretariat draw up a revised version of the Project Charter and the Indicative Timetable contained therein. The Committee also recommended that the Director General immediately convene the independent Selection Board whose mandate included the three pre-selection and selection processes for the project pilot, the general contractor and the financing entity respectively. Lastly, the Committee recommended that the future project pilot be involved in preparing documents for the RFP procedure for the General Contractor (i.e. the Request for Proposals, beginning with a pre-selection phase, could not be launched until the pilot had taken up duties).

350. In the context described above, and in particular with regard to the elements not provided for in the Program and Budget for 2006-2007 (paragraph 349 above, the Secretariat took the necessary steps, in view of the delay in project implementation to allow for the successive implementation of the main stages of several procedures, given that only some of them could now run in parallel. The Secretariat set up a Construction Committee to monitor the project internally to ensure that it was executed in line with the decisions of the Member States. The Construction Committee prepared a revised version of the Charter in June 2006, containing a revised Indicative Timetable under which building work would begin in February 2008 and be completed in April 2010. As recommended by the Audit Committee at each of its meetings in 2006 and 2007, the Construction Committee presented an updated version of the Charter at each of those meetings.

351. The Construction Committee entrusted the project cost audit to the External Auditor, the latter submitting a report in December 2006 in which it was recommended that a detailed audit be carried out. The Construction Committee entrusted this detailed audit to the pilot, which returned its report in April 2007.

352. The Selection Board was convened in June 2006 to preselect companies to be invited to respond to the Request for Proposals for the mandate of Project Pilot. It then met again in November and December 2007 to select the company to which this mandate would be given. The contract with the selected company was signed in November 2006.

353. Since taking up duties, the pilot has been managing the project completely, which has corresponded to almost the entire construction preparation phase since the end of 2006. It was also involved in preparing the call for expressions of interest for the future mandate of general

contractor (issued in December 2006) and then in preparing the Request for Proposals (issued in April 2007). It made individual evaluations for the expressions of interest and proposals received; these were submitted to the Selection Board alongside the evaluations made by the WIPO Evaluation Team.

354. The Selection Board was convened in March 2007 to pre-select the firms that would be invited to respond to the Request for Proposals for the mandate of general contractor for the project. It then met again in November and December 2007 to select the firm that would be given the mandate. The fixed-price contract was signed with that company in February 2008.

355. Lastly, with regard to financing the project with a bank loan, the Selection Board was convened in September 2007 to pre-select the financial institutions that would be invited to respond to the Request for Proposals. It then met again in December 2007 to select the consortium of two banks that was given the mandate. The contract with these banks was signed in February 2008.

356. In addition, the additional building authorization request file for the revised project was finalized and submitted to the Canton authorities in October 2006; authorization was received in June 2007.

357. In the context of upgrading WIPO building security, the implementation of additional security measures concerning the façades and windows of the new building was incorporated in the technical specifications for the general contractor.

| EXPECTED RESULTS | KEY PERFORMANCE INDICATORS | T L S | COMMENTS ON RESULTS ACHIEVED |
|--|---|-------------|---|
| Timely implementation of the construction works. | All approved deadlines are respected | | —In accordance with decisions by the Member States and the recommendations of the WIPO Audit Committee, construction work did not begin in 2006 as indicated in the 2006-2007 Program and Budget. Under the revised Indicative Timetable for the project, contracts were signed with the general contractor and the syndicated banks on February 8, 2008. Work will start in April 2008 and is planned to be completed by October 2010. |
| | Construction works advance in accordance with approved schedules and plans. | | —In accordance with decisions by the Member States and the recommendations of the WIPO Audit Committee, building did not begin in 2006 as indicated in the 2006-2007 |
| Implementation of the construction works at the approved quality levels. | Ensure compliance of the general contractor with the approved choice of construction materials and processes. | | This task, postponed from 2007 following the taking up of functions of the pilot at the end of November 2006, has started with preparatory work for re-opening of the site at the beginning of April 2008. It will then continue throughout the 2008-2009 biennium, during which time the majority of the building work will take place, and into the 2010-2011 biennium, during which the work will be completed (planned for October 2010). |
| | Ensure satisfaction on the part of principal stakeholders, including the delegates, visitors, and other users of WIPO's facilities. | | —In accordance with decisions by the Member States and the recommendations of the WIPO Audit Committee, construction work did not begin in 2006 as indicated in the 2006-2007 |
| Actual Expenditure in Sfr '000 | | | 1,369 |

Resource information for Program 31 for 2006-2007

358. In accordance with decisions by the Member States and the recommendations of the WIPO Audit Committee, construction work did not begin in 2006 as indicated in the 2006-2007 Program and Budget Document. Under the revised Indicative Timetable for the project, contracts were signed with the general contractor and the syndicated banks on February 8, 2008. Work will start in April 2008 and is planned to be completed by October 2010.

359. This Program did not utilize approximately 70 per cent of the initial approved budget. Reasons for the non-utilization were that on the one hand, construction work did not commenced as agreed occasioning and under-expenditure of 70 per cent of the initial budget and on the other hand, the budget was reduced by 63 per cent as part of the adjustment process.

| FINANCIAL RESOURCES FOR 2006-2007 IN SFR '000 | | | | | |
|--|-----------------------|--|--|--|--|
| | Initial budget | Adjusted budget after transfers and flexibility resources | Actual expenditure (excluding 6% allocation for provisions) | Remaining initial budget after adjustment | Utilization (actual expenditure vs. initial budget) |
| Budget | (thousand Sfr) | (thousand Sfr) | (thousand Sfr) | % | % |
| Personnel | * | | 377 | | |
| Non-personnel | 4,631 | | 992 | | 21.4 |
| Total | 4,631 | 1,709 | 1,369 | 36.9 | 29.6 |
| Posts | - | | | | |

| BUDGET AND ACTUAL POSTS AND HEADCOUNT FOR 2006-2007 | | | | |
|--|-------------------------|--------------------------|---------------------------------------|-------------------|
| | Initial approved | Flexibility posts | Actual as at end December 2007 | Difference |
| Staff classification | | | | |
| DG/DDG/ADG | | | | |
| Director Grade (D) | | | | |
| Professional Staff (P) | | | | |
| General Service Staff (G) | | | | |
| Total staff | | | | |
| Headcount classification | | | | |
| Posts | | | | |
| Short-term employees | | | | |
| SSAs | | | | |
| Consultants | | | | |
| Total headcount | | | | |

* The initial 2006-2007 budget was approved; no personnel resources were foreseen under the regular budget for Program 31, as per the initial 2006-2007 budget document. The regular budget was intended to pay the loan interest and the external pilot. However, in the adjusted budget 2006-2007, resources were foreseen for consultancy services.


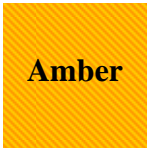


SECTION IV

ANNEXES

ANNEX 1: PERFORMANCE ASSESSMENT – TRAFFIC LIGHT SYSTEM

1. The traffic light system that has been applied to measure WIPO's overall performance is a widely recognized performance assessment system and is being used by several government organizations in order to score the performance of their service delivery. An important part of the program performance report is in rating the achievement of objectives, against the following four-point traffic light scale

2. Green scores are applied when targets have been met or exceeded. Amber scores indicate that the target is at least 75 per cent met while red scores indicate that the target was not met by at least 75 per cent. A white score has been used when the target has been deferred, abandoned or evidence is insufficient.

| | |
|---|--|
|  | On course / Met / Ahead of target |
| | <ul style="list-style-type: none"> – The progress on the target/sub-target/indicator is either exceeding or in line with plans and expectations or – The target/sub-target indicator has been achieved by the target date in the case of a final assessment. |
|  | Broadly on course / Partly met / minor slippage |
| | <ul style="list-style-type: none"> – Progress on the target/sub-target/indicator is broadly on course but there has been minor slippage. Alternatively progress may have been made in some areas but not in others or – The target/sub-target/indicator has been partly met, i.e. some, but not all, elements have been achieved by the target date, or very close to achieving the target. |
|  | Not on course / Not met/ major slippage |
| | <ul style="list-style-type: none"> – Progress on the target/sub-target/indicator is not on course and there has been major slippage or – The target/sub-target/indicator was not met, or was met late. |
|  | Target abandoned, deferred or insufficient evidence |
| | <ul style="list-style-type: none"> – Progress on the target/sub-target/indicator could not be achieved since the context of implementation has change and indicator is no longer relevant. The target had to be reviewed or – Means that there was not sufficient monitoring data to provide evidence on the achievement. |

3. In order to understand why differentials in progress have occurred, for each expected result a comment on the achievement has been requested. This should: provide a short justification of the rating; discuss key factors contributing to or hampering success; describe key results and, describe the performance of the main activities that contribute to this objective, and how these activities contribute.

ANNEX 2: DEFINITION OF BUDGET HEADINGS

SOURCES OF INCOME

- Contributions: Contributions of Member States to the Organization under the unitary contribution system;
- Fees: Fees for the International Bureau under the PCT, Madrid, Hague and Lisbon Systems;
- Interest: Revenues from interest on capital deposits;
- Publications: Revenues from the sale of publications and from subscriptions to periodicals published by the Secretariat, in paper, CD-ROM or any other format;
- Other income: fees for the arbitration of domain names, registration fees for conferences and training courses, support charges in respect of extra-budgetary activities executed by WIPO and financed by UNDP and trust funds, accounting adjustments (credits) in respect of prior years and currency adjustments (credits), rental of WIPO premises, UPOV's payments to WIPO for administrative support services.

OBJECTS OF EXPENDITURE

Personnel Resources

1. Posts: remuneration received by staff members, in particular salaries, post adjustment, dependency allowances, language allowances and overtime, non-resident allowances, assignment grant and representation allowances and allowances received by staff members not included in their salaries. The latter includes employer's contribution towards pension fund, participation in sickness insurance scheme, contribution towards the separation provision used for covering payments due upon separation from service, education grants, removal expenses, travel expenses of dependent children attending educational institutions, home leave, grants to cover costs of installation in the duty station, professional accident insurance premia, refund of national income taxes on salaries and other allowances, indemnities or grants paid by the Secretariat.
- Short-term Employees: remuneration and allowances paid to staff on short-term appointments;
 - Consultants: remuneration and allowances paid to headquarters-based consultants;
 - Special Service Agreements: remuneration paid to headquarters-based holders of special service agreements (SSAs);
 - Special Labor Contract (SLC).

NON-PERSONNEL RESOURCES

Travel and Fellowships

- Staff missions: travel expenses and daily subsistence allowances for the staff and headquarters-based consultants of the Secretariat on official travel;
- Third party travel: travel expenses and daily subsistence allowances for Government officials, participants and lecturers attending WIPO-sponsored meetings;

- Fellowships: travel expenses, daily subsistence allowances, training, and other fees in connection with trainees attending courses, seminars, long-term fellowships and internships.

Contractual Services

- Conferences: remuneration, travel expenses and daily subsistence allowances for interpreters; renting of conference facilities, and interpretation equipment; refreshments and receptions; and the cost of any other service directly linked to the organization of a conference;
- Experts' Honoraria: remuneration, travel expenses and daily subsistence allowances, and honoraria paid to lecturers;
- Publishing: outside printing and binding; reviews; paper and printing; other printing: reprints of articles published in reviews; brochures; treaties; collections of texts; manuals; working forms and other miscellaneous printed material; production of CDROMs, videos, magnetic tapes and other forms of electronic publishing;
- Other services: fees of translators of documents; rental of computer time; cost of staff training; recruitment costs; and other external contractual services.

Operating Expenses

2. Premises and maintenance: acquiring, renting, improving and maintaining office space and renting or maintaining equipment and furniture, loan reimbursement for new construction, external management consultants related to new construction.
3. Communication and other expenses: communication expenses such as telephone, telegrams, telexes, facsimile and mail, postage and carriage of documents; other expenses such as medical assistance, housing service, Administrative Tribunal, Staff Association, hospitality; bank charges; interest on bank and other loans (except building loans); currency adjustments (debits); audit expenses; unforeseen expenses and accounting adjustments (debits) in respect of prior years; contributions to joint administrative activities within the United Nations system; repayment to one or more Unions of advances in connection with the creation of a new Union or amortization of the deficit resulting from the organizational expenses of a Union, and expenses not specifically provided for.

Equipment and Supplies

4. Furniture and equipment: office furniture and office machines; text processing and data processing equipment; conference servicing equipment; reproduction equipment; transportation equipment.
5. Supplies and materials: stationery and office supplies; internal reproduction supplies (offset, microfilms, etc.); library books and subscriptions to reviews and periodicals; uniforms; data processing supplies; computer software and licenses.

ANNEX 3: BUDGET UTILIZATION² AND ALLOCATION BY PROGRAM FOR 2006-2007

| Program | Initial Budget 2006-2007 | Adjusted budget after Transfers and flexibility resources | Actual Expenditure excluding 6% | % of total initial budget | Ratio of total adjusted budget after transfer and flexibility resources | Ratio of actual expenditure excluding 6% |
|--|--------------------------|---|---------------------------------|---------------------------|---|--|
| In thousands of Swiss francs | | | | | | |
| SG1 | | | | | | |
| 1. Public Outreach and Communication | 13 280 | 12 897 | 12 607 | 2.50 | 2.41 | 2.45 |
| 2. External Coordination | 10 743 | 11 086 | 10 871 | 2.02 | 2.07 | 2.11 |
| 3. Strategic Use of IP for Development | 12 347 | 17 486 | 16 557 | 2.33 | 3.27 | 3.21 |
| 4. Use of Copyright in the Digital Environment | 2 608 | 1 343 | 1 323 | 0.49 | 0.25 | 0.26 |
| 5. IP and Public Policy | 1 608 | 371 | 297 | 0.30 | 0.07 | 0.06 |
| SG2 | | | | 0.00 | 0.00 | 0.00 |
| 6. Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs | 37 649 | 35 995 | 33 966 | 7.09 | 6.73 | 6.59 |
| 7. Certain Countries in Europe and Asia | 4 530 | 4 574 | 4 399 | 0.85 | 0.85 | 0.85 |
| 8. Business Modernization of IP Institutions | 4 843 | 4 651 | 4 257 | 0.91 | 0.87 | 0.83 |
| 9. Collective Management of Copyright and Related Rights | 2 114 | 941 | 899 | 0.40 | 0.18 | 0.17 |
| 10. IPR Enforcement | 2 966 | 2 732 | 2 610 | 0.56 | 0.51 | 0.51 |
| 11. WIPO Worldwide Academy | 14 327 | 12 609 | 11 270 | 2.70 | 2.36 | 2.19 |
| SG3 | | | | 0.00 | 0.00 | 0.00 |
| 12. Law of Patents | 2 996 | 2 544 | 2 332 | 0.56 | 0.48 | 0.45 |
| 13. Law of Trademarks, Industrial Designs and Geographical Indications | 4 954 | 3 692 | 3 599 | 0.93 | 0.69 | 0.70 |
| 14. Law of Copyright and Related Rights | 5 683 | 6 719 | 6 392 | 1.07 | 1.26 | 1.24 |
| 15. TK, Traditional Cultural Expressions and Genetic Resources | 4 649 | 5 899 | 5 402 | 0.88 | 1.10 | 1.05 |
| SG4 | | | | 0.00 | 0.00 | 0.00 |
| 16. Administration of the PCT System | 144 445 | 153 116 | 148 921 | 27.20 | 28.61 | 28.91 |
| 17. PCT Reform | 2 301 | 2 339 | 2 261 | 0.43 | 0.44 | 0.44 |
| 18. Madrid, The Hague and Lisbon Registration Systems | 41 949 | 44 962 | 44 607 | 7.90 | 8.40 | 8.66 |
| 19. Patent Information, Classification and IP Standards | 5 459 | 6 636 | 6 154 | 1.03 | 1.24 | 1.19 |
| 20. International Classifications in the Field of Trademarks and Industrial Designs | 1 270 | 843 | 829 | 0.24 | 0.16 | 0.16 |
| 21. Arbitration and Mediation Services and Domain Names Policies and Procedures | 6 519 | 6 825 | 6 123 | 1.23 | 1.28 | 1.19 |
| SG5 | | | | 0.00 | 0.00 | 0.00 |
| 22. Direction and Executive Management | 13 977 | 12 616 | 12 442 | 2.63 | 2.36 | 2.42 |
| 23. Budget Control and Resource Mobilization | 4 513 | 5 323 | 5 289 | 0.85 | 0.99 | 1.03 |
| 24. Internal Oversight | 1 781 | 1 798 | 1 627 | 0.34 | 0.34 | 0.32 |
| 25. Human Resources Management | 15 725 | 16 629 | 16 051 | 2.96 | 3.11 | 3.12 |
| 26. Financial Operations | 11 265 | 11 584 | 11 979 | 2.12 | 2.16 | 2.33 |
| 27. Information Technology | 38 978 | 42 659 | 40 352 | 7.34 | 7.97 | 7.83 |
| 28. Conference, Language, Printing and Archives | 40 800 | 41 135 | 40 054 | 7.68 | 7.69 | 7.78 |
| 29. Premises Management | 58 751 | 54 177 | 51 840 | 11.06 | 10.12 | 10.06 |
| 30. Travel and Procurement | 8 082 | 9 098 | 8 406 | 1.52 | 1.70 | 1.63 |
| 31. The New Construction | 4 631 | 1 709 | 1 369 | 0.87 | 0.32 | 0.27 |
| Total | 525 743 | 534 988 | 515 085 | 99.01 | 99.97 | 100.00 |
| Unallocated | 5 257 | 156 | 0 | 0.99 | 0.03 | 0.00 |
| GRAND TOTAL | 531 000 | 535 144 | 515 085 | 100.00 | 100.00 | 100.00 |

² Budget utilization for 2006-07 excluding provision corresponding to 6% of biennial staff expenditure, to cover the long-term financial liabilities of the Organization for separation and after-service medical benefits (ASHI)

ANNEX 4: ACTUAL EXPENDITURE BY ITEM AND TYPE OF INCOME FOR 2006-2007

| | Actual expenditure 2004-2005 | Initial budget | Actual expenditure 2006-2007 | Difference 2006-2007 | |
|---|---------------------------------|----------------|---------------------------------|----------------------|---------------|
| | | | | Amount | % |
| A. Personnel resources | | | | | |
| Posts | 300 753 | 292 110 | 313 246* | 21 136* | 7.2 |
| Temporary staff | 49 152 | 45 394 | 46 960 | 1 566 | 3.4 |
| Consultants | 14 258 | 12 600 | 10 584 | (2 016) | (16.0) |
| Special service agreements | 4 228 | 3 799 | 5 345 | 1 546 | 40.7 |
| Total A | 368 391 | 353 903 | 376 135 | 22 232 | 6.3 |
| B. Other Resources | | | | | |
| <i>Travel and fellowships</i> | | | | | |
| Staff missions | 8 173 | 8 123 | 14 294 | 6 171 | 76.0 |
| Third party travel | 9 629 | 18 023 | 17 323 | (700) | (3.9) |
| Fellowships | 2 009 | 3 752 | 3 256 | (496) | (13.2) |
| Sub-total travel and fellowships | 19 811 | 29 898 | 34 873 | 4 975 | 16.6 |
| <i>Contractual services</i> | | | | | |
| Conferences | 2 883 | 5 321 | 4 532 | (789) | (14.8) |
| Expert fees | 1 689 | 2 654 | 1 626 | (1 028) | (38.7) |
| Publications | 1 445 | 5 865 | 493 | (5 372) | (91.6) |
| Other | 34 789 | 36 806 | 44 080 | 7 274 | 19.8 |
| Sub Total Contractual Services | 40 806 | 50 646 | 50 731 | 85 | 0.2 |
| <i>Operating expenses</i> | | | | | |
| Premises and maintenance | 60 309 | 64 412 | 51 829 | (12 583) | (19.5) |
| Communications and other | 11 787 | 7 523 | 11 170 | 3 648 | 48.5 |
| Sub-total Operating Expenses | 72 097 | 71 935 | 62 999 | (8 936) | (12.4) |
| <i>Equipment and supplies</i> | | | | | |
| Furniture and equipment | 3 290 | 10 409 | 2 902 | (7 507) | (72.1) |
| Supplies | 5 605 | 8 953 | 4 276 | (4 677) | (52.2) |
| Sub-total Equipment Supplies | 8 896 | 19 362 | 7 178 | (12 184) | (62.9) |
| <i>Construction</i> | | | | | |
| | 1 232 | | 699 | 699 | |
| Total B | 142 842 | 171 840 | 156 480 | (15 360) | (8.9) |
| C. Not Allocated | | 5 257 | | (5 257) | (100) |
| Actual Expenditure | 511 233 | 531 000 | 532 615 | 1 615 | 0.3 |

Source: WIPO Financial Management Report 2006-2007

* It includes 17,5 million Swiss francs from the 6 per cent allocations to provisions for personnel expenditures during the biennium. The 6 per cent are dedicated to cover the long-term financial obligations of the organization (...) See page 16 of Financial Report for 2006-2007.

ANNEX 5: BUDGET EXPENDITURE REPORT FOR THE 2006-2007 BIENNIUM

| Programs (in thousands of Swiss francs) | Initial Budget 2006-2007 | Adjusted budget after transfer and flexibility resources | Total Expenditure (Disbursements and ULOs) | Utilization Rate vs. | | Allocation to reflect provisions for ASHI* | EXPENDITURE including 6% allocation to provisions* | Utilization Rate including 6% allocation VS. | |
|--|-----------------------------|--|--|----------------------|-----------------|--|--|--|-----------------|
| | | | | Initial Budget | Adjusted Budget | | | Initial Budget | Adjusted Budget |
| 1. Public Outreach and Communication | 13 280 | 12 897 | 12 607 | 94.9% | 97.8% | 533 | 13 140 | 98.9% | 101.9% |
| 2. External Coordination | 10 743 | 11 086 | 10 871 | 101.2% | 98.1% | 285 | 11 156 | 103.8% | 100.6% |
| 3. Strategic Use of IP for Development | 12 347 | 17 486 | 16 557 | 134.1% | 94.7% | 500 | 17 057 | 138.1% | 97.5% |
| 4. Use of Copyright in the Digital Environment | 2 608 | 1 343 | 1 323 | 50.7% | 98.5% | 47 | 1 370 | 52.5% | 102.0% |
| 5. IP and Public Policy | 1 608 | 371 | 297 | 18.5% | 80.1% | 0 | 297 | 18.5% | 80.1% |
| Sub-total SG 1 | 40 586 | 43 183 | 41 655 | 102.6% | 96.5% | 1 365 | 43 020 | 106.0% | 99.6% |
| 6. Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs | 37 649 | 35 995 | 33 966 | 90.2% | 94.4% | 1 157 | 35 123 | 93.3% | 97.6% |
| 7. Certain Countries in Europe and Asia | 4 530 | 4 574 | 4 399 | 97.1% | 96.2% | 207 | 4 606 | 101.7% | 100.7% |
| 8. Business Modernization of IP Institutions | 4 843 | 4 651 | 4 257 | 87.9% | 91.5% | 133 | 4 390 | 90.6% | 94.4% |
| 9. Collective Management of Copyright and Related Rights | 2 114 | 941 | 899 | 42.5% | 95.5% | 0 | 899 | 42.5% | 95.5% |
| 10. IPR Enforcement | 2 966 | 2 732 | 2 610 | 88.0% | 95.5% | 100 | 2 710 | 91.4% | 99.2% |
| 11. WIPO Worldwide Academy | 14 327 | 12 609 | 11 270 | 78.7% | 89.4% | 324 | 11 594 | 80.9% | 92.0% |
| Sub-total SG 2 | 66 429 | 61 502 | 57 401 | 86.4% | 93.3% | 1 921 | 59 322 | 89.3% | 96.5% |
| 12. Law of Patents | 2 996 | 2 544 | 2 332 | 77.8% | 91.7% | 112 | 2 444 | 81.6% | 96.1% |
| 13. Law of Trademarks, Industrial Designs and Geographical Indications | 4 954 | 3 692 | 3 599 | 72.6% | 97.5% | 138 | 3 737 | 75.4% | 101.2% |
| 14. Law of Copyright and Related Rights | 5 683 | 6 719 | 6 392 | 112.5% | 95.1% | 291 | 6 683 | 117.6% | 99.5% |
| 15. TK, Traditional Cultural Expressions and Genetic Resources | 4 649 | 5 899 | 5 402 | 116.2% | 91.6% | 131 | 5 533 | 119.0% | 93.8% |
| Sub-total SG 3 | 18 282 | 18 854 | 17 725 | 97.0% | 94.0% | 672 | 18 397 | 100.6% | 97.6% |
| 16. Administration of the PCT System | 144 445 | 153 116 | 148 921 | 103.1% | 97.3% | 5 713 | 154 634 | 107.1% | 101.0% |
| 17. PCT Reform | 2 301 | 2 339 | 2 261 | 98.3% | 96.7% | 81 | 2 342 | 101.8% | 100.1% |
| 18. Madrid, The Hague and Lisbon Registration Systems | 41 949 | 44 962 | 44 607 | 106.3% | 99.2% | 1 664 | 46 271 | 110.3% | 102.9% |
| 19. Patent Information, Classification and IP Standards | 5 459 | 6 636 | 6 154 | 112.7% | 92.7% | 330 | 6 484 | 118.8% | 97.7% |
| 20. International Classifications in the Field of Trademarks and Industrial Designs | 1 270 | 843 | 829 | 65.3% | 98.3% | 58 | 887 | 69.8% | 105.2% |
| 21. Arbitration and Mediation Services and Domain Names Policies and Procedures | 6 519 | 6 825 | 6 123 | 93.9% | 89.7% | 217 | 6 340 | 97.3% | 92.9% |
| Sub-total SG 4 | 201 943 | 214 721 | 208 895 | 103.4% | 97.3% | 8 063 | 216 958 | 107.4% | 101.0% |
| 22. Direction and Executive Management | 13 977 | 12 616 | 12 442 | 89.0% | 98.6% | 539 | 12 981 | 92.9% | 102.9% |
| 23. Budget Control and Resource Mobilization | 4 513 | 5 323 | 5 289 | 117.2% | 99.4% | 202 | 5 491 | 121.7% | 103.2% |
| 24. Internal Oversight | 1 781 | 1 798 | 1 627 | 91.4% | 90.5% | 73 | 1 700 | 95.5% | 94.5% |
| 25. Human Resources Management | 15 725 | 16 629 | 16 051 | 102.1% | 96.5% | 740 | 16 791 | 106.8% | 101.0% |
| 26. Financial Operations | 11 265 | 11 584 | 11 979 | 106.3% | 103.4% | 566 | 12 545 | 111.4% | 108.3% |
| 27. Information Technology | 38 978 | 42 659 | 40 352 | 103.5% | 94.6% | 1 071 | 41 423 | 106.3% | 97.1% |
| 28. Conference, Language, Printing and Archives | 40 800 | 41 135 | 40 054 | 98.2% | 97.4% | 1 597 | 41 651 | 102.1% | 101.3% |
| 29. Premises Management | 58 751 | 54 177 | 51 840 | 88.2% | 95.7% | 389 | 52 229 | 88.9% | 96.4% |
| 30. Travel and Procurement | 8 082 | 9 098 | 8 406 | 104.0% | 92.4% | 308 | 8 714 | 107.8% | 95.8% |
| 31. The New Construction | 4 631 | 1 709 | 1 369 | 29.6% | 80.1% | 23 | 1 392 | 30.1% | 81.5% |
| Sub-total SG 5 | 198 503 | 196 728 | 189 409 | 95.4% | 96.3% | 5 508 | 194 917 | 98.2% | 99.1% |
| Total | 525 743 | 534 988 | 515 085 | 98.0% | 96.3% | 17 529 | 532 614 | 101.3% | 99.6% |
| Unallocated | 5 257 | 156 | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% |
| GRAND TOTAL | 531 000 | 535 144 | 515 085 | 97.0% | 96.3% | 17 529 | 532 614 | 100.3% | 99.5% |

* Allocation to reflect provision corresponding to 6% of biennial staff expenditure, to cover the long-term financial liabilities of the Organization for separation and after-service medical benefits (ASHI).

ANNEX 6: BUDGET UTILIZATION AND VARIATIONS FOR 2006-2007

| Programs | Initial Budget 2006-2007 | Adjusted budget after transfers and flexibility resources | Initial Personnel | Actual Expenditure Personnel (excluding 6%) | Initial non-personnel | Actual Expenditure non-personnel | Actual Expenditure (excluding 6%) | Variation Initial Budget vs. Adjusted Budget (%) | Variation Personnel Cost Initial Budget vs. Actual Expenditure (%) | Variation Non-Personnel Cost Initial Budget vs. Actual Expenditure (%) | Utilization rate (%) Actual expenditure vs. Initial budget |
|--|--------------------------|---|-------------------|---|-----------------------|----------------------------------|-----------------------------------|--|--|--|--|
| (in thousands of Swiss francs) | | | | | | | | | | | |
| 1. Public Outreach and Communication | 13 280 | 12 897 | 10 840 | 10 982 | 2 440 | 1 625 | 12 607 | 97.1 | 101.3 | 66.6 | 94.9 |
| 2. External Coordination | 10 743 | 11 086 | 7 418 | 8 184 | 3 325 | 2 687 | 10 871 | 103.2 | 110.3 | 80.8 | 101.2 |
| 3. Strategic Use of IP for Development | 12 347 | 17 486 | 9 205 | 11 493 | 3 142 | 5 064 | 16 557 | 141.6 | 124.9 | 161.2 | 134.1 |
| 4. Use of Copyright in the Digital Environment | 2 608 | 1 343 | 2 358 | 983 | 250 | 340 | 1 323 | 51.5 | 41.7 | 136.0 | 50.7 |
| 5. IP and Public Policy | 1 608 | 371 | 1 121 | 135 | 487 | 162 | 297 | 23.1 | 12.0 | 33.3 | 18.5 |
| 6. Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs | 37 649 | 35 995 | 22 909 | 21 983 | 14 740 | 11 983 | 33 966 | 95.6 | 96.0 | 81.3 | 90.2 |
| 7. Certain Countries in Europe and Asia | 4 530 | 4 574 | 3 266 | 3 130 | 1 264 | 1 269 | 4 399 | 101 | 95.8 | 100.4 | 97.1 |
| 8. Business Modernization of IP Institutions | 4 843 | 4 651 | 2 843 | 2 601 | 2 000 | 1 656 | 4 257 | 96.0 | 91.5 | 82.8 | 87.9 |
| 9. Collective Management of Copyright and Related Rights | 2 114 | 941 | 1 659 | 434 | 455 | 465 | 899 | 44.5 | 26.2 | 102.2 | 42.5 |
| 10. IPR Enforcement | 2 966 | 2 732 | 2 110 | 1 980 | 856 | 630 | 2 610 | 92.1 | 93.8 | 73.6 | 88.0 |
| 11. WIPO Worldwide Academy | 14 327 | 12 609 | 7 559 | 5 918 | 6 768 | 5 352 | 11 270 | 88.0 | 78.3 | 79.1 | 78.7 |
| 12. Law of Patents | 2 996 | 2 544 | 1 983 | 1 835 | 1 013 | 497 | 2 332 | 84.9 | 92.5 | 49.1 | 77.8 |
| 13. Law of Trademarks, Industrial Designs and Geographical Indications | 4 954 | 3 692 | 3 006 | 1 764 | 1 948 | 1 835 | 3 599 | 74.5 | 58.7 | 94.2 | 72.6 |
| 14. Law of Copyright and Related Rights | 5 683 | 6 719 | 3 966 | 5 045 | 1 717 | 1 347 | 6 392 | 118.2 | 127.2 | 78.5 | 112.5 |
| 15. TK, Traditional Cultural Expressions and Genetic Resources | 4 649 | 5 899 | 2 238 | 3 378 | 2 411 | 2 024 | 5 402 | 126.9 | 150.9 | 83.9 | 116.2 |
| 16. Administration of the PCT System | 144 445 | 153 116 | 121 699 | 117 539 | 22 776 | 31 382 | 148 921 | 106.0 | 96.6 | 137.8 | 103.1 |
| 17. PCT Reform | 2 301 | 2 339 | 1 831 | 1 909 | 470 | 352 | 2 261 | 101.7 | 104.3 | 74.9 | 98.3 |
| 18. Madrid, The Hague and Lisbon Registration Systems | 41 949 | 44 962 | 33 710 | 37 224 | 8 239 | 7 383 | 44 607 | 107.2 | 110.4 | 89.6 | 106.3 |
| 19. Patent Information, Classification and IP Standards | 5 459 | 6 636 | 5 028 | 5 630 | 431 | 524 | 6 154 | 121.6 | 112.0 | 121.6 | 112.7 |
| 20. International Classifications in the Field of Trademarks and Industrial Designs | 1 270 | 843 | 1 209 | 750 | 61 | 79 | 829 | 66.4 | 62.0 | 129.5 | 65.3 |
| 21. Arbitration and Mediation Services and Domain Names Policies and Procedures | 6 519 | 6 825 | 5 148 | 4 779 | 1 371 | 1 344 | 6 123 | 104.7 | 92.8 | 98.0 | 93.9 |
| 22. Direction and Executive Management | 13 977 | 12 616 | 12 545 | 11 737 | 1 432 | 705 | 12 442 | 90.3 | 93.6 | 49.2 | 89.0 |
| 23. Budget Control and Resource Mobilization | 4 513 | 5 323 | 3 311 | 3 534 | 1 202 | 1 755 | 5 289 | 117.9 | 106.7 | 146.0 | 117.2 |
| 24. Internal Oversight | 1 781 | 1 798 | 1 383 | 1 374 | 398 | 253 | 1 627 | 101.0 | 99.3 | 63.6 | 91.4 |
| 25. Human Resources Management | 15 725 | 16 629 | 13 069 | 14 052 | 2 656 | 1 999 | 16 051 | 105.7 | 107.5 | 75.3 | 102.1 |
| 26. Financial Operations | 11 265 | 11 584 | 10 424 | 10 907 | 841 | 1 072 | 11 979 | 102.8 | 104.6 | 127.5 | 106.3 |
| 27. Information Technology | 38 978 | 42 659 | 17 134 | 20 954 | 21 844 | 19 398 | 40 352 | 109.4 | 122.3 | 88.8 | 103.5 |
| 28. Conference, Language, Printing and Archives | 40 800 | 41 135 | 30 007 | 30 349 | 10 793 | 9 705 | 40 054 | 100.8 | 101.1 | 89.9 | 98.2 |
| 29. Premises Management | 58 751 | 54 177 | 9 171 | 10 817 | 49 580 | 41 023 | 51 840 | 92.2 | 117.9 | 82.7 | 88.2 |
| 30. Travel and Procurement | 8 082 | 9 098 | 5 783 | 6 829 | 2 299 | 1 577 | 8 406 | 112.6 | 118.1 | 68.6 | 104.0 |
| 31. The New Construction | 4 631 | 1 709 | 0 | 377 | 4 631 | 992 | 1 369 | 36.9 | | 21.4 | 29.6 |
| Total | 525 743 | 534 988 | 353 933 | 358 606 | 171 840 | 156 479 | 515 085 | 101.8 | 101.3 | 91.1 | 98.0 |
| Unallocated | 5 257 | 156 | | 0 | | 0 | 0 | | | | |
| GRAND TOTAL | 531 000 | 535 144 | 353 933 | 358 606 | 171 840 | 156 479 | 515 085 | 100.8 | 101.3 | 91.1 | 97.0 |

ANNEX 7: BUDGET AND ACTUALS REPORT FOR POSTS AND HEADCOUNT FOR THE 2006-2007 BIENNIUM

| Program | Initial Approved Program and Budget 2006-2007 | | | | | Flexibility Posts | | As at End December 2007 Actual | | | | | Difference | | | | Staff on Board | | | | | | % of total headcount | |
|--|---|-----------|------------|------------|------------|-------------------|-----------|--------------------------------|-----------|------------|------------|------------|------------|-------------|------------|------------|----------------|------------|------------|-----------|-----------|-----------|----------------------|----------------|
| | DG/DDG/ADG* | D | P | G | TOTAL | P | G | DG/DDG/ADG | D | P | G | TOTAL | DG/DDG/ADG | D | P | G | TOTAL | Posts | ST GS | SLC | SSA | Consult | | TOTAL |
| 1. Public Outreach and Communication | - | 1 | 15 | 9 | 25 | - | - | - | - | 13 | 11 | 24 | - | (1) | (2) | 2 | (1) | 24 | 9 | - | 2 | 2 | 37 | 2.93% |
| 2. External Coordination | 1 | 2 | 8 | 3 | 14 | - | - | 1 | 4 | 8 | 3 | 16 | - | 2 | - | - | 2 | 16 | 1 | 1 | 1 | - | 19 | 1.51% |
| 3. Strategic Use of IP for Development | - | 3 | 13 | 6 | 22 | - | - | - | 2 | 18 | 11 | 31 | - | (1) | 5 | 5 | 9 | 29 | 6 | - | 1 | 2 | 38 | 3.01% |
| 4. Use of Copyright in the Digital Environment | - | 2 | 3 | - | 5 | - | - | - | 1 | 1 | - | 2 | - | (1) | (2) | - | (3) | 2 | 1 | - | - | - | 3 | 0.24% |
| 5. IP and Public Policy | - | 1 | 1 | - | 2 | - | - | - | - | 1 | - | 1 | - | (1) | - | - | (1) | 1 | - | - | - | - | 1 | 0.08% |
| Total - Strategic Goal One | 1 | 9 | 40 | 18 | 68 | - | - | 1 | 7 | 41 | 25 | 74 | - | (2) | 1 | 7 | 6 | 72 | 17 | 1 | 4 | 4 | 98 | 7.77% |
| 6. Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs | 1 | 5 | 28 | 15 | 49 | - | - | 1 | 5 | 27 | 12 | 45 | - | - | (1) | (3) | (4) | 44 | 9 | 1 | - | 7 | 61 | 4.84% |
| 7. Certain Countries in Europe and Asia | - | 1 | 5 | 2 | 8 | - | - | - | - | 5 | 2 | 7 | - | (1) | - | - | (1) | 5 | 1 | - | - | - | 6 | 0.48% |
| 8. Business Modernization of IP Institutions | - | 1 | 4 | 1 | 6 | - | - | - | 1 | 4 | 2 | 7 | - | - | - | 1 | 1 | 7 | 1 | - | - | - | 8 | 0.63% |
| 9. Collective Management of Copyright and Related Rights | - | - | 3 | 1 | 4 | - | - | - | - | 2 | 1 | 3 | - | - | (1) | - | (1) | 3 | - | - | - | - | 3 | 0.24% |
| 10. IPR Enforcement | - | 1 | 4 | 2 | 7 | - | - | - | 1 | 3 | 1 | 5 | - | - | (1) | (1) | (2) | 4 | - | - | - | 2 | 6 | 0.48% |
| 11. WIPO Worldwide Academy | - | 1 | 10 | 6 | 17 | - | - | - | 1 | 7 | 5 | 13 | - | - | (3) | (1) | (4) | 13 | 1 | 2 | 2 | 1 | 19 | 1.51% |
| Total - Strategic Goal Two | 1 | 9 | 54 | 27 | 91 | - | - | 1 | 8 | 48 | 23 | 80 | - | (1) | (6) | (4) | (11) | 76 | 12 | 3 | 2 | 10 | 103 | 8.17% |
| 12. Law of Patents | - | - | 3 | 2 | 5 | - | - | - | - | 3 | 2 | 5 | - | - | - | - | - | 5 | - | - | 1 | - | 6 | 0.48% |
| 13. Law of Trademarks, Industrial Designs and Geographical Indications | - | 1 | 4 | 3 | 8 | - | - | - | - | 3 | 1 | 4 | - | (1) | (1) | (2) | (4) | 4 | - | 1 | - | - | 5 | 0.40% |
| 14. Law of Copyright and Related Rights | 1 | 1 | 3 | 3 | 8 | - | - | 1 | 1 | 5 | 2 | 9 | - | - | 2 | (1) | 1 | 9 | 2 | - | - | 1 | 12 | 0.95% |
| 15. TK, Traditional Cultural Expressions and Genetic Resources | - | - | 6 | - | 6 | - | - | - | - | 5 | 2 | 7 | - | - | (1) | 2 | 1 | 6 | 3 | 1 | - | - | 10 | 0.79% |
| Total - Strategic Goal Three | 1 | 2 | 16 | 8 | 27 | - | - | 1 | 1 | 16 | 7 | 25 | - | (1) | - | (1) | (2) | 24 | 5 | 2 | 1 | 1 | 33 | 2.62% |
| 16. Administration of the PCT System | 1 | 5 | 125 | 206 | 337 | 14 | 13 | 1 | 1 | 128 | 213 | 343 | - | (4) | 3 | 7 | 6 | 328 | 109 | - | 22 | 5 | 464 | 36.80% |
| 17. PCT Reform | - | 1 | 2 | 1 | 4 | - | - | - | 1 | 2 | 1 | 4 | - | - | - | - | - | 4 | - | - | - | - | 4 | 0.32% |
| 18. Madrid, The Hague and Lisbon Registration Systems | 1 | 3 | 37 | 59 | 100 | 6 | 7 | 1 | 2 | 40 | 70 | 113 | - | (1) | 3 | 11 | 13 | 106 | 16 | 3 | 24 | 2 | 151 | 11.97% |
| 19. Patent Information, Classification and IP Standards | - | - | 8 | 7 | 15 | - | - | - | - | 10 | 9 | 19 | - | - | 2 | 2 | 4 | 18 | - | - | - | 1 | 19 | 1.51% |
| 20. International Classifications in the Field of Trademarks and Industrial Designs | - | - | 2 | 1 | 3 | - | - | - | - | 1 | 1 | 2 | - | - | (1) | - | (1) | 2 | - | - | - | - | 2 | 0.16% |
| 21. Arbitration and Mediation Services and Domain Names Policies and Procedures | - | - | 8 | 5 | 13 | - | - | - | - | 8 | 5 | 13 | - | - | - | - | - | 13 | 3 | 9 | - | 1 | 26 | 2.06% |
| Total - Strategic Goal Four | 2 | 9 | 182 | 279 | 472 | 20 | 20 | 2 | 4 | 189 | 299 | 494 | - | (5) | 7 | 20 | 22 | 471 | 128 | 12 | 46 | 9 | 666 | 52.82% |
| 22. Direction and Executive Management | 2 | 7 | 13 | 4 | 26 | - | - | 1 | 3 | 17 | 8 | 29 | (1) | (4) | 4 | 4 | 3 | 28 | 3 | - | - | - | 31 | 2.46% |
| 23. Budget Control and Resource Mobilization | - | 1 | 7 | 2 | 10 | 2 | - | - | 1 | 5 | 3 | 9 | - | - | (2) | 1 | (1) | 7 | - | 1 | - | - | 8 | 0.63% |
| 24. Internal Oversight | - | 1 | 3 | 1 | 5 | - | - | - | 1 | 3 | - | 4 | - | - | - | (1) | (1) | 2 | 1 | - | 1 | - | 4 | 0.32% |
| 25. Human Resources Management | - | 1 | 17 | 19 | 37 | 1 | - | - | 1 | 17 | 20 | 38 | - | - | - | 1 | 1 | 35 | 9 | - | 1 | - | 45 | 3.57% |
| 26. Financial Operations | - | 1 | 8 | 21 | 30 | 1 | - | - | 1 | 11 | 22 | 34 | - | - | 3 | 1 | 4 | 31 | 7 | 5 | 1 | - | 44 | 3.49% |
| 27. Information Technology | - | 1 | 33 | 12 | 46 | 1 | 1 | - | 1 | 37 | 14 | 52 | - | - | 4 | 2 | 6 | 48 | 4 | 2 | - | 5 | 59 | 4.68% |
| 28. Conference, Language, Printing and Archives | - | 2 | 31 | 51 | 84 | - | 1 | 1 | - | 34 | 48 | 83 | 1 | (2) | 3 | (3) | (1) | 82 | 24 | - | 1 | - | 107 | 8.49% |
| 29. Premises Management | - | 1 | 7 | 17 | 25 | - | - | - | 1 | 8 | 16 | 26 | 1 | - | 1 | (1) | 1 | 26 | 6 | - | 2 | 1 | 35 | 2.78% |
| 30. Travel and Procurement | - | - | 6 | 8 | 14 | 1 | 1 | - | 1 | 9 | 12 | 22 | - | 1 | 3 | 4 | 8 | 20 | 4 | 1 | - | 1 | 26 | 2.06% |
| 31. The New Construction | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 2 | 0.16% |
| Total - Strategic Goal Five | 2 | 15 | 125 | 135 | 277 | 6 | 3 | 3 | 10 | 141 | 143 | 297 | 1 | (5) | 16 | 8 | 20 | 279 | 58 | 9 | 7 | 8 | 361 | 28.63% |
| Total | 7 | 44 | 417 | 467 | 935 | 26 | 23 | 8 | 30 | 435 | 497 | 970 | 1 | (14) | 18 | 30 | 35 | 922 | 220 | 27 | 60 | 32 | 1'261 | 100.00% |
| Unallocated | - | - | - | - | - | - | - | - | 13 | - | 1 | 14 | - | 13 | - | 1 | 14 | - | - | - | - | - | - | 0.00% |
| GRAND TOTAL | 7 | 44 | 417 | 467 | 935 | 26 | 23 | 8 | 43 | 435 | 498 | 984 | 1 | (1) | 18 | 31 | 49 | 922 | 220 | 27 | 60 | 32 | 1'261 | 100.00% |

* DDG and ADG may have more than one program under their supervision. However, for budgeting purposes, the post each of them occupies is shown under one program only.

** A D2 post has been re-classified at ADG level for the period from December 1, 2006 to November 30, 2009, as per the decision of the Coordination Committee (WO/CC/54/3 Corr., paragraph 77(i)).

ANNEX 8: EXPECTED RESULTS VS. BUDGET UTILIZATION

| Programs | Actual Expenditure (excluding 6%) | Utilization rate % (Initial vs. Spent Budget) | Expected Results Scoring 2006-2007 | | | | Total Results | Ratio of Total Expected Results in % 2006-2007 | | | | | |
|-----------------------------|--|---|------------------------------------|---------------|-------------------|--|------------------|--|---------------|-------------------|--|-------------|--|
| | | | Met | Partly met | Major slippage | Abandoned/ Insufficient evidence | | Met | Partly met | Major slippage | Abandoned/ Insufficient evidence | | |
| STRATEGIC GOAL ONE | | | | | | | | | | | | | |
| P1 | Public Outreach and Communication | 12 607 | 94.93 | 3 | 2 | | | 5 | 60.00 | 40.00 | 0.00 | 0.00 | |
| P2 | External Coordination | 10 871 | 101.19 | 2 | | | | 2 | 100.00 | 0.00 | 0.00 | 0.00 | |
| P3 | Strategic Use of IP for Development | 16 557 | 134.1 | 4 | 2 | 1 | | 7 | 57.14 | 28.57 | 14.29 | | |
| P4 | Use of Copyright in the Digital Environment | 1 323 | 50.73 | 2 | | | 1 | 3 | 66.67 | 0.00 | 0.00 | 33.33 | |
| P5 | IP and Public Policy | 297 | 18.47 | 1 | | | | 1 | 100.00 | 0.00 | 0.00 | 0.00 | |
| | Total | 41 655 | 102.63 | 12 | 4 | 1 | 1 | 18 | 66.67 | 22.22 | 5.56 | 5.56 | |
| STRATEGIC GOAL TWO | | | | | | | | | | | | | |
| P6 | Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs | 33 966 | 90.22 | 5 | 2 | | | 7 | 71.43 | 28.57 | 0.00 | 0.00 | |
| P7 | Certain Countries in Europe and Asia | 4 399 | 97.11 | 5 | 1 | | | 6 | 83.33 | 16.67 | 0.00 | 0.00 | |
| P8 | Business Modernization of IP Institutions | 4 257 | 87.9 | 1 | 2 | | 1 | 4 | 25.00 | 50.00 | 0.00 | 25.00 | |
| P9 | Collective Management of Copyright and Related Rights | 899 | 42.53 | 2 | 1 | | | 3 | 66.67 | 33.33 | 0.00 | 0.00 | |
| P10 | IPR enforcement | 2 610 | 88 | 4 | | | | 4 | 100.00 | 0.00 | 0.00 | 0.00 | |
| P11 | The WIPO Worldwide Academy | 11 270 | 78.66 | 5 | | | 1 | 6 | 83.33 | 0.00 | 0.00 | 16.67 | |
| | Total | 57 401 | 86.41 | 22 | 6 | 0 | 2 | 30 | 73.33 | 20.00 | 0.00 | 6.67 | |
| STRATEGIC GOAL THREE | | | | | | | | | | | | | |
| P12 | Law of patents | 2 332 | 77.84 | 2 | | | 1 | 3 | 66.67 | 0.00 | 0.00 | 33.33 | |
| P13 | Law of Trademarks, Industrial Designs and Geographical Indications | 3 599 | 72.65 | 3 | | | | 3 | 100.00 | 0.00 | 0.00 | 0.00 | |
| P14 | Law of Copyright and Related Issues | 6 392 | 112.48 | 2 | 2 | | | 4 | 50.00 | 50.00 | 0.00 | 0.00 | |
| P15 | Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 5 402 | 116.2 | 4 | | | | 4 | 100.00 | 0.00 | 0.00 | 0.00 | |
| | Total | 17 725 | 96.95 | 11 | 2 | 0 | 1 | 14 | 78.57 | 14.29 | 0.00 | 7.14 | |
| STRATEGIC GOAL FOUR | | | | | | | | | | | | | |
| P16 | Administration of the PCT System | 148 921 | 103.1 | 7 | 4 | | | 11 | 63.64 | 36.36 | 0.00 | 0.00 | |
| P17 | PCT Reform | 2 261 | 98.26 | 2 | | | | 2 | 100.00 | 0.00 | 0.00 | 0.00 | |
| P18 | Madrid, The Hague and Lisbon Registration | 44 607 | 106.34 | 4 | 1 | | | 5 | 80.00 | 20.00 | 0.00 | 0.00 | |
| P19 | Patent Information, classification and IP Standards | 6 154 | 112.73 | 8 | 1 | | | 9 | 88.89 | 11.11 | 0.00 | 0.00 | |
| P20 | International Classifications in the Field of Trademarks and Industrial Designs | 829 | 65.28 | 2 | | | | 2 | 100.00 | 0.00 | 0.00 | 0.00 | |
| P21 | Arbitration and Mediation Services and Domain Names, Policies and Procedures | 6 123 | 93.93 | 3 | | | | 3 | 100.00 | 0.00 | 0.00 | 0.00 | |
| | Total | 208 895 | 103.44 | 26 | 6 | 0 | 0 | 32 | 81.25 | 18.75 | 0.00 | 0.00 | |
| STRATEGIC GOAL FIVE | | | | | | | | | | | | | |
| P22 | Direction and Executive Management | 12 442 | 89.02 | 4 | 1 | | | 5 | 80.00 | 20.00 | 0.00 | 0.00 | |
| P23 | Budget Control and Resource Mobilization | 5 289 | 117.19 | 1 | 1 | | | 2 | 50.00 | 50.00 | 0.00 | 0.00 | |
| P24 | Internal Oversight | 1 627 | 91.35 | 2 | 2 | | | 4 | 50.00 | 50.00 | 0.00 | 0.00 | |
| P25 | Human Resources Management | 16 051 | 102.07 | 1 | 4 | | | 5 | 20.00 | 80.00 | 0.00 | 0.00 | |
| P26 | Financial Operations | 11 979 | 106.34 | 2 | | 1 | 1 | 4 | 50.00 | 0.00 | 25.00 | 25.00 | |
| P27 | Information Technology | 40 352 | 103.53 | 3 | 1 | | | 4 | 75.00 | 25.00 | 0.00 | 0.00 | |
| P28 | Conference, Language, Printing and Archives | 40 054 | 98.17 | 4 | 2 | | | 6 | 66.67 | 33.33 | 0.00 | 0.00 | |
| P29 | Premises Management | 51 840 | 88.24 | 2 | | 1 | | 3 | 66.67 | 0.00 | 33.33 | 0.00 | |
| P30 | Travel and Procurement | 8 406 | 104.01 | 2 | 2 | | | 4 | 50.00 | 50.00 | 0.00 | 0.00 | |
| P31 | The New Construction | 1 369 | 29.56 | | | 2 | | 2 | 0.00 | 0.00 | 100.00 | 0.00 | |
| | Total | 189 409 | 95.42 | 21 | 13 | 4 | 1 | 39 | 53.85 | 33.33 | 10.26 | 2.56 | |
| | Grand total | 515 085 | 97.97 | 92 | 31 | 5 | 5 | 133 | 69.17 | 23.31 | 3.76 | 3.76 | |

ANNEX 9: ACRONYMS USED IN THE PRESENT DOCUMENT

| | |
|------------|--|
| ACE | Advisory Committee on Enforcement |
| ADG | Assistant Directors General |
| AEPO-ARTIS | Association of European Performers' Organizations |
| AIMS | Administration Integrated Management System |
| AIPLA | American Intellectual Property Law Association |
| AIR | Application Integration Request |
| ALADI | Asociación Latino Americana de Integración |
| APEC | Asia Pacific Economic Cooperation |
| APNET | African Publishers' Network |
| ARIPO | African Regional Industrial Property Organization |
| ARTISJUS | Hungarian Authors' Society |
| ASEAN | Association of Southeast Asian Nations |
| ASPAC | Authors and Publishers |
| ATR | Annual Technical Reports on patent, trademark and industrial design information activity |
| AU | African Union |
| AUTM | Association of University Technology Managers |
| AWGIPC | ASEAN Working Group on Intellectual Property Cooperation |
| BIMST EC | Bangladesh, Bhutan, India, Myanmar, Nepal, Sri Lanka and Thailand Economic Cooperation |
| BMI | Broadcast Music, Inc. |
| CAEU | Council of Arab Economic Unity |
| CAPNET | Caribbean Publishers' Network |
| CARDS | Community Assistance for Reconstruction, Development and Stabilization |
| CARICOM | Caribbean Community |
| CBD | Convention on Biological Diversity |
| CCL | Caribbean Copyright Link |
| CCMRI | Collective Management of Copyright and Related Rights |
| CCTLD | Country code top-level domains |
| CDIP | Committee on Development and Intellectual Property |
| CEB | Chief Executives Board |
| CEDA | Caribbean Export Development Agency |
| CEMAC | Communauté Économique et Monétaire de l'Afrique Centrale |
| CFIE | Chinese Federation of Industrial Economics |
| CIEC | Creative and Innovative Economy Center |
| CIPIH | WHO Commission on Intellectual Property, Innovation and Public Health |

| | |
|-----------|---|
| CIS | Commonwealth of Independent States |
| CISAC | International Confederation of Societies of Authors and Composers |
| CLAIMS | Classification Automated Information System |
| CLEA | Collection of Laws for Electronic Access |
| COI | Indian Ocean Commission |
| COMESA | Common Market for Eastern and Southern Africa |
| COR | Communication on Request |
| DG | Director General |
| DDG | Deputy Director General |
| DNS | Domain Name System |
| DRM | Digital Rights Management |
| DVD | Digital Versatile Disc |
| EAC | East African Community |
| EAPO | Eurasian Patent Organization |
| EBU | European Broadcasting Union |
| ECAF | Electronic Case Facility |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| ECOSOC | Economic and Social Council |
| EPO | European Patent Office |
| ERP | Enterprise Resource Planning |
| ESCAP | Economic and Social Council for Asia and the Pacific |
| E-TA | Electronic Travel Authorization |
| ETSI | European Telecommunications Standards Institute |
| EU | European Union |
| FAO | Food and Agriculture Organization |
| FAQ | Frequently Asked Questions |
| FRR | Financial Rules and Regulations |
| GBLAAC | Global Business Leaders Alliance Against Counterfeiting |
| GCC | Gulf Cooperation Council |
| GIAN-RUIG | Geneva International Academic Network |
| GR | Genetic Resources |
| GSC | Global Standards Consortium |
| GTLD | Generic top-level domains |
| HLCM | High Level Committee on Management |
| HLCP | High Level Committee on Programs |
| HQ | Headquarter |
| HRMD | Human Resources Management Department |
| IAEA | International Atomic Energy Agency |
| IAOD | Internal Audit and Oversight Division |

| | |
|----------|--|
| ICANN | Internet Corporation for Assigned Names and Numbers |
| ICC | United Nations International Computing Centre |
| ICGEB | International Centre for Genetic Engineering and Biotechnology |
| ICSC | International Civil Service Commission |
| IDA | International Depository Authority |
| IDB | Islamic Development Bank |
| IFIA | International Federation of Inventors' Associations |
| IFRRO | International Federation of Reproduction Rights Organizations |
| IGC | Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore |
| IGF | Internet Governance Forum |
| IGO | Intergovernmental Organization |
| IGWG | Intergovernmental Working Group on Public Health, Innovation and Intellectual Property |
| IPI | International Intellectual Property Institute |
| ILO | International Labor Organization |
| ILOAT | International Labor Organization Administrative Tribunal |
| IMPACT | International Medical Products Anti-Counterfeiting Taskforce |
| INTA | International Trademark Association |
| INTERPOL | International Criminal Police Organization |
| IP | Intellectual Property |
| IPA | International Publishers Association |
| IPACIS | Inter-parliamentary Assembly of Commonwealth of Independent States |
| IPC | International Patent Classification |
| IPCCAT | International Patent Classification (IPC) categorization assistance system |
| IPDL | Intellectual Property Digital Library |
| IPO | Intellectual Property Office |
| IPRs | Intellectual Property Rights |
| IPSAS | International Public Sector Accounting Standards |
| ISESCO | Islamic Educational, Scientific and Cultural Organization |
| ISMA | International Security Management Association |
| ISO | International Standards Organization |
| IT | Information Technology |
| ITC | International Trade Center |
| ITIL | Information Technology Infrastructure Libraries |
| ITU | International Telecommunication Union |
| JIU | Joint Inspection Unit |
| JPO | Japan Patent Office |

| | |
|---------|---|
| KIPA | Korean Invention Promotion Association |
| KIPO | Korean Intellectual Property Office |
| KPIs | Key Performance Indicators |
| LAC | Latin America and Caribbean |
| LAS | League of Arab States |
| LDCs | Least Developed Countries |
| LESI | Licensing Executives Society International |
| LL.M | Master of Law |
| LUSOPAT | Portal of Portuguese Language IP Collection |
| MDGs | Millennium Development Goals |
| MOSS | Minimum Operating Security Standards |
| NFAPs | National Focused Action Plans |
| NEPAD | New Partnership for Africa Development |
| NGO | Non-Governmental Organization |
| OAPI | African Intellectual Property Organization |
| OCR | Optical Character Recognition |
| OECD | Organization for Economic Development and Cooperation |
| OECS | Organization of Eastern Caribbean States |
| OHIM | Office of Harmonization for the Internal Market |
| OIC | Organization of the Islamic Conference |
| OIF | Organisation Internationale de la Francophonie |
| OLC | Office of Legal Council |
| OPAC | Open Access Catalogue |
| OTCA | Amazon Cooperation Treaty Organization |
| P | Program |
| PALOPS | Portuguese Speaking Countries of Africa |
| PBC | Program and Budget Committee |
| PCDA | Provisional Committee on Proposals Related to a WIPO Development Agenda |
| PCT | Patent Cooperation Treaty |
| PCT/MIA | Meeting of International Authorities under the PCT |
| PLT | Patent Law Treaty |
| PoA | Program of Action |
| PwC | PricewaterhouseCoopers |
| RBM | Results-based management |
| R&D | Research & Development |
| RFAP | Regional Focused Action Plan |
| RIAA | Recording Industrial Association of America |
| RIPC | Reformed International Patent Classification |

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| RIPCIS | System for the management of International Patent Classification (IPC) revision and publication |
| RMAS | Records Management and Archives Service |
| RMI | Rights Management Information |
| RSS | Really Simple Syndication |
| SAARC | South Asian Association for Regional Cooperation |
| SAN | Storage Area Network |
| SAR | Security Assessment Request |
| SCAPR | Societies' Council for the Administration of Performers' Rights |
| SCCR | Standing Committee on Copyright and Related Rights |
| SCIT | Standing Committee on Information Technologies |
| SCP | Standing Committee on the Law of Patents |
| SCT | Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications |
| SDC | Swiss Agency for Development and Cooperation |
| SDWG | Standards and Documentation Working Group |
| Sfr | Swiss francs |
| SG | Strategic Goal |
| SLC | Special Labour Contract |
| SME | Small and medium-sized enterprise |
| SPLT | Substantive Patent Law Treaty |
| SSA | Special Service Agreement |
| STL | Successful Technology Licensing |
| SWU | Staff Welfare Unit |
| TACB | Technical Assistance and Capacity Building |
| TAIEX | Technical Assistance and Information Exchange unit of Directorate-General Enlargement, European Commission |
| TCE | Traditional Cultural Expressions |
| TK | Traditional Knowledge |
| TLT | Trademark Law Treaty |
| TLS | Traffic light system |
| TRIPS Agreement | Agreement on Trade-Related Aspects of Intellectual Property Rights |
| UDRP | Uniform Domain Name Dispute Resolution Policy |
| UIS | UNESCO Institute for Statistics |
| UN | United Nations |
| UN H-MOSS | UN Headquarters Minimum Operating Security Standards |
| UNCITRAL | United Nations Commission on International Trade Law |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDP | United Nations Development Programme |

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| UNECE | United Nations Commission for Europe |
| UNEP | United Nations Environment Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFCU | United Nations Federal Credit Union |
| UNHCR | United Nations High Commissioner for Refugees |
| UNIDO | United Nations Industrial Development Organization |
| UNITAR | United Nations Institute for Training and Research |
| UNJSPF | United Joint Staff Pension Fund |
| UNOG | United Nations Office at Geneva |
| UNU | United Nations University |
| UPOV | Union for the Protection of the New Varieties of Plants |
| USA | United States of America |
| USPTO | United States Patent and Trademark Office |
| WAB | WIPO Appeal Board |
| WAN | West African Network |
| WB | World Bank |
| WCO | World Customs Organization |
| WCT | WIPO Copyright Treaty |
| WGIG | UN Working Group on Internet Governance |
| WHO | World Health Organization |
| WIF | WIPO Industry Forum |
| WIPO | World Intellectual Property Organization |
| WIPOnet | WIPO Global Information Network |
| WMO | World Meteorological Organization |
| WMS | WIPO Medical Service |
| WPPT | WIPO Performances and Phonograms Treaty |
| WSIS | World Summit on the Information Society |
| WSO | World Summit Outcome |
| WTO | World Trade Organization |
| XML | eXtensible Markup Language |

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