

WIPO



A/47/3

ORIGINAL: English

DATE: August 15, 2009

WORLD INTELLECTUAL PROPERTY ORGANIZATION
GENEVA

E

ASSEMBLIES OF THE MEMBER STATES OF WIPO

Forty-Seventh Series of Meetings Geneva, September 22 to October 1, 2009

PROPOSED PROGRAM AND BUDGET FOR THE 2010/11 BIENNIUM

presented by the Director General

1. The present document contains the Proposed Program and Budget for the 2010/11 Biennium (document WO/PBC/14/4), which will be submitted to the fourteenth session of the WIPO Program and Budget Committee (PBC) to be held from September 14 to 16, 2009.
2. The recommendation of the PBC in respect of this document will be included in the “Summary of Recommendations Made by the Program and Budget Committee at its Fourteenth Session Held from September 14 to 16, 2009” (document A/47/15).
3. *The Assemblies of the Member States of WIPO and of the Unions administered by it, each as far as it is concerned, are invited to approve the recommendation of the Program and Budget Committee made in respect of document WO/PBC/14/4, as recorded in document A/47/15.*

[Attachment follows]

ATTACHMENT

WIPO



WO/PBC/14/4

ORIGINAL: English

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WORLD INTELLECTUAL PROPERTY ORGANIZATION
GENEVA

E

PROGRAM AND BUDGET COMMITTEE

Fourteenth Session

Geneva, September 14 to 16, 2009

PROPOSED PROGRAM AND BUDGET FOR THE 2010/11 BIENNIUM

presented by the Director General

1. The attached revised draft of the Proposed Program and Budget for the 2010/11 Biennium is submitted to the fourteenth session of the Program and Budget Committee (PBC) in accordance with the Financial Regulations and Rules of WIPO, and pursuant to the Mechanism to further involve Member States in the preparation and follow up of the program and budget of the Organization (see documents WO/PBC/13/7 and A/46/12).
2. In accordance with the Mechanism, the first draft of the Proposed Program and Budget for the 2010/11 Biennium (document WO/PBC/IM/1/09/4) was presented to the PBC at its informal session, held from July 20 to 22, 2009 for discussion, comments and recommendations, including possible amendments. The attached draft has been revised in response to comments and recommendations from Member States (please see Annex for a summary of the changes to financial resources by program), to reflect the following.
 - In response to the strong desire by Member States that the importance of SMEs should be more clearly reflected in the proposed Program and Budget 2010/11, a separate program has been established under Strategic Goal III (Program 30 Small and Medium-sized Enterprises). The financial and human resources of the new program were previously under Program 9 (Africa, Arab, Asia and the Pacific, Latin America

and the Caribbean Countries, Least Developed Countries), which has been correspondingly adjusted;

- Acknowledging calls to differentiate between the very specific needs of the various regions and of LDCs within Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), the narrative section of the program has been amended to reflect this, setting out in detail the region-specific challenges and strategies, together with associated expected results and performance indicators by region. The proposed financial resources within this Program have also been provided on a region by region basis;
- Activities related to innovation promotion and technology transfer have been moved from Program 1 (Patents) to Program 18 (IP and Global Issues), reflecting Member States comments and the global IP challenges nature of this work. The proposed budget related to these activities has also been transferred from Program 1 to Program 18;
- Following the strong support expressed for the activities under Program 11 (the WIPO Academy), and in order to augment the resources of the Academy in support of the reintroduction of the Executive Management program, additional personnel resources have been provided for the program, with a corresponding reduction in Program 6 (Madrid, Hague and Lisbon Systems);
- As requested by Member States, paragraph 25 of Section II, part D on extrabudgetary resources has been moved to Program 20. As also requested, the principles contained in paragraph 24 have been included at the start of Section C, Financial Overview, paragraph 9.
- References to the Medium Term Strategic Plan have been deleted throughout the Proposed Program and Budget 2010/11.
- The Organigram under Annex VII has been updated to reflect the structures envisaged to be place as of December 1, 2009, when the new management team takes up its duties.

3. Further amendments to the program narratives have also been made to reflect the comments made by Member States. Where such changes have been made, these have been highlighted for ease of reference. Those programs which have been significantly changed in line with Para. 2 above, have not been highlighted.

4. This revised draft of the Proposed Program and Budget for 2010/11 is being submitted to the present session of the PBC for its formal recommendation to the forty-seventh session of the Assemblies (September 22 to October 1, 2009).

5. The Program and Budget Committee is invited to recommend to the Assemblies of the Member States of WIPO and of the Unions, each as far as it is concerned, the approval of the attached proposed Program and Budget for the 2010/11 Biennium.

[Annex follows]

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Annex

2008/09 Restated Revised Budget and changes to 2010/11 Proposed Budget by Program
(in thousands of Swiss francs)

Program	2008/09 Revised budget			2010/11 Proposed Budget		
	2008/09 Revised Budget	Changes	2008/09 Restated Revised Budget	2010/11 Proposed Budget July	Changes	2010/11 Proposed Budget September
1 Patents ¹	7,140	(3,948)	3,192	6,857	(3,248)	3,610
2 Trademarks, Industrial Designs and Geographical Indications	3,803	-	3,803	3,627	-	3,627
3 Copyright and Related Rights Traditional Knowledge, Traditional Cultural Expressions and	13,450	-	13,450	12,813	-	12,813
4 Genetic Resources	7,118	-	7,118	7,159	-	7,159
5 The PCT System	181,402	-	181,402	183,748	-	183,748
6 Madrid, Hague and Lisbon Systems	61,180	-	61,180	58,874	(396)	58,477
7 Arbitration, Mediation and Domain Names	8,934	-	8,934	10,190	-	10,190
8 Development Agenda Coordination Africa, Arab, Asia and the Pacific, Latin America and the	5,414	-	5,414	5,237	-	5,237
9 Caribbean Countries, Least Developed Countries	48,060	(3,567)	44,493	46,456	(4,499)	41,958
30 Small and Medium-sized Enterprises ²		3,567	3,567		4,499	4,499
10 Cooperation with Certain Countries in Europe and Asia	5,604	-	5,604	6,111	-	6,111
11 The WIPO Academy	8,859	-	8,859	9,797	396	10,193
12 International Classifications and WIPO IP Standards ³	924	8,071	8,995	8,520	-	8,520
13 Patent Classifications and WIPO IP Standards	8,071	(8,071)	-	-	-	-
14 Global IP Information Services ⁴	6,878	-	6,878	7,930	-	7,930
15 IP Office Modernization	5,435	-	5,435	4,898	-	4,898
16 Economic Studies, Statistics and Analysis	1,586	-	1,586	2,918	-	2,918
17 Building Respect for IP	2,922	-	2,922	2,608	-	2,608
18 IP and Global Challenges ⁵	1,455	3,948	5,403	2,106	3,248	5,354
19 Communications	13,179	-	13,179	15,455	-	15,455
20 External Offices and Relations	9,644	-	9,644	11,309	-	11,309
21 Executive Management	13,520	-	13,520	14,529	-	14,529
22 Finance, Budget and Program Management	17,292	-	17,292	16,305	-	16,305
23 Human Resource Management and Development	18,797	-	18,797	19,205	-	19,205
24 Administrative Support Services	57,995	-	57,995	53,303	-	53,303
25 Information and Communication Technology	46,583	-	46,583	42,597	-	42,597
26 Internal Audit and Oversight	3,257	-	3,257	3,565	-	3,565
27 Conference and Language Services	40,681	-	40,681	37,652	-	37,652
28 Security	9,972	-	9,972	9,762	-	9,762
29 New Construction	4,930	-	4,930	8,109	-	8,109
<i>Sub-Total</i>	<i>614,086</i>	<i>-</i>	<i>614,086</i>	<i>611,641</i>	<i>0</i>	<i>611,641</i>
<i>Costs Incurred in 2008 for Activities Discontinued in 2009</i>	<i>7,130</i>		<i>7,130</i>	<i>-</i>		<i>-</i>
Total	621,216		621,216	611,641	0	611,641
Unallocated ⁶	7,184		7,184	6,996		6,996
GRAND TOTAL	628,400	-	628,400	618,637	0	618,637

¹ This program now only includes Patents

² This is a new program

³ This program now incorporates the activities from previous program 13 Patent Classification and WIPO IP Standards. The 2008/09 Revised Budget for program 12 has been restated to include the budget for Program 13.

⁴ The name of this program has been changed from PATENTSCOPE® and Associated Patent Services to Global IP Information Services

⁵ This program now incorporates the activities from the Innovation and Technology Transfer previously under program 1

⁶ Unallocated non-personnel resources include 2.24 million Swiss francs earmarked for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32.

In order to ensure consistency with the methodology applied in the proposal for the Revised Program and Budget 2008/09, the table above presents the re-stated revised 2008/09 budget figures for the programs where structural changes are proposed (Programs 1, 9, 30, 12, and 18). The re-stated revised budget figure represents the budget for the respective programs in a comparable structure to that proposed for 2010/11, thus enabling the appropriate comparison of resource levels allocated the same.

[Proposed Program and Budget for the 2010/11 Biennium follows]

PROPOSED PROGRAM AND BUDGET FOR THE 2010/11 BIENNIUM

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¹ Program 30 is a new Program which contributes to Strategic Goal III.

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I. FOREWORD BY THE DIRECTOR GENERAL

Less than a year has passed since Member States approved WIPO's Revised Program and Budget for 2008/2009, thereby setting a new strategic direction for the Organization and launching a major process of realignment of WIPO's programs, structures, systems and resources.

The overarching challenge for the 2010/2011 biennium will be to take forward that process under a new Senior Management Team, and to consolidate the changes, so that we can begin to realize for our Member States the benefits which the strategic realignment is intended to deliver. The benefits will include, above all, more effective delivery of our normative activities, our services and our capacity building programs to Member States and stakeholders; more efficient use of our resources to achieve results; full integration of the development dimension into our work; and an Organization which is better positioned to address the multiple challenges to the functioning of the international intellectual property system in the rapidly evolving global environment.

Across all programs, we are seeking to tighten the emphasis on results. Accordingly, we have taken a more rigorous approach in this Program and Budget to the formulating of expected results, performance indicators and targets; as well as adding for the first time baselines so as to be able to gauge progress. The strengthening of results-based management at all levels will be further supported by the new Performance Management and Staff Development system, the phased implementation of which over the biennium will ensure that every individual understands how his or her work contributes to achieving the Organization's objectives.

Two years is a short time frame given the magnitude of the tasks before us. I have therefore committed to also presenting a longer-term framework, which will be set out in a Medium Term Strategic Plan (MTSP). While the Program and Budget 2010/2011 and the MTSP preparations have been carried out in parallel, completion of the Program and Budget has taken priority and has been driven by the strategic framework as approved by the Member States in adopting the Revised Program and Budget 2008/09. The first draft of the MTSP will be available in September 2009. Expected outcomes for each of the nine strategic goals will be developed, with associated performance indicators to enable us to assess our progress over the longer period up until 2015. Achievement against these goals will require the collective engagement of both the Secretariat and the Member States; this in turn requires shared ownership of the MTSP and its implementation. For the first time at WIPO, therefore, the medium term strategy will be prepared together with Member States and approved by them. This will be a highly consultative process over the next 12 months.

I am conscious that the level of detail required in the Program and Budget makes for a lengthy and somewhat dense document. I would like to take this opportunity, therefore, to highlight just a few of the achievements toward which we will work with Member States in the coming biennium, and which will mark tangible progress towards our strategic objectives.

- Translating the outstanding Development Agenda recommendations into projects and activities with agreed deliverables; and actioning Development Agenda principles within all relevant programs of the Organization (Program 8);
- Developing a more integrated approach to technical assistance and capacity-building activities within the framework of national IP and innovation strategies (Program 9). Expanding funding sources to meet the constantly increasing demand for technical assistance (Program 20);
- Facilitating a global reflection process on the balanced evolution of copyright and related rights, particularly in the digital environment. Clarifying the scope and impact of limitations and exceptions, with particular focus on improving access to copyright works for certain groups of beneficiaries, such as visually impaired people; (Program 3);
- Developing an international instrument to address the protection of traditional knowledge and traditional cultural expressions (Program 4);
- Implementing agreed improvements to the PCT system in order to enhance the quality of the international work products produced under the system, thereby increasing the attractiveness and utility of the system for users, participating States and the public, as well as contributing to reducing the worldwide patent application backlog (Program 5);

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- Expanding the geographical coverage and attractiveness of The Hague and Lisbon systems;
- Expanding the scope of WIPO's arbitration and mediation services (Program 7);
- Furthering IP knowledge-sharing, by improving access to – and the quality of – technical, legal and statistical IP information contained in WIPO's multiple databases (Programs 16, 14, 19, 21). Developing a new trademark search database. Publishing the first World IP Report (Program 16);
- Analyzing the reasons underlying the global escalation in counterfeiting and piracy, and stimulating policy dialogue to address them within the context of international cooperation to build respect for intellectual property (Program 17);
- Developing practical IP-based initiatives, such as an open innovation platform for green technologies, to help address the global challenges of climate change, food security and public health. Providing Member States with the policy tools and information to ensure that intellectual property law, policy and practice advance broader public policy goals, including the Millennium Development Goals (MDGs) (Program 18);
- Reduced head-count and stream-lined Secretariat.

In this biennium, however, our efforts to meet the considerable demands upon the Organization, both for internal reform and enhanced program delivery, are complicated by a new external factor: the impact of the financial and economic crisis is likely to be felt more keenly by WIPO, an Organization which derives over 90 % of its funding from fee paid services to the private sector, than by almost any other organization in the United Nations system. For the first time ever, WIPO's income is projected to fall in the coming biennium – and possibly beyond.

The projected 1.6 % fall in our revenue for 2010/11 equates to a reduction of 9.8 million Swiss francs in our budgeted expenditure compared to 2008/09 in order to avoid going into deficit. We are still left with the challenge of balancing, on the one hand, the need for new personnel and non-personnel resources in order to meet Member States' expectations for program delivery; and, on the other hand, the constraints of a reduced overall budgetary envelope.

The balance is a difficult one. To achieve it, we have first allocated sufficient resources to meet WIPO's legal Treaty obligations with respect to the processing of applications received under the international registration and filing systems. We have then ring-fenced Development Agenda expenditure, and ensured sufficient resources to fulfill our development mandate. Thirdly, we have made adequate provision for basic operational and infrastructural functions. At the same time, we have continued our drive for efficiency savings and cost cutting in non personnel expenditure across all programs, focusing particularly on reducing the Organization's exceptionally high travel costs.

The need to reduce overall personnel costs (which account for some 65 % of our expenditure), while ensuring sufficient flexibility to bring in the additional skills and knowledge needed to deliver our mandate, is a particularly difficult and sensitive challenge. Measures will include temporary freezing of some vacant posts, and internal redeployments to fill vacancies where practicable. Principally, however, as set out in document WO/CC/61/3 of the Coordination Committee, we propose to achieve the necessary accelerated reduction through the most humane means, namely, primarily through a voluntary separation scheme, of limited duration, to be funded from WIPO's existing financial provisions for separation from service.

The proposed Program and Budget for 2010/11 reflects our shared determination to maintain the momentum of positive strategic change and to continue building WIPO's capacity to deliver the results desired by Member States, whilst adjusting to the constraints of a reduced budget. I am very grateful to Member States for their constructive input to this demanding Program and Budget process and for their support in the shared search for equitable and practicable solutions.



Francis Gurry

Director General

II. OVERALL BUDGET PRESENTATION

A. EXECUTIVE SUMMARY

1. The proposed Program and Budget for the 2010/11 biennium is submitted to Member States for their consideration in accordance with the Financial Regulations and Rules of the Organization, and the mechanism adopted by Member States in respect of the process for the submission and approval of the Program and Budget of the Organization.

2. This section provides an overview of the main financial parameters for the 2010/11 biennium, together with the key changes foreseen and proposed in the Organization's income and expenditures respectively.

Table 1. Main Financial Parameters of the Organization
(in millions of Swiss francs)

	2006/07 Actual	2008/09 Approved Budget	2008/09 Revised Budget	2010/11 Proposed Budget	Difference Proposed vs. Revised Budget	
					Amount	%
INCOME						
Contributions	34.7	34.8	34.8	34.8	0.0	0.0%
Fees						
PCT System	451.1	466.3	461.0	446.2	(14.8)	-3.2%
Madrid System	90.3	94.0	100.5	106.0	5.6	5.5%
Hague System	5.0	7.1	5.7	7.4	1.7	28.8%
Lisbon System	0.0	0.0	0.0	0.0	0.0	0.0%
Total Fees	546.5	567.4	567.2	559.6	(7.6)	-1.3%
Other Income	28.1	25.9	26.4	24.2	(2.2)	-8.2%
TOTAL INCOME	609.3	628.1	628.4	618.6	(9.8)	-1.6%
EXPENDITURE						
Personnel Expenditure	376.1	406.8	400.7	404.0	3.3	0.8%
Non-Personnel Expenditure	156.5	209.5	220.6	207.7	(12.9)	-5.8%
Unallocated (Personnel Expd.)	0.0	4.9	4.9	1.4	(3.5)	-71.5%
Unallocated (Non-Personnel Expd.)	0.0	5.2	2.3	5.6 *	3.3	143.1%
TOTAL EXPENDITURE	532.5	626.3	628.4	618.6	(9.8)	-1.6%
SURPLUS/(DEFICIT)	76.8	1.7	0.0	0.0	0.0	-
RESERVES						
Reserve opening balance	127.0	203.6	203.6	203.6	0.0	0.0%
Total reserves	203.7	205.4	203.6	203.6	0.0	0.0%
Reserves as percentage of biennial expenditure	38.2%	32.8%	32.4%	32.9%	0.0	1.6%
Reserve Target	95.9	116.9	117.9	116.8	(1.1)	-0.9%
Reserve Balance	107.9	88.4	85.7	86.8	1.1	1.2%
REGISTRATION ACTIVITIES						
Number of PCT applications	309,542	342,100	342,100	333,900	(8,200)	-2.4%
Number of Madrid Registrations and Renewals	108,378	117,500	123,300	131,600	8,300	6.7%
Number of Hague Registration and Renewals	10,384	12,000	9,700	12,300	2,600	26.8%
PERSONNEL						
Total employees Headcount (estimated)	1,261	1,320	1,318	1,234	(84.0)	-6.4%
Total Regular Budget Posts	984	986	1,044	1,044	0.0	0.0%

* Unallocated non-personnel resources include 2.24 million Swiss francs earmarked for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32.

3. The base case estimate for overall income in 2010/11 is projected at the level of 618.6 million Swiss francs, representing a decrease of 9.8 million Swiss francs, or 1.6%, over the base case income

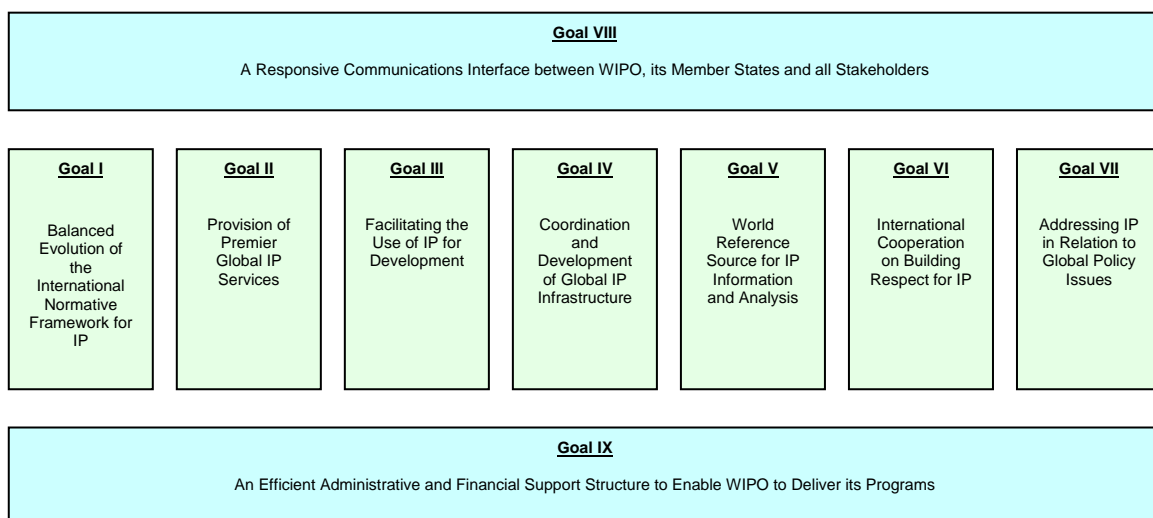
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level foreseen in the Revised Budget for the 2008/09 biennium. As in the case of the Revised Budget 2008/09 presentation, low case and high case scenarios for the fee income estimates are also presented (see Table 6 further below) in order to assess the potential impact of continued changing conditions in the financial markets and the world economy. These indicate that overall income levels are estimated to be in the range of 570.7 million Swiss francs in the low case (a decrease of 9.2% over the estimates provided in the Revised Budget for 2008/09), and 650.9 million Swiss francs in the high case (an increase of 3.6% over the estimates provided in the Revised Budget for 2008/09).

4. The proposed Budget for 2010/11, with the continued prudent approach of maintaining a balanced budget, foresees a decrease of 9.8 million Swiss francs, or 1.6% over the Revised Budget for 2008/09, similar to that estimated for the base case projection for overall income.

5. Details of income projections and the proposed expenditure budget are presented in the respective sections further below.

B. WIPO STRATEGIC FRAMEWORK AND PROGRAM STRUCTURE



6. The programmatic structure is determined by the nine strategic goals, which were approved by Member States when adopting the revised Program and Budget 2008/09. While this structure helps to provide a logical strategic framework, it might appear that programs contribute only to one goal. In reality, many of the programs contribute to several of the strategic goals. As such, the allocation of resources to Strategic Goals in the Table below provides a rough estimation based on the relationship between the primary objective of the program and the respective Strategic Goal. The program narratives attempt to show more clearly this cross-cutting nature of program strategies. At the same time, this approach seeks to establish a results chain which cascades from the level of the Strategic Goal through to program objectives, expected results and performance indicators. Work is currently underway to enable the Secretariat to show more accurately the resources devoted to achievement of Strategic and Program results.

7. The revised Program and Budget 2008/09 was the first step in the strategic realignment of program and resources to the new strategic framework. The proposed Program and Budget 2010/11 develops this further. Under the revised Program and Budget 2008/09 Programs 12 (International Classification in the Field of Trademarks and Industrial Designs) and 13 (Patent Classification and WIPO IP Standards) were presented as separate programs. These are now proposed to be merged into one program.

8. The proposed Program and Budget 2010/11 also aims to strengthen the results-based management framework. The introduction of baselines is an essential component of the performance assessment framework, enabling a more meaningful assessment of program performance. Strengthening the performance indicators and targets, trying to focus on impact and outcomes rather than outputs and activities, is intended to give Member States a richer picture of real achievements for

resources used. The introduction of links for each expected result to a Strategic Goal provides for an improved results chain and greater coherence between the longer term strategic level and the shorter term program level.

2010/11 WIPO's Strategic Framework and Program Structure
(including Budget and Posts by Program)
(in thousands of Swiss francs)

STRATEGIC GOAL I
Balanced Evolution of the International Normative Framework for IP

	Proposed Budget	Posts
1. Patents *	3,610	6
2. Trademarks, Industrial Designs and Geographical Indications.	3,627	5
3. Copyright and Related Rights	12,813	20
4. Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,159	9
TOTAL	27,209	40

STRATEGIC GOAL II
Provision of Premier Global IP Services

	Proposed Budget	Posts
5. The PCT System	183,748	360
6. Madrid, Hague and Lisbon Systems	58,477	122
7. Arbitration, Mediation and Domain Names	10,190	15
TOTAL	252,415	497

STRATEGIC GOAL III
Facilitating the Use of IP for Development

	Proposed Budget	Posts
8. Development Agenda Coordination	5,237	8
9. Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	41,958	56
30. Small and Medium-sized Enterprises **	4,499	6
10. Cooperation with Certain Countries in Europe and Asia	6,111	9
11. The WIPO Academy	10,193	12
TOTAL	67,998	91

10

STRATEGIC GOAL IV
Coordination and Development of Global IP Infrastructure

	Proposed Budget	Posts
12. International Classifications and WIPO IP Standards ***	8,520	19
14. Global IP Information Services ****	7,930	15
15. IP Office Modernization	4,898	6
TOTAL	21,348	40

STRATEGIC GOAL V
World Reference Source for IP Information and Analysis

	Proposed Budget	Posts
16. Economic Studies, Statistics and Analysis	2,918	6
TOTAL	2,918	6

STRATEGIC GOAL VI
International Cooperation on Building Respect for IP

	Proposed Budget	Posts
17. Building Respect for IP	2,608	5
TOTAL	2,608	5

* This Program now only includes Patents

** This is a new Program

*** This Program incorporates the activities from previous Program 13 (Patent Classification and WIPO IP Standards). The 2008/09 Revised Budget for Program 12 has been restated to include the budget from Program 13

**** The name of this Program has been changed from Patentscope® and Associated Patent Services to Global IP Information Services

STRATEGIC GOAL VII
Addressing IP in Relation to Global Policy Issues

	Proposed Budget	Posts
18. IP and Global Challenges *	5,354	9
TOTAL	5,354	9

STRATEGIC GOAL VIII
A Responsive Communications Interface between WIPO,
its Members and all Stakeholders

	Proposed Budget	Posts
19. Communications	15,455	33
20. External Offices and Relations	11,309	18
TOTAL	26,764	51

STRATEGIC GOAL IX
An Efficient Administrative and Financial Support
Structure to Enable WIPO to Deliver its Programs

	Proposed Budget	Posts
21. Executive Management	14,529	24
22. Finance, Budget and Program Management	16,305	40
23. Human Resources Management and Development	19,205	40
24. Administrative Support Services	53,303	52
25. Information and Communication Technology	42,597	52
26. Internal Oversight	3,565	6
27. Conference and Language Services	37,652	77
28. Security	9,762	6
29. New Construction	8,109	0
TOTAL	205,026	297

OVERVIEW

	Proposed Budget	Posts
Strategic Goal I	27,209	40
Strategic Goal II	252,415	497
Strategic Goal III	67,998	91
Strategic Goal IV	21,348	40
Strategic Goal V	2,918	6
Strategic Goal VI	2,608	5
Strategic Goal VII	5,354	9
Strategic Goal VIII	26,764	51
Strategic Goal IX	205,026	297
Unallocated	6,996	8
GRAND TOTAL	618,637	1,044

* This Program now incorporates the activities from the Innovation and Technology Transfer previously under Program 1

C. FINANCIAL OVERVIEW FOR 2010/11

9. Since WIPO's financial stability depends upon a balanced budget, the Organization should not spend more than it earns. Based on this premise, any decrease in income requires a commensurate decrease in expenditure, and this inevitably impacts on the resources the Organization has available for all its activities. The proposed Program and Budget 2010/11 is evidence of this reality.

10. As Table 2 below indicates, on a budgetary basis, the projected income and proposed expenditure budget are aligned for 2010/11, thus resulting in an overall balanced budget. This base case scenario results in maintaining the overall reserves at the same level as the projected reserves under the Revised Budget for 2008/09. As a result of a small reduction in the reserve target level (of 18.9%² of biennial expenditure) in absolute terms, the reserve balance as at the end of the 2010/11 biennium would increase by 1.1 million Swiss francs, from 85.7 million Swiss francs at the end of the 2008/09 biennium to 86.8 million Swiss francs.

Table 2. Financial Overview for 2010/11
(in millions of Swiss francs)

	2006/07 Actual	2008/09 Revised Budget	2010/11 Proposed Budget	Difference Proposed vs. Revised Budget	
				Amount	%
a. Income	609.3	628.4	618.6	(9.8)	-1.6%
b. Expenditure	532.6	628.4	618.6	(9.8)	-1.6%
c. Surplus/(Deficit) (a-b)	76.7	0.0	0.0	0.0	n/a
d. RWCF (opening balance)*	127.0	203.6	203.6	0.0	0.0%
e. Total RWCF (c+d)	203.6	203.6	203.6	0.0	0.0%
f. RWCF as percentage of biennial expenditure (e/b)	38.2%	32.4%	32.9%	n/a	n/a
g. RWCF Target	95.9	117.9	116.8	(1.1)	-0.9%
h. RWCF Balance (e-g)	107.8	85.7	86.8	1.1	1.2%

*Reserves and Working Capital Funds (RWCF)

11. The base case scenario in respect of Union results is illustrated by Table 3 below. Although there is a balance between income and expenditure at the level of the Organization, the results by Unions show deficits for the Hague and Lisbon Unions. While these Unions have no indirect expenditures allocated to them, in accordance with the current methodology on the allocation of expenditure by Unions, their direct expenditures are foreseen to exceed their income, and accordingly result in deficits for both Unions for the biennium. Further details of the allocation of income and expenditure by Union are provided in Annex III.

² During the 35th Series of Meetings in September-October 2000, the Assemblies of the Member States of WIPO approved (A/35/15, paragraph 151(b)) target levels for RWC funds as a percentage of estimated biennial expenditure as follows: (i) contribution-financed Unions - 50%; (ii) PCT Union - 15%; (iii) Madrid Union - 25%; and (iv) Hague Union - 15%. The overall average of these reserves as a percentage of WIPO's proposed 2010/11 budget results in a target level of 18.9%.

Table 3. Summary Overview by Union 2010/11
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
RWCF, End 2009*	24,288		137,626		41,386		222		111		203,632	
2010/11 Income	37,042		458,596		113,754		8,468		777		618,637	
2010/11 Expenditure	36,980		456,814		113,522		9,620		1,702		618,637	
Surplus/Deficit	62		1,782		232		(1,152)		(925)		(0)	
RWCF, End 2011	24,350		139,409		41,618		(931)		(814)		203,632	
RWCF, Target	18,490	50.0	68,522	15.0	28,380	25.0	1,443	15.0	-	n/a	116,835	18.9
Balance	5,860		70,887		13,238		(2,374)		(814)		86,797	

*As per the document on the Revised Budget for the 2008/09 biennium (WIPO Publication no. 360E/PB0809)

12. The proposal for the Organization's expenditure budget is based on the base case scenario for projected income levels. It should be highlighted, however, that the financial results for the 2010/11 biennium could vary significantly if incomes levels were to approach the low or high case scenarios noted below in Table 4, with a corresponding impact on the level of the reserves. The latter, however, continues to be estimated to remain well above the target levels established by Member States in all scenarios.

Table 4. Scenarios for Financial Results
(in millions of Swiss francs)

	2010/11 Proposed Budget (BASE CASE)	2010/11 LOW CASE	2010/11 HIGH CASE
Income	618.6	570.7	650.9
Expenditure			
Personnel (incl. unallocated)	405.4	405.4	405.4
Non-Personnel (incl. unallocated)	213.3	213.3	213.3
Total, Expenditure	618.6	618.6	618.6
Surplus/(Deficit)	(0.0)	(47.9)	32.3
RWCF*	203.6	155.7	235.9
RWCF Target	116.8	116.8	116.8
RWCF Balance	86.8	38.9	119.1

*Reserves and Working Capital Funds (RWCF)

13. The risks of a downturn in income levels are difficult to manage actively, since the factors generating change in income levels are mostly exogenous to WIPO. The importance of monitoring is greatly increased in circumstances when such risks are high. WIPO already has strong monitoring activity and support systems in place, which have been enhanced by the establishment of a Financial Observatory on the Internet, providing access to Member States quarterly on the financial status of the Organization, as well as the establishment of a Crisis Management Group (CMG), chaired by the Director General, in order to systematically monitor the evolution and potential impact of the financial and economic crisis on WIPO's income, as well as to monitor expenditure accordingly (the Terms of Reference of the CMG have been posted on the Financial Observatory for Member States' information).

14. These monitoring mechanisms will continue to be maintained and enhanced over the following biennium to ensure that WIPO is ready to act in a timely and appropriate manner in the event that the probability of the low case income projections were to increase, as well as to further strengthen transparency and regular reporting on the financial status of the Organization to Member States. Should income levels be projected to move closer to the high case scenario presented, any adjustments to the Organization's expenditure budget would be proposed via the revised budget for 2010/11 (with the exception of upward flexibility adjustments in the allocation of resources).

Proposed Program and Budget for 2010/11

15. WIPO will also continue to actively reinforce the principles of responsibility and accountability for delivering results alongside the cost effective and efficient management of resources. Policies and procedures are reviewed as a matter of good business practice, in order to ensure that the culture of responsible spending continues to be reinforced. Cost containment measures over and above these may also be put in place, should the need arise to manage the overall expenditure levels in line with a lower than projected income scenario. A number of such measures have already been put into place or initiated in the course of the first half of 2009, as communicated to Member States.

16. Further work is under way to continue to enhance the Organization's income projection methodology, as well as to systematically address financial and operational risks faced by the Organization within a structured risk management framework.

D. 2010/11 INCOME FORECAST

17. The proposed Program and Budget for the 2010/11 biennium is presented with income estimated at 618.6 million Swiss francs, representing a decrease of 1.6% over the projected income level of the Revised Budget for 2008/09. As illustrated in Table 5, fee income in the base case scenario is expected to continue to increase for the Madrid and Hague systems, while a reduction of 14.8 million Swiss francs is projected in PCT fee income, representing a decrease of 3.2% compared to the Revised Budget for 2008/09.

Table 5. Evolution of the Income of the Organization from 2002/03 to 2010/11
(in millions of Swiss francs)

	2002/03	2004/05	2006/07	2008/09 Revised Budget	2010/11 Proposed Budget	Difference Proposed vs. Revised Budget	
	Actual					Amount	%
<i>Contributions</i>	34.5	34.4	34.7	34.8	34.8	0.0	0.0%
<i>Fees</i>							
PCT System	348.0	400.6	451.1	461.0	446.2	(14.8)	-3.2%
Madrid System	49.7	60.8	90.3	100.5	106.0	5.6	5.5%
Hague System	8.4	5.0	5.0	5.7	7.4	1.7	28.8%
Lisbon System	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
<i>Sub-Total Fees</i>	<i>406.1</i>	<i>466.5</i>	<i>546.5</i>	<i>567.2</i>	<i>559.6</i>	<i>(7.6)</i>	<i>-1.3%</i>
<i>Arbitration</i>	3.2	2.5	3.2	2.8	2.7	(0.1)	-4.8%
<i>Publications</i>	7.1	4.4	2.7	1.2	1.0	(0.2)	-16.7%
<i>Interest</i>	13.1	8.9	15.8	18.1	16.3	(1.8)	-10.1%
<i>Miscellaneous</i>	6.4	6.0	6.4	4.2	4.2	0.0	0.0%
TOTAL	470.3	522.7	609.3	628.4	618.6	(9.8)	-1.6%

18. Income from publications in 2010/11 is projected at 1.0 million Swiss francs, representing a decrease of 0.2 million Swiss francs from the estimates under the Revised Budget 2008/09 (16.7% decrease). The continued decline in publication income is explained by a shift in policy towards making available publications free-of-charge, in particular in digital and Internet formats, a shift that reflects the emphasis on access to knowledge within the Development Agenda.

19. It is estimated that in 2010/11 interest income will be 16.3 million Swiss francs, representing a decrease of 1.8 million Swiss francs compared to the estimate under the Revised Budget for 2008/09 (a decrease of 10.1%). The decrease in interest income is explained by the decrease in fee income (lower deposit base) as well as the lower interest rates earned on WIPO's deposits as a result of the significant cuts in deposit interest rates as a result of the global financial crisis.

Income Scenarios

20. While there is no increase on the Madrid and Hague system fees foreseen in the high case scenario, an upturn in the global financial and economic environment could boost PCT income significantly, thus resulting in overall income exceeding the projections for the Revised Budget for 2008/09 by up to 22.5 million Swiss francs. While there is a possibility that such a high case scenario may materialize, the more probable scenario points towards the currently presented base case, with the possibility of further decreases in income in both the Madrid and Hague systems in addition to the PCT system. Regular review and re-forecasting of the PCT, Madrid and Hague systems' income levels are undertaken in order to ensure timely recognition of any changes in trends which may signal significant deviation in income levels and require a corresponding review and/or adjustment of the Organization's expenditure budget.

Table 6: Income Forecast Scenarios for 2010/11
(in thousands of Swiss francs)

	2006/07 Actual	2008/09 Revised Budget	2010/11 FORECAST SCENARIOS					
			Base Case	Difference from 2008/09	Low Case	Difference from 2008/09	High Case	Difference from 2008/09
1. Contributions	34,703	34,827	34,827	-	34,827	-	34,827	-
2. Fees								
PCT	451,131	460,983	446,185	(14,798)	404,333	(56,650)	478,483	17,501
Madrid	90,300	100,483	106,034	5,551	101,088	605	106,034	5,551
Hague	5,034	5,730	7,380	1,650	6,240	510	7,380	1,650
Lisbon	8	10	10	-	10	-	10	-
Sub-total, Fees	546,473	567,206	559,610	(7,596)	511,671	(55,535)	591,908	24,702
4. Arbitration	3,198	2,800	2,665	(135)	2,665	(135)	2,665	(135)
3. Publications	2,686	1,200	1,000	(200)	1,000	(200)	1,000	(200)
5. Miscellaneous								
Bank Interest	15,792	18,132	16,300	(1,832)	16,300	(1,832)	16,300	(1,832)
Other	6,438	4,236	4,236	-	4,236	-	4,236	-
Sub-total, Misc.	22,230	22,368	20,536	(1,832)	20,536	(1,832)	20,536	(1,832)
TOTAL	609,290	628,400	618,637	(9,763)	570,698	(57,702)	650,935	22,535

21. As illustrated in Chart 1A, the main source of income of the Organization remains fees from services provided by the Organization under the PCT, Madrid and Hague systems. Fee income represented 89.7% of total income in 2006/07 and is estimated to represent — all other factors remaining unchanged — 90.3% of total estimated income under the Revised Budget for 2008/09 and 90.5% under the proposed Budget for 2010/11. Chart 1B illustrates the strengthening role of the fee income from the Madrid system, also highlighting the expected decline in the growth rate over the 2010/11 biennium of fee income from the PCT system.

Proposed Program and Budget for 2010/11

Chart 1A. Evolution of the Income of the Organization from 2002/03 to 2010/11 – by Source of Income

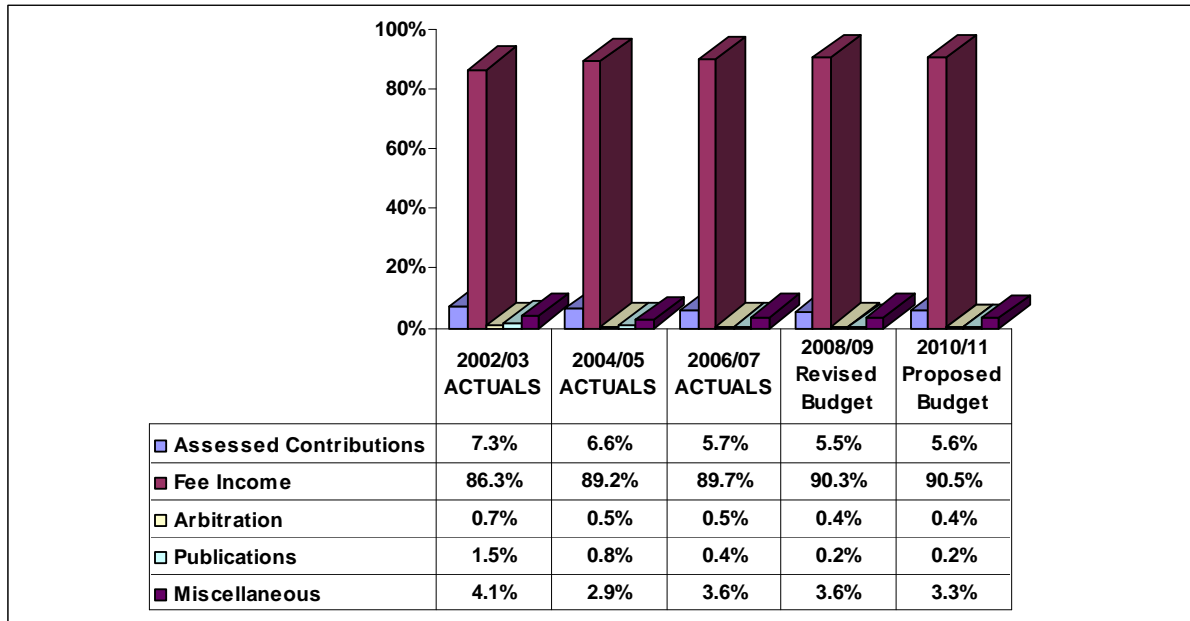
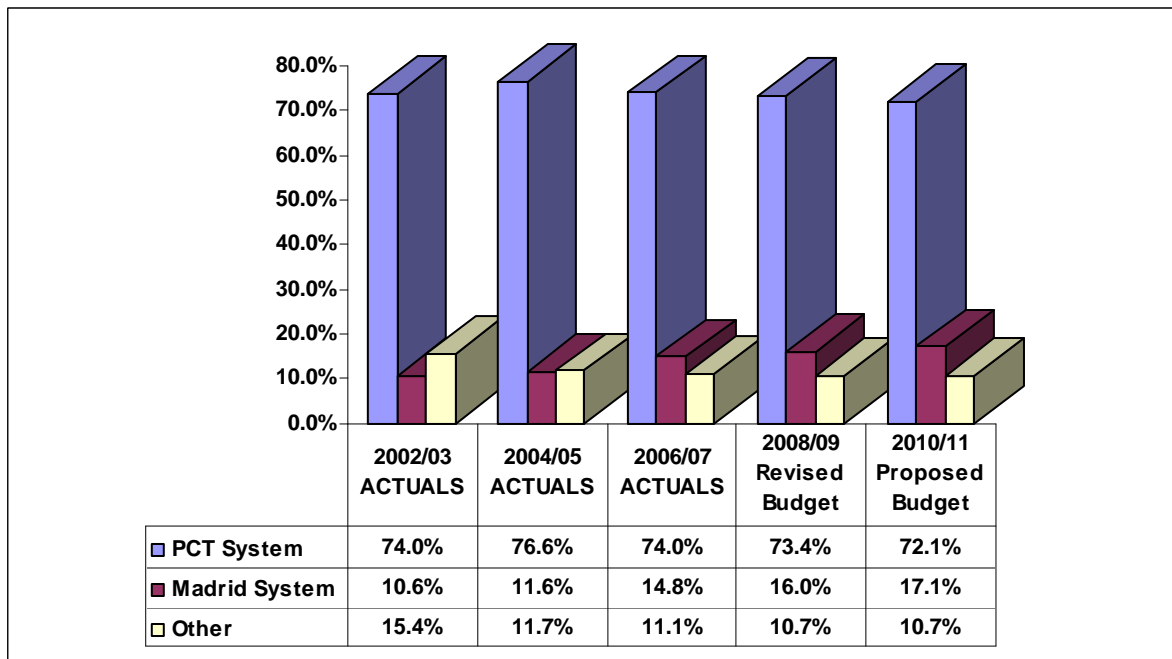


Chart 1B. Evolution of the Share of Income of the Organization from 2002/03 to 2010/11 – PCT and Madrid Systems vs. Other Income Components



22. Estimates for fee income are based on the forecast models developed by the Secretariat. Details of the models and the assumptions underlying the projected income figures are contained in Annex IV of this document.

23. Table 7 below shows estimates for demand for services (workload) for 2010/11 under the PCT, Madrid and Hague systems, as compared to those included in the Revised Budget for the 2008/09 biennium, and actual figures for the 2006/07 biennium.

Table 7. Estimates for Demand for Services (Workload) under the PCT, Madrid and Hague Systems

	Total 2006 Actual	Total 2007 Actual	Total 2006/07 Actual	2008 Revised Budget	2009 Revised Budget	2008/09 Revised Budget	2010 Estimate	2011 Estimate	2010/11 Estimate	Difference from 2008/09
1. PCT										
IAs filed: Base case	149,656	159,886	309,542	167,100	175,000	342,100	163,800	170,100	333,900	(8,200)
IAs filed: Low case							147,830	154,130	301,960	(40,140)
IAs filed: High case							176,400	182,700	359,100	17,000
2. Madrid										
Registrations	37,224	38,471	75,695	42,000	42,600	84,600	42,800	44,200	87,000	2,400
Renewals	15,205	17,478	32,683	19,000	19,700	38,700	22,700	21,900	44,600	5,900
Registrations & Renewals: Base case	52,429	55,949	108,378	61,000	62,300	123,300	65,500	66,100	131,600	8,300
Registrations & Renewals: Low case							62,200	62,600	124,800	1,500
3. Hague										
Registrations	1,143	1,147	2,290	1,500	2,300	3,800	3,100	4,000	7,100	3,300
Renewals	3,889	4,205	8,094	3,200	2,700	5,900	2,600	2,600	5,200	(700)
Registrations & Renewals: Base case	5,032	5,352	10,384	4,700	5,000	9,700	5,700	6,600	12,300	2,600
Registrations & Renewals: Low case							5,000	5,400	10,400	700

24. As Table 7 indicates, based on current estimates, a total of 333,900 PCT applications are expected to be filed in the 2010/11 biennium according to the base case estimate (representing a drop of 2.4% on the base case estimates for the Revised Budget for 2008/09). For Madrid, it is estimated that registration levels will reach 87,000 by the end of 2011 (an increase of 2.8% over 2008/09), with trademark renewals estimated to reach 44,600 (an increase of 7.0% over 2008/09). In respect of the Hague system, registrations are foreseen to increase significantly in 2010/11, with an increase of 3,300 registrations (an increase of almost 87% over 2008/09), while renewals are foreseen to drop by 700 (representing a decrease of 18.4%) leading to a total estimate of 12,300 registrations and renewals for the biennium, as compared to 9,700 registrations and renewals in 2008/09.

E. PROPOSED EXPENDITURE FOR 2010/11

Overall Expenditure

25. The proposed level of total expenditure for the 2010/11 biennium is 618.6 million Swiss francs, representing a decrease of 9.8 million Swiss francs, or 1.6%, over the Revised Budget for 2008/09. Personnel costs, including unallocated costs, are proposed to be revised downward by 0.2 million Swiss francs, representing a decrease of 0.04% over the Revised Budget for 2008/09, while non-personnel costs, including unallocated costs, are proposed to be revised downward by 9.6 million Swiss francs, representing a decrease of 4.3% over the Revised Budget for 2008/09.

26. The proposed allocation of expenditure by Object of Expenditure is shown in Table 8 below. The proposed allocation of expenditure by Program is shown in Annex I, and the proposed posts by Program are shown in Annex II of this document. Program narratives are accompanied by the detailed program budget tables, indicating the proposed budget (by object of expenditure) for 2010/11 for the program, together with a comparison of the proposed budget against the Revised Budget for 2008/09 for the program. The proposed allocation of income and expenditure by Unions is shown in Annex III.

27. The following sections review the key changes proposed for the 2010/11 biennium in Personnel and Non-Personnel resources respectively.

Proposed Program and Budget for 2010/11

Table 8: Proposed Budget for 2010/11 – by Object of Expenditure
(in thousands of Swiss francs)

	2006/07 Actuals	2008/09 Revised Budget	2010/11 Proposed Budget	Difference Proposed vs. Revised Budget	
				Amount	%
A. Personnel Resources					
Posts	313,246	335,222	346,756	11,534	3.4%
Short-term Employees	46,960	48,293	40,717	(7,576)	-15.7%
Consultants	10,584	10,545	11,522	978	9.3%
Special Service Agreements	5,345	6,159	4,541	(1,618)	-26.3%
Interns		439	448	9	2.0%
Sub-Total A	376,135	400,658	403,984	3,326	0.8%
Unallocated		4,878	1,391	(3,487)	-71.5%
Total A	376,135	405,536	405,375	(161)	0.0%
B. Non-personnel Resources					
<i>Travel and Fellowships</i>					
Staff Missions	14,294	14,237	13,386	(850)	-6.0%
Third-party Travel	17,323	24,956	21,829	(3,127)	-12.5%
Fellowships	3,256	3,601	3,475	(126)	-3.5%
<i>Contractual Services</i>					
Conferences	4,532	6,474	5,943	(531)	-8.2%
Experts' Honoraria	1,626	3,721	4,227	506	13.6%
Publishing	493	1,501	1,161	(340)	-22.7%
Other	44,779	84,046	81,170	(2,877)	-3.4%
<i>Operating Expenses</i>					
Premises & Maintenance	51,829	54,614	51,842	(2,772)	-5.1%
Communication & Other	11,170	12,341	9,869	(2,473)	-20.0%
<i>Equipment and Supplies</i>					
Furniture & Equipment	2,902	6,349	7,648	1,299	20.5%
Supplies & Materials	4,276	8,719	7,108	(1,611)	-18.5%
Sub-Total B	156,480	220,558	207,657	(12,901)	-5.8%
Unallocated		2,306	5,605 *	3,299	143.1%
Total B	156,480	222,864	213,262	(9,602)	-4.3%
TOTAL	532,615	628,400	618,637	(9,763)	-1.6%

* Unallocated non-personnel resources include 2.24 million Swiss francs earmarked for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32.

Personnel Expenditure

28. The most significant costs of the Organization are its personnel costs. Representing approximately two-thirds of total expenditures, changes to these costs are (i) difficult to make; (ii) require primarily structural change, the effects of which are only seen over longer time periods; and (iii) generate a built-in expenditure increase year on year.

29. A number of measures were approved in the Revised Budget for 2008/09 within the context of the revised strategic framework, which created upward pressure on personnel costs. Taken together with measures introduced within the first phase of the Strategic Realignment Program, the total additional costs amounted to 13.7 million Swiss francs for 2010/11 compared to 2008/09. The measures referred to in this respect include:

- The additional cost (covering 16 months of costing, i.e., full biennium compared to 8 months costed within the Revised Budget for 2008/09) of 22 new posts, amounting to 5.4 million Swiss francs;

- The additional cost (covering 24 months of costing, i.e. full biennium compared to 12 months costed within the Revised Budget for 2008/09) of 30 conversions of short-term positions which are responsible for core and therefore continuing functions within the Organization, amounting to 0.6 million Swiss francs;
- The impact of re-costing (standard cost review to take into account applicable mandatory ICSC adjustments and common staff costs, as well as reflection of reclassifications) approved posts, amounting to an increase of 5.1 million Swiss francs;
- The impact of re-costing (standard cost review and reflection of re-classifications) of short-term positions, amounting to an increase of 1.8 million Swiss francs; and
- The impact of the approved increase in the number of consultants, taken together with impact of re-costing, amounting to an increase of 1.0 million Swiss francs.

30. The above, taken together with (i) the commitment made to Member States to continue to pursue the implementation of the recommendations of the PWC Desk-to-Desk Assessment Report by reducing the overall headcount of the Organization to better align it with its needs; (ii) the emerging results of the sector-by-sector reviews within the ongoing strategic realignment process; alongside (iii) the need to ensure that the Organization can continue to acquire the new skills it needs to achieve its strategic objectives, have necessitated a review of timing of the necessary headcount reductions planned for the Organization.

31. While initially it had seemed both appropriate and feasible to implement the two objectives of recruiting to fill critical skills gaps and reducing excess staffing levels along different timelines, the budgetary constraints imposed on the Organization by the impact of the global economic crisis on WIPO's projected income levels no longer make this possible. The reduction in personnel costs needs to be accelerated and implemented within shorter timeframes than initially envisaged, while still ensuring that the Organization can continue to acquire the new skills it requires.

32. The proposed Budget for 2010/11 accordingly foresees (i) continued recruitment for new skills and selective replacement of departing employees performing core functions; together with (ii) the separation of up to 100 employees, who would not be replaced between July 1, 2010 and December 31, 2011; resulting in an estimated net headcount reduction by the end of the 2010/11 biennium of up to 84 compared to the estimated headcount foreseen for end 2009 in the Revised Budget for 2008/09. This figure represents a budgetary assumption, as the composition and seniority level represented by the actual reduction may influence the final headcount reduction levels.

33. The budgetary assumptions result in an overall reduction of 8.2 million Swiss francs in post related costs and 5.7 million Swiss francs in non-post related costs. The evolution of WIPO's total headcount, taking into account such reductions, and the overview of the various personnel cost changes are shown in Table 9 and Chart 2 below, respectively.

Table 9: Evolution of Headcount 2000-2011

	2000	2001	2002	2003	2004	2005	2006	2007	2008	Estimated 2009	Estimated 2011
Regular budget posts	788	853	917	942	928	909	887	922	934	n/a	n/a
S/T employees*	302	341	368	329	293	266	265	247	269		
Consultants	54	54	73	80	60	45	41	32	33		
Special Service Agreements**	56	45	36	35	29	42	56	60	69		
Total***	1,200	1,293	1,394	1,386	1,310	1,262	1,249	1,261	1,305	1,318	1,234
% change	5.5%	7.7%	7.8%	-0.6%	-5.5%	-3.7%	-1.0%	1.0%	3.5%	1.0%	-6.4%

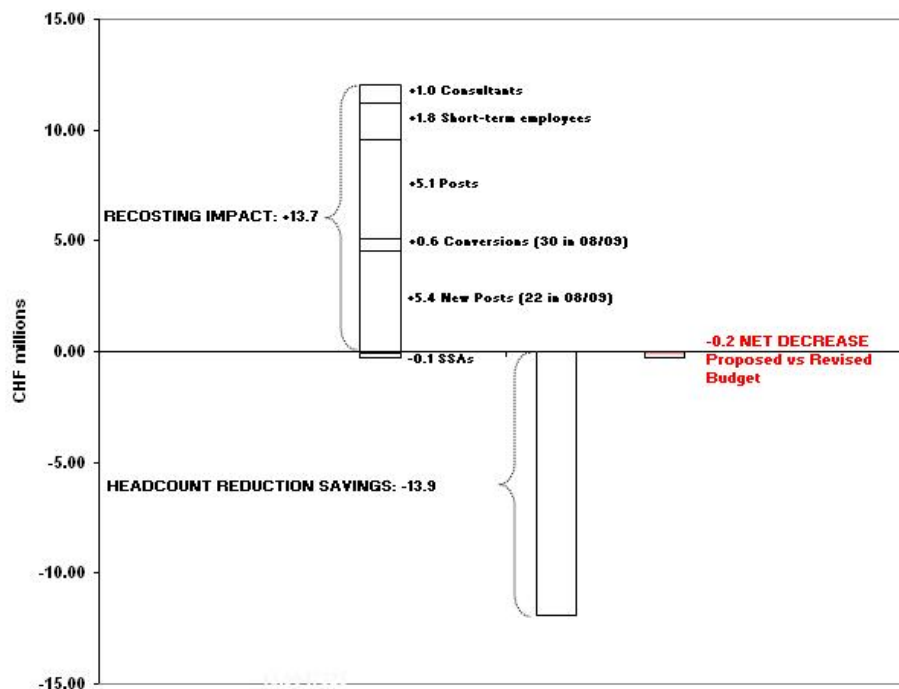
* Includes General Service, Translators and temporary employees on Special Labour Contracts

** Until 2007, SSA figures also include external SSA's who are not part of personnel costs

*** Includes for the years 2000-2003 employees funded under FIT arrangements

Proposed Program and Budget for 2010/11

Chart 2. Personnel Cost Changes Reflected in the 2010/11 Proposed Budget
(in millions of Swiss francs)



34. It should be further highlighted that the proposed personnel expenditures for the 2010/11 Budget do not include certain costs, which cannot be reliably quantified at this point in time, but the impact of which is likely to bring further upward pressure on personnel costs, which may need to be accommodated later in the biennium. These include (i) any decisions which may be taken by the International Civil Service Commission (ICSC) in the course of 2010/11 in respect of mandatory adjustments to salary scales or other elements of the United Nation (UN) system's compensation and benefits package; and (ii) the potential additional cost of implementing the human resources contract reform proposal, which will be submitted to the Coordination Committee in September 2009.

Non-Personnel Expenditure

35. The decrease in non-personnel resources (including unallocated resources) in the proposed Budget for 2010/11 amounts to 9.6 million Swiss francs, representing a decrease of 4.3% over the Revised Budget for 2008/09.

36. Downward adjustments have been made in most expenditure categories, reflecting the continuing impact of policy changes introduced within the context of cost containment measures, as well as the review and assessment by Program Managers of operational priorities driven by the strategic objectives of their respective programs. It is highlighted that, as one element of the cost containment process, the first class air travel entitlement is to be removed for all staff below the level of Director General with effect from December 1, 2009, in line with current UN practices. The corresponding change to Staff Rule 7.1.9(b) is noted for the attention of the WIPO Coordination Committee under document WO/CC/62/1.

37. The reduction under Third-party Travel in the amount of 3.1 million Swiss francs, representing 12.5% reduction over the Revised Budget for 2008/09, is partly due to fewer sessions of the Assemblies planned for 2010/11 as compared to 2008/09, when two additional (extraordinary) sessions were held.

38. The increase in Expert's Honoraria of 0.5 million Swiss francs, or 13.6% increase over the Revised Budget for 2008/09, is due in part to the adjustments between cost categories reflecting a more accurate assessment of the nature of expenditure (Expert's Honoraria vs. External SSAs under Other Contractual Services), as well as the increase in the tutorial fees associated with distance learning programs under the WIPO Academy.

39. The reduction under Other Contractual Services in the amount of 2.9 million Swiss francs, representing a decrease of 5.1% over the Revised Budget for 2008/09, is partly due to downward adjustments in this object of expenditure under the Madrid, Hague and Lisbon systems; Executive Management and New Construction, which is partly offset by an increase under the PCT System for translation and related support activities, including additional amounts budgeted for Portuguese and Korean language translations.

40. The reduction under Premises and Maintenance of 2.8 million Swiss francs, or 5.1% decrease over the Revised Budget for 2008/09, is primarily the result of reduced rental and maintenance costs related to the planned move to the new building during 2010/11 and reduced maintenance costs for IT.

41. The reduction in Communications in the amount of 2.5 million Swiss francs, or 20% decrease as compared to the Revised Budget for 2008/09, is largely due to adjustments between cost categories reflecting a more accurate assessment of the nature of expenditure under the PCT System (e.g., Communications vs. Furniture and Equipment).

42. The increase of 1.3 million Swiss francs in Furniture and Equipment, representing an increase of 20.5% in the same object of expenditure in the Revised Budget for 2008/09, reflects the increased costs foreseen for items under this category of expenditure to implement the move to the new building in the course of the first quarter of 2011 as well as the cost category adjustment mentioned above.

Allocation of Resources by Program

43. Overall reductions in non-personnel costs were significant, and determining the required adjustments at program level involved careful review of program specificities, taking into account the Organization's legal obligations, strategic objectives and the level of resources required to deliver these within the various programs. A sensitive and careful balance has been struck between ensuring that the Organization can continue to confidently deliver its tasks and mandate, while remaining within the resource constraints imposed on it by the impact of the global financial and economic crisis. While one option considered would have been to share the burden of the overall resource reduction equally among all programs, this would not have been possible while fulfilling the treaty obligations of the Organization (for example, translation of applications under the registration services and the addition of new publication languages following the decision of Member States).

44. Accordingly, certain carefully considered and balanced decisions had to be taken in providing certain programs with increased resources, while adjusting the available resources downward in others. Personnel costs in programs are a reflection of (i) the ongoing process of realignment; (ii) the impact of re-costing changes approved within the context of the Revised Budget for 2008/09 (e.g., approved new posts); (iii) increases in posts in programs to which conversion posts have been allocated; and (iv) the budgetary assumptions for headcount reductions. Determining the appropriate level of non-personnel resources for programs to include in the proposed Budget for 2010/11 was a far more challenging task, involving careful consideration and assessment of the resources required (i) to comply with the Organization's Treaty obligations; (ii) to deliver on its development mandate; and (iii) to continue to ensure that all basic operational and infrastructural functions are provided for adequately.

45. In light of the above considerations, adjustments to programs were differentiated and determined with the specific requirements of the respective programs kept at the forefront of all decisions. As a result, upward adjustments are proposed at the overall program level, due to increases beyond the above-mentioned personnel cost adjustments, in the case of the following programs.

- The two embryonic programs, created under the new strategic framework and the Revised 2008/09 Budget, Economic Studies, Statistics and Analysis and IP and Global Challenges – as newly created programs, these areas were only provided with a single year's budget under the Revised Budget for 2008/09, and therefore the adjustment represents the effort to provide the programs with resources for a full biennium. The proposed adjustments do not, however, equate to a corresponding doubling of resources for the programs, but instead only represent an initial gesture to recognize the initial resource adjustments required to begin the tasks set out for the Organization in achieving the two Strategic Goals represented by these programs.

Proposed Program and Budget for 2010/11

- Communications and External Offices and Relations – upward resource adjustments are proposed above and beyond the required personnel cost adjustments, in order to enable these programs to implement the strategic initiatives assigned to them.
- Targeted adjustments in programs under Strategic Goal IX – programs involved in the implementation of the Strategic Realignment Program of the Organization are proposed to receive additional resources to support the priority tasks assigned to them. The Executive Management budget holds the most significant portion of the funds required for this initiative, and will continue to need additional resources in the following biennium to enable the Organization to complete this challenging task. Human Resources Management is proposed to be provided with an upward adjustment of non-personnel resources in order to deliver sorely needed staff training programs, both in support of the implementation of the new staff performance appraisal system, as well as additional training and re-training in skills needed within the Organization by its staff.
- The New Construction program – additional resources are now needed to ensure funds are available for interest payments coming due from 2009 onwards, following drawdowns from the loan for the new construction project, as well as in respect of the planned move to the new building foreseen for early 2011.

46. As noted earlier, programs 12 (International Classifications in the Field of Trademarks and Industrial Designs) and 13 (Patent Classifications and WIPO IP Standards) are merged under the name International Classifications and WIPO IP Standards. Activities relating to Innovation and Technology Transfer with the corresponding resources will be transferred from Program 1 (Patents), to Program 18 (IP and Global Challenges). Furthermore, in response to the strong desire expressed by Member States to see Small and Medium-sized Enterprises (SMEs) more clearly reflected in the proposed Program and Budget 2010/11, a separate program has been established under Strategic Goal III (Program 30 Small and Medium-sized Enterprises). The financial and human resources of the new program were previously under Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), which has been correspondingly adjusted. In line with previous practice, the budget and post figures under the Revised Budget lines have been re-stated (merged) in order to provide comparable figures for the 2010/11 proposed resources for the newly merged program.

Development Activities and Development Agenda Resources

47. Successfully implementing and ensuring the appropriate level of funding for approved Development Agenda recommendations as well as development activities as a whole, remains a key priority for the Organization. Accordingly, resources have been set aside within the proposed Budget for 2010/11 (under unallocated non-personnel resources) in the amount of 2.24 million Swiss francs, to cover the non-personnel expenditures indicated in Table 10 below, for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32. As the personnel resources shown for each of the three thematic projects are those relating to current WIPO staff that will be devoted to the implementation of these projects, no additional personnel resources are required to be set aside for the projects within the 2010/11 proposed Budget.

48. In addition, those projects which were approved in 2008 to implement recommendations 2, 5, 8, 9 and 10, the duration and implementation of which carry over into the 2010/11 biennium, will continue to be funded on the basis of the budgetary approval given by Member States when adopting the revised Program and Budget 2008/09.

Table 10: Development Agenda Recommendations – Summary Resource Requirements of Thematic Projects
(recommendations 7, 16, 19, 20, 23, 24, 27 and 32)
(in thousands of Swiss francs)

Projects	Programs	Total Budget 2010/2011		
		Personnel	Non-Personnel	Total
Intellectual Property and Competition Policy (Recommendations 7, 23, 32)	Program 1	204	155	359
	Program 2	50	25	75
	Program 3	132	130	262
	Program 9	254	120	374
Intellectual Property and the Public Domain (Recommendations 16, 20)	Program 1	134	95	229
	Program 2	75	105	180
	Program 3	113	160	273
	Program 4	59	145	204
IP, Information and Communication Technologies (ICTs) and the Digital Divide (Recommendations 19, 24, 27)	Program 3	148	105	253
	Program 14	270	1,200	1,470
Total		1,438	2,240	3,678

49. Resources devoted across the Organization to development activities are presented in Table 11 below. Please refer to the respective programs' narratives for further detailed comments and explanations.

Table 11: Development Activities
(in thousands of Swiss francs)

Programs (relevant shares of program resources)	2008/09 Revised Budget	2010/11 Proposed Budget ¹
2 Trademarks, Industrial Designs and Geographical Indications	1,709	1,493
3 Copyright and Related Rights	6,362	5,459
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	5,495	6,443
5 The PCT System	4,555	4,052
6 Madrid, Hague and Lisbon Systems	2,814	2,368
8 Development Agenda Coordination	5,414	5,237
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDCs	44,493	41,958
30 Small and Medium-sized Enterprises ²	3,567	4,499
10 Cooperation with Certain Countries in Europe and Asia	5,604	6,111
11 The WIPO Academy	8,859	10,193
12 International Classifications and WIPO IP Standards	248	419
14 Global IP Information Services	833	1,493
15 IP Office Modernization	5,435	4,653
16 Economic Studies, Statistics and Analysis	1,586	2,236
17 Building Respect for IP	2,922	2,608
18 IP and Global Challenges ³	4,990	4,744
19 Communications	6,590	11,591
20 External Offices and Relations	997	2,440
SUB-TOTAL	112,472	117,998
Costs Incurred in 2008 for Activities Discontinued in 2009	5,017	-
TOTAL	117,489	117,998
Resources devoted to development activities as % of total budget	18.7%	19.1%

¹The above amounts do not include 2.24 million Swiss francs earmarked for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32.

²This is a new program

³This program includes activities related to Innovation and Technology Transfer

III. PROGRAM NARRATIVES BY STRATEGIC GOAL

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

- Program 1 Patents
- Program 2 Trademarks, Industrial Designs and Geographical Indications
- Program 3 Copyright and Related Rights
- Program 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources

Strategic Goal II: Provision of Premier Global IP Services

- Program 5 The PCT System
- Program 6 Madrid, Hague and Lisbon Systems
- Program 7 Arbitration, Mediation and Domain Names

Strategic Goal III: Facilitating the Use of IP for Development

- Program 8 Development Agenda Coordination
- Program 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries
- Program 30 Small and Medium-sized Enterprises³**
- Program 10 Cooperation with Certain Countries in Europe and Asia
- Program 11 The WIPO Academy

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

- Program 12 International Classifications and WIPO IP Standards
- Program 13 (Now merged with Program 12)
- Program 14 Global IP Information Services
- Program 15 IP Office Modernization

Strategic Goal V: World Reference Source for IP Information and Analysis

- Program 16 Economic Studies, Statistics and Analysis

Strategic Goal VI: International Cooperation on Building Respect for IP

- Program 17 Building Respect for IP

Strategic Goal VII: Addressing IP in Relation to Global Policy Issues

- Program 18 IP and Global Challenges

Strategic Goal VIII: A Responsive Communications Interface between WIPO, its Member States and All Stakeholders

- Program 19 Communications
- Program 20 External Offices and Relations

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

- Program 21 Executive Management
- Program 22 Finance, Budget and Program Management
- Program 23 Human Resources Management and Development
- Program 24 Administrative Support Services
- Program 25 Information and Communication Technology
- Program 26 Internal Audit and Oversight
- Program 27 Conference and Language Services
- Program 28 Security
- Program 29 New Construction

³ This is a new Program which contributes to Strategic Goal III

STRATEGIC GOAL I

Balanced Evolution of the International Normative Framework for IP

This Strategic Goal responds to the challenge of ensuring that the development of international IP law keeps pace with the rapidly evolving technological, geo-economic, social and cultural environment. The notion of balance is critical to ensuring that the international intellectual property normative framework continues to serve its fundamental purpose of encouraging innovation and creativity; that it takes into account the needs and interests of countries at different stages of development, including through the flexibilities within international IP agreements; that it balances costs and benefits between the rights of creators, innovators and their business associates, the contribution of innovation and creativity to economic and social progress, and the interests of the public. All programs and activities conducted under this Goal will be guided by the recommendations adopted in Cluster B of the Development Agenda.

PROGRAM 1: Patents

PROGRAM OBJECTIVE

Progressive development of balanced international patent law and practice that serves Member States, users and society as an instrument to encourage innovation and technology transfer, in particular, in developing countries and countries with economies in transition

CHALLENGES AND STRATEGIES

One of the key challenges addressed by this Program is to ensure that the development of international patent law keeps pace with the rapidly evolving technological, economic and social environment. The continuing growth in the number of patent applications worldwide, and the constant development of technologies, has challenged both the effective and efficient handling of patent applications and the achievement of a high quality of granted patents internationally. As the number of countries that have become important actors in the patent system continues to grow, the increased geographical and linguistic diversity in the international patent system and the complex interactions between national, regional and international patent policies are just a few examples that demonstrate the complexity of the environment in which the patent system operates. There have been growing concerns about the broader implications of the patent system in respect of a number of public policy issues, including the role of patents in contributing to innovation and the dissemination of technology. Taking into account the needs and interests of countries at different stages of development and of all stakeholders, including right holders, third parties and society at large, there is a need to ensure that the development of the international patent system takes into consideration a balance between costs and benefits, encouraging innovation both globally and at the local level, and being responsive to development goals agreed within the UN system. In this context, it is of particular relevance to take into account the existing flexibilities within the patent system and, in particular, those provided by the TRIPS Agreement.

The Program strategies in 2010/11 to address these specific challenges will focus on:

- Identifying and exploring potential areas of common interest to all Member States and users that are sufficiently mature and appropriate for international discussions and cooperation in the Standing Committee on the Law of Patents (SCP) - which will meet up to four times in the 2010/11 biennium.
- Continuing and strengthening efforts to enhance cooperation among Member States and to deepen the understanding of the role of, and the principles underpinning, the patent system, including the flexibilities within the system, the link with competition issues, and the challenges it faces. These efforts may include: the organization of targeted meetings; the provision, on request, of information and advice on the international patent system, utility models layout designs of integrated circuits and trade secrets; the provision, on request, of information and promotion of WIPO's patent-related treaties (including the Paris Convention, the Budapest Treaty and the Patent Law Treaty)
- The exploration of opportunities to strengthen a process involving innovation, protection and management of patents and other related rights through provision of legal and practical information.
- In close coordination with Program 9, assisting, upon request, developing countries and LDCs in drafting and updating their national IP legislation, consistent with national development goals and with international IP treaties and obligations, and facilitate a deeper understanding of legislative options and flexibilities through legislative and policy advice

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I & III	Enhanced cooperation among Member States in the area of developing the international patent system	<p>Agreement on, and start of implementation of, an SCP work program and advancement on issues of common interest</p> <p>Greater number of Contracting Parties to the patent-related WIPO administered treaties</p>	<p>The SCP has not yet been able, but is on its way, to identify issues of common interest to be included in its work program</p> <p>173, 72 and 19 States are parties to the Paris Convention, the Budapest Treaty, and the Patent Law Treaty, respectively</p>
	Greater awareness of the legal principles and practices, of the patent system, including the flexibilities existing in the system, and enhanced understanding and further clarification of current and emerging issues that arise in relation to patent-related matters	Increased number of debates on, and use of, the legal principles and practices of the patent system	Number of debates on, and use of, the legal principles and practices of the patent system by the end of 2009
	Increased number of ratifications or accessions to the Patent Law Treaty	At least six ratifications or accessions to the Patent Law Treaty	As of May 12, 2009, 20 States are parties to the Patent Law Treaty

PROGRAM LINKS

This Program will cooperate closely with Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (the PCT System), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 10 (Cooperation with certain countries in Europe and Asia), Program 11 (The WIPO Academy), Program 14 (Global IP Information Services), Program 16 (Economic Studies, Statistics and Analysis), Program 17 (Building Respect for IP) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

All activities related to the development of balanced international patent law and practice are guided by the recommendations adopted in Cluster B of the Development Agenda. The Program also incorporates activities related to the following Development Agenda recommendations: 1, 6, 7, 10, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 25, 26, 28, 29, 31, 32, 36, 42, 44, and 45.

RESOURCES*

Program 1

Patents

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,041	2,428	387	19.0
Short-term Employees	--	134	134	--
Consultants	--	--	--	--
Special Service Agreements	--	--	--	--
Interns	0	--		
Total, A	2.042	2.563	521	25.5
B. Non-personnel Resources				
<i>Travel and Fellowships</i>	90	106	16	17.8
Staff Missions	640	570	(70)	(10.9)
Third-party Travel	--	--	--	--
Fellowships				
<i>Contractual Services</i>	290	280	(10)	(3.4)
Conferences	9	--	(9)	(100.0)
Experts' Honoraria	--	--	--	--
Publishing	48	53	6	11.6
Other				
<i>Operating Expenses</i>	20	--	(20)	(100.0)
Premises & Maintenance	18	10	(8)	(44.4)
Communication & Other				
<i>Equipment and Supplies</i>	18	14	(4)	(22.2)
Furniture & Equipment	18	14	(4)	(22.2)
Supplies & Materials				
Total, B	1,151	1,047	(104)	(9.0)
TOTAL	3,192	3,610	418	13.1

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 2: Trademarks, Industrial Designs and Geographical Indications

PROGRAM OBJECTIVE

Progress in the development of a balanced multilateral legal framework for trademarks, industrial designs and geographical indications that is responsive to the technological, geo-economic, social and cultural evolution in Member States

CHALLENGES AND STRATEGIES

Markets for consumer goods and services are characterized by an increasing supply of products with identical or similar functionalities. In this environment, consumer decisions are often dictated by various factors, including decisions on quality, reputation and sentimental attachment. Brands are vectors that tie such intangible factors to tangible products and services. Intellectual property rights used in connection with branding, such as trademarks, industrial designs and geographical indications, secure brand investment and reduce transaction costs for both brand owners and consumers. This Program deals with brands in a larger context, including commercially traded goods and services, of enterprises as well as of geographical regions, countries or communities. An international legal framework for trademarks, industrial designs and geographical indications must be responsive to the needs and expectations of brand owners and consumers and should consider new technical and socio-cultural developments. It must evolve in a balanced manner so as to take into account the needs and interests of countries at different stages of development. It should also balance costs and benefits and the rights of branded goods industries with the interests of the general public.

To make progress in the development of a balanced multilateral legal framework for trademarks, industrial designs and geographical indications, the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) will hold regular sessions in Geneva during the 2010/11 biennium, which will be open for participation by all WIPO Member States and all observers accredited with WIPO. An important part of the non-personnel resources under that program will be used to fund the participation of government representatives of developing and transition Member States in sessions of the SCT. Deliberations of the SCT will be supported by working documents prepared by the Secretariat on the basis of input from Member States. With reference to the implementation of the WIPO Development Agenda, the Program will commission a study on bad faith appropriation of distinctive signs. The SCT will also aim to identify and agree on areas of convergence on specific issues in the national laws of SCT Members, which intend to ensure a consistency of outcomes of similar or identical procedures across different jurisdictions. Those areas of convergence constitute references for SCT Members that can be used in accordance with the particular needs and individual level of development of each SCT Member. The Program will continue to represent the Secretariat, at an appropriate level, in topical meetings organized by Member States, relevant IGOs and NGOs, with the aim of contributing to a better understanding of the issues that underlie its work. In close coordination with Program 9, it will also assist, upon request, developing countries and LDCs in drafting and updating their national IP legislation, consistent with national development goals and with international IP treaties and obligations, and facilitate a deeper understanding of legislative options and flexibilities through legislative and policy advice

Following the entry into force of the Singapore Treaty on the Law of Trademarks, wider adherence to it and its implementation will contribute to the streamlining and simplification of administrative trademark office procedures to the benefit of trademark applicants, holders of registered trademarks and offices. The Singapore Treaty Assembly will meet annually and will work on, in particular, paragraphs 6 and 8 of the Resolution by the Diplomatic Conference Supplementary to the Singapore Treaty.

In line with Member States' expectations, the Secretariat will continue to ensure the efficient administration of Article 6^{ter} of the Paris Convention concerning the protection of State emblems and names and emblems of international intergovernmental organizations, through the implementation of the revised Article 6^{ter} communication procedures that became fully operational in March 2009.

Proposed Program and Budget for 2010/11

Furthermore, the Program will review information products and activities delivered by other programs that fall within its area of expertise, with a view to providing legal advice and support to all concerned sectors within the Organization.

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I	Progress achieved in the development of a balanced multilateral legal framework for trademarks, industrial designs and geographical indications	Areas of convergence in Member States' industrial design laws and practice; and trademark laws concerning grounds for refusal of all types of marks, and concerning technical and procedural aspects relating to the registration of certification and collective marks; better understanding of the use and effects of letters of consent to trademark registrations	Workplan agreed and number of areas of convergence identified by SCT by the end of 2009
	Increased number of ratifications of or accessions to the Singapore Treaty on the Law of Trademarks	At least ten ratifications of or accessions to the Singapore Treaty on the Law of Trademarks	By March 13, 2009, 13 ratifications or accessions
	Evaluation of the progress of the assistance related to efforts for the implementation of the Singapore Treaty and of the benefits resulting from such implementation has been finalized	Issues limiting implementation of the Singapore Treaty and the benefits resulting from such implementation have been identified	This is the first evaluation on implementation of the Treaty
	The efficient administration of Article 6 ^{ter} of the Paris Convention is ensured	Savings in staff and non-staff resources due to: (a) the replacement of paper-based communications by electronic publication; and (b) the development of a database for the management of Article 6 ^{ter} records, permitting the retrieval of data for electronic publication.	Estimated cost by the end of 2009 (Information will be provided by the conference and document services)

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I	Better understanding among Member States of different existing approaches to the protection and use of geographical indications and the legal, administrative, socio-cultural and economic issues underlying to the implementation of such approaches	Member States feedback on the issues paper on geographical indications to be presented for discussion at the SCT	No current work on geographical indications by the SCT

PROGRAM LINKS

This Program will cooperate closely with Program 6 (Madrid, Hague and Lisbon Systems), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 10 (Cooperation with certain countries in Europe and Asia), Program 11 (The WIPO Academy), Program 15 (IP Office Modernization), Program 16 (Economic Studies, Statistics and Analysis) and Program 17 (Building Respect for IP).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 7, 10, 12, 13, 14, 15, 16, 17, 20, 21, 22, 23, 32, 42, 44 and 45.

RESOURCES*

Program 2 Trademarks, Industrial Designs and Geographical Indications

(in thousands of Swiss francs)

	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources				
Posts	1,795	1,808	13	0.7
Short-term Employees	187	168	(20)	(10.5)
Consultants	--	--	--	--
Special Service Agreements	--	--	--	--
Interns	6	--	(6)	(100.0)
Total, A	1,989	1,976	(13)	(0.6)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	180	240	60	33.3
Third-party Travel	1,013	801	(212)	(20.9)
Fellowships	125	--	(125)	(100.0)
<i>Contractual Services</i>				
Conferences	300	420	120	40.0
Experts' Honoraria	90	100	10	11.1
Publishing	50	50	--	--
Other	38	--	(38)	(100.0)
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	9	--	(9)	(100.0)
<i>Equipment and Supplies</i>				
Furniture & Equipment	9	20	11	122.2
Supplies & Materials	--	20	20	--
Total, B	1,814	1,651	(163)	(9.0)
TOTAL	3,803	3,627	(176)	(4.6)

* For the number of posts for the Program please refer to the Table in Annex II

Program 3: Copyright and Related Rights

PROGRAM OBJECTIVE

Updating, developing and promoting, in a balanced way, the normative copyright and related rights framework and an infrastructure for creativity in order to respond to the rapidly evolving technological, geo-economic, social and cultural environment, and development strategies

CHALLENGES AND STRATEGIES

Law, market conditions and technology have always framed the development of copyright. In this rapidly evolving environment, the central challenge is to ensure that the international legal framework continues to be adapted with a view to ensuring it remains an effective tool for the stimulation and wide diffusion of creativity to the advantage of the cultural, social, and economic development objectives of all countries. In addressing this challenge, WIPO's copyright activities have traditionally been grounded in norm-setting and technical assistance to support Member States in the effective implementation of the legal framework in providing a better understanding of legislative options and flexibilities and in strengthening their copyright infrastructure to fully benefit from the copyright system. However, a broader approach to the normative dimension of WIPO activities is required, which considers the exercise and management of copyright as an ultimate aspect of norm-setting. This is the strategic approach guiding the work of this Program in the 2010/11 biennium. As well as continuing to coordinate closely with Program 9 in assisting, upon request, developing countries and LDCs in drafting and updating their national IP legislation, consistent with national development goals and with international IP treaties and obligations, and facilitate a deeper understanding of legislative options and flexibilities through legislative and policy advice

On this basis, the Program's covers a diverse range of inter-related activity which contributes to a number of WIPO's strategic goals. The key Program challenges and strategies may be grouped as follows:

The Standing Committee on Copyright and Related Rights (SCCR)

- The increased use of digital technology and the effective implementation of the WIPO Internet Treaties requires enhanced understanding and further clarification of the legal principles and practices surrounding issues such as limitations and exceptions. The SCCR's debates on this issue have been and will continue to be fostered by a series of studies regarding the interests and needs of certain beneficiaries such as visually impaired persons, libraries, educational institutions and users in general. *Ad hoc* stakeholder platforms will also be used as an effective way to facilitate dialogue and enable the successful combination of different perspectives and expertise from public and private sector, including from developing and least-developed countries, to explore practical and focused solutions under the auspices of WIPO.
- The protection of audiovisual performances will continue to be addressed in the ambit of the SCCR. Continued action will also be pursued in the Committee to promote consensus building on the adoption of the treaty on the protection of broadcasting organizations. Targeted information activities may assist in promoting broader understanding of on going developments in that area.

Copyright and Public Domain in the Digital Environment

- The impact of digital technologies and the internet on copyright and related rights has led to high rates of non compliance, as indicated in the published data of creative-industry stakeholders. WIPO will work with member states to facilitate a global reflection on the evolution of copyright in relation to the economics of financing culture.
- The ability of users to find the content they seek online, to determine its copyright status and ownership, and to have the option of concluding a suitable license through collective management or an automated process, requires an underlying digital infrastructure that is only

partially available at best. WIPO will explore ways to further develop and improve copyright infrastructure from an international perspective, in order to enhance the delivery of specific, valuable services to creators and users, as well as Government stakeholders, in developed and developing countries alike. This work will respond to, the Development Agenda calls for further analysis on the opportunities provided by the copyright system to help in bridging the “digital divide”.

- Licensing and effective management of rights is a key area for the successful deployment of the digital environment. Enhancing the capacity of authors and performers in the management of their copyright assets, particularly in developing countries, will continue to be a major challenge which requires country specific capacity-building and awareness raising activities. New licensing practices, the role of information and communication technology (ICT) standards and rights management information (RMI) and the growth of Internet intermediaries, are examples of changes which justify a heightened focus on the exercise of rights in relation to technology. WIPO will engage in discussion with relevant stakeholders, in order to promote the evolution of automated information management systems, including through standards development, if appropriate. To this end, WIPO will address key elements for interoperability of RMI architecture, such as dictionaries and taxonomies of rights and uses.
- Technologies for registration, location and preservation of creative works are becoming essential tools for secure, rich and user-friendly distribution of knowledge. There is a corresponding need for Governments and stakeholders to better understand how these technological developments impact on copyright. WIPO can address this need by implementing an articulated and flexible strategy that will include not only the organization of awareness raising initiatives, but also the delivery of specific assistance to Governments and stakeholders in developed and developing countries. For example, WIPO can evaluate the availability, compatibility and interoperability of voluntary copyright registration systems, which currently operate in both the public and private sectors; likewise, as a means of addressing specific recommendations within the Development Agenda, WIPO can initiate activities to explore the feasibility of developing a database platform of public domain material.
- Digital distribution of creative content is characterized by a plethora of new roles, in particular for Internet intermediaries such as search engines, Internet Service Providers (ISP) and portals, which challenge traditional concepts of indirect responsibility for use and misuse of copyright material. To meet this challenge, WIPO can launch an international discussion on sustainable self-regulatory approaches, such as possible multi-jurisdictional notice and take down procedures, to evolve a sound legal basis for business models that benefit creators and intermediaries alike.

Collective Management

- Formulating, developing and deploying collective management as a competitive tool demands a complex web of technical and managerial skills harnessed to the need to create a critical mass of collective management specialists and set up and improve institutional capacity. The system has been dramatically complicated by digital technology which poses challenges to its rationale as well as to its capacity to adapt to new business licensing models and forms of content delivery. The 1996 WIPO Internet Treaties have strengthened the effectiveness and accuracy of collective management in the digital environment by safeguarding the integrity of rights management information. Facilitating access to international databases and data distribution networks, as well as integration of digital technologies in collective management operations for emerging or existing copyright and related rights societies will be undertaken in the biennium in cooperation with relevant partner non governmental organizations. The development, design and deployment of WIPOCOS, as well as any related activities would undergo systematic professional streamlining process to support the creation, modernization and digital networking of all ranges of collective management organizations’ (CMOs) activities. The legal and technical assistance provided by WIPO will address in a development oriented way the promotion and creation of collective management infrastructures, as well as the institutional and operational capacities of CMO’s, both at national and regional levels.

Creative Industries Program

- A large portion of businesses making up the creative industries constitute a vast, complex and heterogeneous field, and common to all, they place the creator, author, the artist in a pivotal position in their contribution to the economic and cultural development of their countries. Building the capacity of creators and stakeholders in managing their IP assets continues to be the main focus of this program. This will require targeted capacity-building activities aimed at enhancing the ability of creators to benefit from the effective utilization of their IP-based assets. Taking also into account their social and cultural importance to national developmental goals, this program will also focus on how best to commercialize and capitalize on IP assets, whether owned or licensed by creative enterprises.
- Identifying the areas that need most attention and developing high quality tools is a prerequisite for understanding the role of IP in the creative industries. Emerging areas of interest for creators include issues related to business models, licensing and financing models, and IP valuation in specific creative industries.

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I & III	Contribution to the development of the international copyright and related right policy and legal framework and of a global copyright infrastructure	<p>Increased number of Member States that have benefited from legislative advice on various copyright and related rights issues</p> <p>Number of countries that have used their study on the economic impact of creative industries for their policy development</p> <p>Number of collective management organizations (CMOs) by which WIPOCOS have been deployed in a streamlining manner</p> <p>Decisions and requests resulting from the SCCR</p> <p>Improved access to published works on the part of the visually impaired and other categories suffering from disabilities</p>	<p>Number of Member States that benefited from legislative advice on the implementation of international treaties by the end of 2009</p> <p>Number of countries that have used their studies on the economic impact of creative industries by the end of 2009 for their policy development</p> <p>Number of collective management organizations (CMOs) by which WIPOCOS have been deployed in a streamlining manner by the end of 2009</p> <p>Decisions and requests resulting from the SCCR by the end of 2009</p> <p>Visually impaired have access to 5% of the published works in accessible format within 12 months of publication</p>

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I & III	Increased awareness and capacity of Member States in copyright and related rights	<p>Number of meetings/ conferences/ seminars by organization and country where WIPO was invited to disseminate information related to copyright and related rights</p> <p>Number of requests received from governments and other stakeholders to help improve understanding of how technological developments impact on copyright</p> <p>Number of experts in the copyright and related rights area by country and organization participating in WIPO seminars and capacity building activities (in cooperation with TACB)</p>	<p>Number of meetings/ conferences/ seminars by organization and country where WIPO was invited by the end of 2009</p> <p>Number of requests coming from governments and other stakeholders by the end of 2009</p> <p>Number of experts in the copyright and related rights area by country and organization participating in WIPO seminars and capacity building activities by the end of 2009 (in cooperation with TACB)</p>
I, III & V	Clarification of current emerging issues on copyright and related rights to Member States, creative industries, right owners and users	<p>Number of citations by publication/ published studies</p> <p>User number of the studies, tools and guidance materials published on the WIPO web site by country and organization (Web site hits)</p> <p>Number of co-authored papers (done jointly between WIPO and other organization/s)</p>	<p>Baseline to be developed in 2010</p> <p>Baseline to be developed in 2010</p> <p>Baseline to be developed in 2010</p>
I, III, V and VI	Increased awareness and capacity of Member States in copyright and related rights, and enhanced knowledge in the management of IP-based assets by creative enterprises	<p>Number of countries that have requested and used WIPO tools on the management of copyright/IP in specific creative industries</p> <p>Number of workshops/seminars held on specific</p>	<p>Number of national/regional workshops/roundtables based on the WIPO tools on the management of IP in the creative industries by the end of 2009</p>

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
		creative industries (documents, publications distributed)	
I, III, V and VI	Clarification of current emerging issues on copyright and related rights to Member States, creative industries, right owners and users	<p>Development of new guides/studies on the economic, social and cultural impact of copyright in the creative industries</p> <p>Development of new tools providing practical information on licensing and financing in specific creative industries</p>	Baseline to be developed during the biennium

PROGRAM LINKS

This Program will cooperate closely with Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia Pacific, Latin America, Caribbean, Least Developed Countries), Program 30 (Small and Medium-Sized Enterprises), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 11 (WIPO Academy), Program 16 (Economic Studies, Statistics and Analysis) and Program 17 (Building Respect for IP).

DEVELOPMENT AGENDA LINKS

The Program incorporates activities related to the following Development Agenda Recommendations 1, 4, 6, 7, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 24, 27, 32, 36, 40, 42, 44 and 45.

RESOURCES*

Program 3 Copyright and Related Rights

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	8,637	8,581	(55)	(0.6)
Short-term Employees	1,128	883	(246)	(21.8)
Consultants	284	269	(15)	(5.3)
Special Service Agreements	78	--	(78)	(100.0)
Interns	49	--	(49)	(100.0)
Total, A	10,176	9,733	(443)	(4.4)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	1,207	992	(215)	(17.8)
Third-party Travel	1,150	390	(760)	(66.1)
Fellowships	45	655	610	1,355.6
<i>Contractual Services</i>				
Conferences	400	385	(15)	(3.8)
Experts' Honoraria	53	326	273	513.9
Publishing	46	30	(16)	(34.8)
Other	101	100	(1)	(0.7)
<i>Operating Expenses</i>				
Premises & Maintenance	10	10	--	--
Communication & Other	202	155	(47)	(23.1)
<i>Equipment and Supplies</i>				
Furniture & Equipment	40	25	(15)	(36.9)
Supplies & Materials	22	12	(10)	(44.4)
Total, B	3,275	3,080	(195)	(5.9)
TOTAL	13,450	12,813	(637)	(4.7)

* For the number of posts for the Program please refer to the Table in Annex II

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

PROGRAM OBJECTIVE

More effective use of IP principles and systems for the protection of traditional knowledge and traditional cultural expressions, and the generation and sharing of benefits arising from genetic resources, for the economic and cultural benefit of Member States and indigenous and local communities

CHALLENGES AND STRATEGIES

Traditional knowledge (TK), traditional cultural expressions (TCEs) and genetic resources (GRs) hold considerable commercial promise. If commercially exploited, they may contribute to economic development, through the establishment of local community enterprises and cultural and life sciences industries, especially in developing and least-developed countries. However, there are concerns that TK, TCEs and GRs, especially those that are culturally sensitive, should not be exploited in unfair or inappropriate ways **and without appropriate benefit-sharing**. One of the central challenges for this Program is clarifying the precise contribution that IP principles and systems can play in realizing these diverse economic and cultural developmental goals.

The Program addresses a complex set of legal, policy and operational issues, amidst high expectations for concrete outcomes from within a wide range of stakeholders. More specifically, a continuing challenge is diverse understandings among the participants in these activities, many of whom are new to the international IP policymaking environment, of basic concepts and principles, such as what is meant by the “protection” of TK and TCEs, and what is the relationship between IP and GRs. Diverse approaches are still taken at the community, national and regional levels to core questions such as the scope of subject matter to be protected and beneficiaries of protection.

Many Member States voice strong expectations of the social, cultural and economic benefits resulting from the appropriate protection of TK and TCEs and call for concrete outcomes from the WIPO IGC after some eight years of work. Yet, differences continue as to the status and content of any such outcomes, and the best procedural steps for moving forward. While the IGC has already laid a firm substantive foundation for concrete outcomes, political decisions by Member States are awaited. International outcomes also depend on developments in certain other fora. The WIPO Assembly has adopted Development Agenda recommendation 18 for the acceleration of this process.

A further challenge **is to meet growing demand for specialist capacity-building, particularly the development and application of practical tools for communities to protect TK, TCEs and GR**. These tools might also be found within existing IP systems. There is a marked intensification of demand for the kind of unique and specialized capacity building and practical training which the Program can offer. This demand also shows greater substantive and geographical diversity, and covers issues related to, but going beyond, the protection of TK, TCEs and GRs as such, including the management of IP options by museums, archives, libraries, research institutes, gene banks, and traditional medicine collections and the establishment of appropriate voluntary alternative dispute resolution services.

Another challenge facing this Program relates to participation and representation. Communities face major resource constraints in defining and protecting their IP-related interests beyond the traditional community sphere. These needs are apparent both in terms of grass-roots capacity at the community level, and in terms of effective and direct participation in international processes.

Several other international forums and agencies also address greater respect for the cultural traditions, resources and knowledge systems of indigenous and local communities. These include, in particular, the parallel work of the Convention on Biological Diversity (CBD) towards an international regime on access and benefit-sharing, the work of the United Nations Educational, Scientific and Cultural Organization (UNESCO) on cultural heritage and cultural diversity and work being undertaken by the UN Permanent Forum on Indigenous Issues on implementation of the UN Declaration on the Rights of Indigenous Peoples **and by the UN Expert Mechanism on the Rights of Indigenous Peoples**.

Proposed Program and Budget for 2010/11

A continuing challenge is to define the appropriate scope of a specific IP-based approach to the protection of TK, TCEs and GR within these broader and distinct international processes.

It is also important to recognize the role this Program plays in delivering on two key areas prioritized by the WIPO Development Agenda, namely inclusive and member-driven norm-setting activities, in particular the acceleration of the IGC process (recommendations 15, 17, 18, 20 and 42), and the strong demand for specialist, appropriate and tailored capacity-building (recommendations 1, 2, 4, 9, 10, 11, 12 and 13).

The Program's overall strategy remains anchored in a strong positive feedback loop between international policy dialogue and the negotiation of international outcomes, on the one hand, and the development and application of practical tools, including those within current IP systems, at the community, national and regional levels, on the other.

Specific strategies for addressing the challenges noted above include:

- Continued facilitation of and provision of substantive and administrative support for the policy and norm-setting dialogue of the WIPO IGC and for associated consultations and inter-sessional and other policy processes at the regional and national levels, as may be decided upon by Member States. As a Member State-driven process, progress towards international outcomes is largely dependent, however, on external factors, particularly political decisions by Member States and developments in other fora;
- The development of a new set of succinct, accessible and practically useful information resources, in several UN languages, for the benefit of the diplomatic community, policy makers, legislative draftspersons, communities and other stakeholders, which will contribute to an enhanced understanding of the issues and options and so enhance communication, policy dialogue and practical initiatives at the international, regional, national and community levels;
- In response to the intensifying and diversifying demand for specialist capacity-building, the development of a streamlined and integrated suite of practical resources and tools, in several UN languages, for use at the community, national, regional and global levels in conferences, training programs and consultations, and the recruitment and retention of specialist professional and administrative staff with the necessary background and expertise to respond adequately to this demand;
- WIPO's work needs to continue to be inclusive, recognizing the diversity of communities involved in these debates and policy issues. Initiatives aimed at enhancing the effective participation of representatives of indigenous and local communities in WIPO's work, such as the WIPO Voluntary Fund and the WIPO Indigenous IP Law Fellowship Program, will be consolidated further; and,
- Close coordination and cooperation with other intergovernmental organizations and forums, in order to clarify the specific contribution of WIPO's activities and IP expertise to broader international moves towards the enhanced preservation, promotion and protection of TK, TCEs and GRs.

Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
I	A stronger international legal and policy framework protecting TK and TCEs for the economic and cultural benefit of communities and other TK and TCE holders and their countries	Adoption of an international instrument addressing IP and the protection of TK and TCEs	Comprehensive, substantive information base from which an instrument could be prepared, but diverse views among States as to the content and legal character and scope of any instrument
III	Enhanced capacity at the regional, national and community levels to make use of IP principles and systems for the protection of TK and TCEs, and for management of the relationship between IP and genetic resources, for the economic and cultural benefit of communities and other TK and TCE holders and their countries	<p>Number of regional and national policy and legal processes using WIPO policy documents and legal materials. Target: 8</p> <p>Number of community, national or regional capacity-building activities that make actual use of WIPO materials and expertise. Target: 10</p>	<p>Number of regional and national policy and legal processes using WIPO policy documents and legal materials by the end of 2009</p> <p>Number of community, national or regional capacity-building activities that make actual use of WIPO materials and expertise by the end of 2009</p>
VII	Greater cooperation and coordination between the work of WIPO and that of other international processes concerning TK, TCEs and genetic resources	<p>Number of processes of other international fora and agencies which explicitly recognize WIPO's distinct technical IP expertise and input. Target: 4</p> <p>Number of joint publications or activities between WIPO and other international agencies. Target: 3</p>	<p>Number of processes of other international fora and agencies which explicitly recognize WIPO's distinct technical IP expertise and input by the end of 2009</p> <p>Number of joint publications or activities between WIPO and other international agencies by the end of 2009</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 3 (Copyright and Related Rights), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 14 (Global IP Information Services), Program 16 (Economic Studies, Statistics and Analysis), Program 17 (Building Respect for IP) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 12, 13, 14, 15, 16, 17, 18, 20, 21, 22, 42 and 44.

RESOURCES*

Program 4				
Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources				
<i>(in thousands of Swiss francs)</i>				
	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources				
Posts	3,133	3,523	390	12.4
Short-term Employees	865	749	(116)	(13.4)
Consultants	--	--	--	--
Special Service Agreements	--	--	--	--
Interns	--	48	48	--
Total, A	3,999	4,320	321	8.0
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	122	150	28	22.5
Third-party Travel	2,000	1,776	(224)	(11.2)
Fellowships	--	124	124	--
<i>Contractual Services</i>				
Conferences	555	500	(55)	(9.9)
Experts' Honoraria	360	52	(308)	(85.6)
Publishing	50	38	(12)	(24.0)
Other	--	175	175	--
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	14	10	(4)	(30.6)
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	--	--	--
Supplies & Materials	18	14	(4)	(22.2)
Total, B	3,120	2,839	(281)	(9.0)
TOTAL	7,118	7,159	41	0.6

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL II

Provision of Premier Global IP Services

Strategic Goal II addresses the core income-generating business areas of WIPO. The aim of this Strategic Goal is to make WIPO's registration, filing and alternative dispute resolution services the international systems of first choice for users through cost-effective, improved services which provide added value.

PROGRAM 5: The PCT System

PROGRAM OBJECTIVE

Maintain and reinforce the PCT as the central node and work sharing tool of the international patent system, and the preferred route for obtaining international patent protection

CHALLENGES AND STRATEGIES

Under WIPO's Strategic Goal II ("Provision of Premier Global IP Services") WIPO's aim is to maintain and reinforce the PCT as the central node and work sharing tool of the international patent system, and the preferred route for obtaining international patent protection. To that end, the focus of Program 5 during the 2010/2011 biennium will, in particular, be on the following areas: (i) the preparation and submission of studies and options to Member States as to how the system as a whole, including the quality of international search reports and preliminary reports on patentability, might be improved so that it delivers results (especially international search reports and international preliminary examination reports) which meet the needs of applicants, designated Offices of all types (large and small, examining and non-examining) and the public, and which assist Offices in ensuring rapid resolution of rights in the national phase; (ii) the management of any effects which the economic crisis may have on filing rates and workloads; (iii) responding to the changing geography and nature of demand in the PCT system by taking the opportunity during the 2010/11 biennium to place more emphasis on staff with Asian language skills; and (iv) the further reinforcement of use of modern information technology, in particular in the area of publication management (including the making available on PATENTSCOPE® of the published application in XML format), translation management and certain on-line services for applicants; and (iv) investigating whether the outsourcing of particular functions and tasks of the PCT Operations Division is advisable.

PCT Operations Division: Filing rates and the evolution of workloads will need to be closely monitored and certain operational adjustments will be made, if necessary. New recruitments will be focused (not exclusively) on Japanese, Korean and Chinese language skills (these three languages now accounting for more than 20% of filings). Efforts will be made to further streamline the publication and republication process and to make more data available in XML format. Translation memories will be introduced on a pilot-basis in order to determine whether cost savings and quality improvements can be made as a result thereof. Receiving Offices and Searching/Examination Authorities will need to be persuaded to transmit more data to the International Bureau in text-searchable format. Staff will need to be made more sensitive of the fact that the results of their work will be more directly and immediately accessible through PATENTSCOPE®. Following direction solicited from the PCT user community, functions enabling secure access to PCT documentation by applicants will be enhanced. In order to support the development of these Customer Service Center functions, to close out the implementation of a single application and technical architecture and to adequately respond to business needs, additional applications development resources will continue to be deployed. The additional resources will also be used to realign and reinforce the customer support, data integrity and the business continuity (disaster recovery) capabilities of the PCT systems. Further improved user visibility on the PCT electronic document exchange systems will be implemented in order to improve the timeliness of the system and reduce its support overhead.

PCT Legal Division: The PCT Legal Division will continue its core functions of implementing amendments to the PCT Regulations, providing advice on PCT legal matters within the International Bureau, providing PCT users with general and specific legal information, advice and training, providing information and advice to potential PCT users, and publishing information and resources for use by the PCT user community. It will continue to foster close relationships with PCT users through outreach activities and through eliciting feedback from those users and potential users, in particular, about how the PCT could be rendered more attractive to those entities which do not currently use it when seeking patent protection in more than one country.

PCT International Cooperation Division: A renewed focus of the Division will on the further development of the PCT system to ensure that it is being used to its full potential and to maximize its value to applicants and Member States. To that end, studies and options as to how the system as a whole might be improved will be submitted to the appropriate PCT bodies for adoption. In addition, the Division will design and carry out cooperation activities *vis-à-vis* Offices of PCT Member States in

Strategic Goal II: Provision of Premier Global IP Services

their various PCT capacities as receiving Offices, International Searching and Preliminary Examining Authorities, and designated and elected Offices, as well countries interested in joining the PCT, with a view to contributing to a better understanding of the functioning of the PCT and the patent system, as well as capacity building, among Offices' staff, practitioners, users and potential users, covering, *inter alia*, operational, technical, procedural, legal and training activities.

The Program will also cover the cost of the participation of one delegate per Member State of the PCT system to the sessions of the PCT Assembly (two sessions in the biennium).

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
II	Containment of cost of receiving, processing and translating an international application	Workload Indicators ¹ Productivity Indicators ²	Workload Indicators by the end of 2009 Productivity Indicators by the end of 2009
II	Consistent, high quality services to PCT users	PCT Quality indicator ³	PCT Quality indicator by the end of 2009
II	Continued use of technological tools for PCT information dissemination and outreach to users of the PCT	Annual number of users of webinars, video conferences, and distance learning courses, et al.	Annual number of users of webinars, video conferences, and distance learning courses, et al by the end of 2009
II	Close relationships with PCT applicants worldwide	Regular contacts with PCT applicants worldwide	To be developed

¹ Detailed explanation of the Workload Indicators can be found in Annex VI: Indicators for PCT Operations.

² Detailed explanation of the Productivity Indicators can be found in Annex VI.

³ Detailed explanation of the Quality Indicator can be found in Annex VI.

Strategic Goal II: Provision of Premier Global IP Services

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
II	A single consolidated processing environment supporting the PCT procedure	Reduction in the use of the COR system by offices 99% systems availability for agreed operations times % of users rating the systems as satisfactory and above	The COR system is used by 25 offices 98% systems availability for agreed operations times for internal systems, and 99% availability for external systems % of users rating the systems as satisfactory and above by the end of 2009
II	Considerable progress made in the establishment of a fully electronic PCT procedure	85% of incoming documents arrive electronically	79% of incoming documents arrive electronically
II	Availability to applicants and Offices of confidential data and transactions via secure mechanisms in the PCT Customer Service Centre	At least 500 registered users classified by countries Services are adopted by at least 5 large applicants At least 3 functions are deployed that use a common identity management service	Services not yet deployed

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
II	Intensified cooperation with, and improved coordination of activities of, PCT Offices and Authorities covering, <i>inter alia</i> , operational, technical, procedural, legal and training issues	Feedback from Member States on the successful implementation of cooperation activities carried out “on request” or under formal cooperative work programs (joint International Bureau/Office evaluation)	To be developed
II	Submission of proposals as to how the PCT system as a whole might be improved so that it delivers results which meet the needs of applicants and designated Offices of all types and which assist Offices in ensuring rapid resolution of rights in the national phase	<p>Timeliness of submission of proposals</p> <p>Feedback from Member States on the quality of the proposals</p> <p>Adoption of proposals by the appropriate PCT bodies</p>	To be developed
III, IV & V	More accessible legal and technological information concerning better applications available to member States, applicants, research institutions and the public	Timely publication of complete searchable public information concerning PCT applications	Fully searchable formats not yet available in certain non-Roman character languages.

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 7 (Arbitration, Mediation and Domain Names), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 12 (International Classifications and WIPO IP Standards), Program 14 (Global IP Information Services) and Program 22 (Finance, Budget and Program Management).

DEVELOPMENT AGENDA LINKS

The Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 10, and 31.

RESOURCES*

Program 5
The PCT System

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	102,776	111,228	8,452	8.2
Short-term Employees	19,194	14,705	(4,490)	(23.4)
Consultants	1,479	1,614	135	9.2
Special Service Agreements	1,598	626	(972)	(60.8)
Interns	--	--		
Total, A	125,046	128,173	3,126	2.5
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	1,737	1,680	(57)	(3.3)
Third-party Travel	3,685	3,150	(535)	(14.5)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	235	125	(110)	(46.8)
Experts' Honoraria	72	60	(12)	(16.7)
Publishing	95	50	(45)	(47.2)
Other	42,678	44,100	1,422	3
<i>Operating Expenses</i>				
Premises & Maintenance	285	40	(245)	(86.0)
Communication & Other	4,347	2,315	(2,032)	(46.7)
<i>Equipment and Supplies</i>				
Furniture & Equipment	1,499	2,025	527	35.1
Supplies & Materials	1,724	2,030	307	17.8
Total, B	56,355	55,575	(780)	(1.4)
TOTAL	181,402	183,748	2,346	1.3

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 6: Madrid, Hague and Lisbon Systems

PROGRAM OBJECTIVE

To facilitate the acquisition, maintenance and management of trademarks, industrial designs and appellation of origin rights around the world through reliable and economically attractive registration services

CHALLENGES AND STRATEGIES

A first challenge is to further increase the efficiency and cost-effectiveness in the administration of the international registration services. IT tools will be put in place aimed to remove duplication of work and reduce the number of functions which are presently still done manually. Further expansion of electronic communication under the procedures of the Madrid and Hague systems and the introduction of electronic communication facilities under the procedures of the Lisbon system will be pursued, in coordination with the competent Offices or authorities. Expansion of the use of electronic communications with users will be pursued further as well. The use of related databases through the Internet will also continue to be encouraged. Efforts to provide the clients with an excellent service through well-trained staff and rapid response time will continue. Staff training in general IP matters will be enhanced to improve the understanding of the global system.

A second challenge consists in developing the legal framework of the international registration systems so as to make the functioning more user-friendly and respond to the evolving needs of Member States and right holders. Working Groups will be convened to identify and develop desirable amendments to the Regulations under the Madrid, Hague and the Lisbon systems, to be submitted for adoption by the respective Assemblies during the 2010/11 biennium, or make recommendations towards the holding, in due course, of separate Diplomatic Conferences to revise or supplement the texts of the Madrid Protocol and the Lisbon Agreement.

A further challenge is to expand the geographical coverage of the international registration systems so as to make them more attractive to current users and extend their benefits to new users. Promotion activities will focus on raising awareness within the international community on the development of the Madrid Protocol, the Lisbon Agreement and the benefits of the international registration system of the Geneva Act. This will involve, in particular, the competent authorities of Contracting Parties, competent intergovernmental organizations, non-governmental organizations, and interested circles, including IP attorneys and agents, as well as the business community. Another special focus will be placed on the development of training initiatives **and capacity building activities** at WIPO's Headquarters in Geneva, at the national and regional levels, in consultation with other key sectors of the Organization.

Strategic Goal II: Provision of Premier Global IP Services

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES																									
II	Increased use of the Madrid system	<table border="1"> <thead> <tr> <th></th> <th><u>2010</u></th> <th><u>2011</u></th> </tr> </thead> <tbody> <tr> <td>New registrations</td> <td>42,800</td> <td>44,200</td> </tr> <tr> <td>Renewals</td> <td>22,700</td> <td>21,900</td> </tr> </tbody> </table>		<u>2010</u>	<u>2011</u>	New registrations	42,800	44,200	Renewals	22,700	21,900	<table border="1"> <thead> <tr> <th><u>2008</u></th> <th><u>2009</u></th> </tr> </thead> <tbody> <tr> <td>40,985</td> <td>41,500</td> </tr> <tr> <td>19,472</td> <td>19,700</td> </tr> </tbody> </table>	<u>2008</u>	<u>2009</u>	40,985	41,500	19,472	19,700										
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II	Increased use of the Hague system	<table border="1"> <thead> <tr> <th></th> <th><u>2010</u></th> <th><u>2011</u></th> </tr> </thead> <tbody> <tr> <td>New registrations</td> <td>3,100</td> <td>4,000</td> </tr> <tr> <td>Designs contained</td> <td>12,000</td> <td>14,000</td> </tr> <tr> <td>Renewals</td> <td>2,600</td> <td>2,600</td> </tr> <tr> <td>Other recordings</td> <td>4,000</td> <td>4,500</td> </tr> </tbody> </table>		<u>2010</u>	<u>2011</u>	New registrations	3,100	4,000	Designs contained	12,000	14,000	Renewals	2,600	2,600	Other recordings	4,000	4,500	<table border="1"> <thead> <tr> <th><u>2008</u></th> <th><u>2009</u></th> </tr> </thead> <tbody> <tr> <td>1,523</td> <td>2,300</td> </tr> <tr> <td>7,920</td> <td>10,000</td> </tr> <tr> <td>3,169</td> <td>2,700</td> </tr> <tr> <td>3,894</td> <td>3,900</td> </tr> </tbody> </table>	<u>2008</u>	<u>2009</u>	1,523	2,300	7,920	10,000	3,169	2,700	3,894	3,900
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II	Swift and cost-effective processing of applications and registrations under the Madrid and Hague procedures	<p>Reduction of the overall processing time to 3.5 weeks with respect to all documents without irregularities under the Madrid procedures</p> <p>Reduction of overall processing time to 3 weeks, provided no irregularities under the Hague procedures</p>	<p>Current time required to process documents without irregularities under the Madrid procedures</p> <p>Overall processing time within 4 weeks, provided no irregularities under the Hague procedures</p>																									
II	Increased quality of service and information in relation to Madrid, Hague and Lisbon	% files that fulfill quality standards (consistency in classification, examination translation tasks and marginal level of errors)	% files that fulfill quality standards (consistency in classification, examination translation tasks and marginal level of errors) by the end of 2009																									

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
		% of offices, applicants and holders that have exchange paper communication/ notifications and filing for electronic ones under the Madrid, Hague and Lisbon	% of offices, applicants and holders that have exchange paper communication/ notifications and filing for electronic ones under the Madrid, Hague and Lisbon by the end of 2009
II	Improved procedures under the Madrid, Hague and Lisbon system	Adoption of provisions laying down new procedures under the Madrid, Lisbon and Hague system	Current procedures
II	Increased international coverage of the Madrid, Lisbon and Hague systems	<p>Eight new Contracting Parties to the Madrid Protocol</p> <p>Two new Contracting Parties to the Lisbon Agreement</p> <p>Eight new Contracting Parties to the Geneva Act</p>	<p>Currently 78 Contracting Parties to the Madrid Protocol and 84 to the Madrid system. Expected in 2009, three more CPs to the Protocol.</p> <p>Currently, 26 Contracting Parties to the Lisbon Agreement. Expected in 2009, one more.</p> <p>Currently 34 Contracting Parties to the Geneva Act and 55 to the Hague system. Expected in 2009, one more CP to the Geneva Act.</p>

Strategic Goal II: Provision of Premier Global IP Services

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
II	Increased number of training, outreach and user relation initiatives offered by WIPO at both Headquarters and national levels for a larger and better use of the Madrid and Hague system	<p>% of training participants using new acquired knowledge and skills on the job by office and country</p> <p>Number of professional and other key stakeholders participating in the various outreach activities by office and country</p>	<p>% of training participants using new acquired knowledge and skills on the job by office and country by the end of 2010</p> <p>Number of professional and other key stakeholders participating in the various outreach activities by office and country by the end of 2009</p>
III	Increased access to global markets for products and services from the developing world	% of international applications from the developing world	Baseline to be developed
V	Availability of expanding database of IP identifiers	Single authentic database for all product information relating to registrations under the Madrid Protocol, the Hague System, the Lisbon Agreement and Article 6 ^{ter} of the Paris Convention	Madrid EXPRESS and ROMARIN published databases are separate and not integrated with registrations under the Lisbon Agreement and Article 6 ^{ter} of the Paris Convention

PROGRAM LINKS

This Program will cooperate closely with Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 7 (Arbitration, Mediation and Domain Names), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 12 (International Classifications and WIPO IP Standards), Program 15 (IP Office Modernization), Program 16 (Economic Studies, Statistics and Analysis) and Program 22 (Finance, Budget and Program Management).

DEVELOPMENT AGENDA LINKS

The Program incorporates activities related to the following adopted Development Agenda recommendations: 1 and 6.

RESOURCES*

Program 6
Madrid, Hague and Lisbon Systems

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	37,378	38,538	1,159	3.1
Short-term Employees	3,881	2,365	(1,516)	(39.1)
Consultants	1,585	2,152	567	35.8
Special Service Agreements	3,542	2,819	(723)	(20.4)
Interns	8	48	40	500.0
Total, A	46,394	45,921	(473)	(1.0)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	1,021	872	(149)	(14.6)
Third-party Travel	2,130	1,706	(424)	(19.9)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	315	296	(19)	(6.0)
Experts' Honoraria	54	46	(8)	(14.8)
Publishing	--	179	179	--
Other	7,746	6,387	(1,359)	(17.5)
<i>Operating Expenses</i>				
Premises & Maintenance	303	108	(195)	(64.4)
Communication & Other	2,889	2,687	(202)	(7.0)
<i>Equipment and Supplies</i>				
Furniture & Equipment	64	91	27	42.4
Supplies & Materials	265	184	(81)	(30.5)
Total, B	14,786	12,556	(2,230)	(15.1)
TOTAL	61,180	58,477	(2,703)	(4.4)

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 7: Arbitration, Mediation and Domain Names

PROGRAM OBJECTIVE

To contribute to the productive use of intellectual property assets through the provision of quality dispute-resolution services that involve the minimum dislocation for intellectual property assets under dispute, and to enhance the legal framework for the protection of intellectual property in the Internet Domain Name System

PROGRAM CHALLENGES AND STRATEGIES

CHALLENGES

The WIPO Arbitration and Mediation Center (“Center”) has become the principal international resource for time and cost efficient alternatives to court litigation of intellectual property disputes, acting both as a provider of legal and organizational expertise and as an administrator of cases. The Center is also the global leader in the provision of services for Internet domain name disputes. This activity comprises the administration of complaints filed with the Center as well as the provision of advice and assistance for the establishment of best practices and expedited dispute procedures in the Internet Domain Name System (DNS).

The main challenge addressed by this Program is to establish the Center and its procedures as consistent options for intellectual property stakeholders to consider for the efficient resolution of their disputes. Work will be undertaken to ensure that the Center’s services are time and cost effective for parties, in the face of the increasing complexity and rapid evolution of the technological, business and legal environment underlying intellectual property. Examples of such conditions include the collaborative basis on which much intellectual property 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. The need for effective and efficient dispute resolution in intellectual property also provides scope for the establishment of tailored dispute resolution mechanisms, as illustrated by the Center’s response to a demand for such services by the Association of International Collective Management of Audiovisual Works (AGICOA).

Another challenge for this Program is presented by the geographical shift in the creation and use of intellectual property to greater involvement by countries in Asia and other growth regions, making it important to offer legal procedures and case administration practices that accommodate the attendant business and dispute resolution needs and expectations. To name but one practical consequence of this development, the appointment of neutrals to mediate and arbitrate any resulting disputes will need to satisfy specific requirements in terms of language, applicable law, and contracting customs.

The Center has a permanent need to adapt its domain name dispute resolution procedures and policy advice to the rapidly evolving Internet environment, so as to meet the need for right holders to use their intellectual property without undue interference from the changing behavior and business practices in the DNS. The continuing effectiveness of the UDRP and other policies in protecting intellectual property identifiers depends on finding practical ways to address complications arising from such developments as the growing anonymity of domain name registrations, the increased facility for speculative registration, the proliferation of registrars, the emerging options for the registration of domain names in different scripts, and the spectacular rise in global registration volume. A further development compounding these challenges is the introduction foreseen by the Internet Corporation for Assigned Names and Numbers (ICANN) of large numbers of new gTLDs. The Center is actively engaged in the development of policy proposals that address the significant intellectual property ramifications of such expansion.

STRATEGIES

A central element of the Center’s strategy for meeting the challenges and achieving the objective of this Program is the promotion of awareness in industry and among professionals of the appropriateness and advantages of alternatives to court litigation for resolving intellectual property disputes. This implies responsive communication with intellectual property owners and users, for

Proposed Program and Budget for 2010/11

example through the production and dissemination of brochures, web guidance, presentations, replies to queries and the organization of training sessions, including on-line courses.

The Center will also work to optimize the potential of its procedures to meet the needs of intellectual property right holders for timeliness and cost-effectiveness in the resolution of disputes in relation to those rights. The principal component of this effort is quality management and resolution of cases conducted under those procedures, which entails training and appointing qualified arbitrators, mediators and experts, maintaining up-to-date case administration infrastructure, including the WIPO Electronic Case Facility, and active management of WIPO cases, in particular through support to appointed neutrals.

As part of this effort, the Center will also work with intellectual property owners and users and their representative organizations towards the establishment of alternative dispute resolution procedures specifically adapted to the particular features of recurrent disputes in their areas of activity. Streamlined standard procedures and efficient case administration infrastructure can facilitate productive use of the intellectual property rights involved.

The Center further strives to provide leadership in the development of dispute settlement solutions to tensions arising from the unauthorized use of intellectual property on the Internet. As the leading provider of services under the UDRP, the Center continuously updates its global resources for parties and panelists, in particular, the online Legal Index and the jurisprudential Overview, and regularly adapts its case management practices to developments in the DNS. The Center will further liaise with stakeholders in the DNS, including intellectual property right holders, ICANN and registries of newly approved gTLDs and of country-code Top-Level Domains (ccTLDs), and will create and implement dispute resolution best practices and procedures for such domains. This concerns in particular mechanisms for the protection of trademark and other intellectual property rights at the first level in the introduction and operation of further new gTLDs. More broadly, the Center will apply its dispute resolution experience to assist in the possible development of international legal instruments addressing Internet-based intellectual property infringements comparable to the abuse of trademarks in the Domain Name System.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
II	International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	The Center supports the resolution of an increasing number of disputes through its alternative dispute resolution services and resources	Cumulative number of disputes the resolution of which the Center supported as at December 31, 2009
II & VI	Effective intellectual property protection in the gTLDs and the ccTLDs	<p>3,000 gTLD UDRP cases administered</p> <p>300 ccTLD UDRP-based cases administered</p> <p>Implementation by ICANN and new gTLD registries of WIPO policy and process recommendations</p> <p>4 more ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards</p>	<p>Cumulative number of gTLD UDRP and ccTLD cases administered by the Center as at December 31, 2009]</p> <p>ICANN adoption of WIPO-initiated UDRP, and any further procedures adopted for new gTLDs as at December 31, 2009</p> <p>Cumulative number of ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards as at December 31, 2009</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (The PCT System), Program 6 (Madrid, Hague and Lisbon Systems), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 11 (The WIPO Academy) and Program 16 (Economic Studies, Statistics and Analysis).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6 and 10.

RESOURCES*

Program 7
Arbitration, Mediation and Domain Names

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	4,495	5,172	677	15.1
Short-term Employees	2,764	3,781	1,017	36.8
Consultants	249	269	20	7.9
Special Service Agreements	--	--	--	--
Interns	123	48		
Total, A	7,632	9,270	1,638	21.5
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	356	280	(76)	(21.2)
Third-party Travel	335	235	(100)	(29.9)
Fellowships	60	--	(60)	(100.0)
<i>Contractual Services</i>				
Conferences	220	179	(41)	(18.6)
Experts' Honoraria	108	60	(48)	(44.4)
Publishing	130	90	(40)	(30.8)
Other	19	30	11	57.9
<i>Operating Expenses</i>				
Premises & Maintenance	10	--	(10)	(100.0)
Communication & Other	20	13	(7)	(34.3)
<i>Equipment and Supplies</i>				
Furniture & Equipment	27	14	(13)	(48.1)
Supplies & Materials	18	19	1	5.6
Total, B	1,302	920	(382)	(29.4)
TOTAL	8,934	10,190	1,256	14.1

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL III

Facilitating the Use of IP for Development

As a member of the United Nations family of organizations, WIPO is committed to ensuring that all countries are able to benefit from the use of IP for economic, cultural and social development. Strategic Goal III is a strong and succinct articulation of that commitment. The Development Agenda gives added impetus to this goal and to the use of IP to contribute to the realization of the MDGs.

In accordance with the principles of the Development Agenda, the development-related activity is mainstreamed into all substantive areas of WIPO's work. This Strategic Goal, therefore, applies not only to the development-specific programs listed vertically under it, but, just as importantly, it applies horizontally to programs right across the revised strategic framework. This is reflected in the individual Program narratives.

PROGRAM 8: Development Agenda Coordination

PROGRAM OBJECTIVE

To coordinate effective implementation of the WIPO Development Agenda

CHALLENGES AND STRATEGIES

The adoption of the Development Agenda recommendations by the Member States has provided an opportunity for WIPO to undertake concrete and tangible actions to mainstream the development dimension into the Organization's programs and activities. The main challenges before the Organization are to ensure that the principles included in the adopted recommendations permeate all its work; to undertake activities to effectively implement the recommendations; to make sure that the benefits of Development Agenda implementation flow to the Member States; to enrich the Organization's approach to development-oriented activities through continued inputs from Member States; to ensure that discussions on any new issues related to intellectual property and development continue to guide the Organization to serve the development needs of the Member States; and to foster a global partnership for the Development Agenda from which all Member States stand to benefit.

An effective implementation of the WIPO Development Agenda requires coordination, not only with the Member States and the various sectors within WIPO, but also with a wide range of stakeholders, including the other bodies within the UN system, inter-governmental organizations (IGOs) and NGOs, the users of the intellectual property system and the public at large. To help meet this challenge, the Development Agenda Coordination Division was established in 2009. The immediate work before the Division was to coordinate the development of a series of projects for the implementation of the recommendations requiring concrete actions for implementation. The application of a project-based methodology has helped to clearly identify deliverables and establish criteria and indicators against which the projects can be evaluated. Project Managers have been appointed with responsibility to coordinate implementation of individual projects.

During the 2010/11 biennium some of the key tasks for the program will be to facilitate discussions in the CDIP on projects and activities to implement the Development Agenda, and accordingly make recommendations; coordinate and ensure that projects are properly implemented, monitored, evaluated and reported on; facilitate discussions on modalities for future implementation of the Development Agenda beyond the first set of projects and activities; create awareness with regard to the benefits arising from Development Agenda implementation; coordinate further mainstreaming of the Development Agenda into WIPO's regular programs and activities with clear mechanisms for evaluating its impact; facilitate discussions in the CDIP on other development-related issues; work with Member States to explore new approaches for development-oriented technical assistance; and promote greater understanding of the Development Agenda and its impact among all Development Agenda stakeholders and involving them to meaningfully contribute to the work of the Organization.

In meeting the above challenges, the Program will coordinate closely with all sectors/divisions of WIPO. It will coordinate Development Agenda implementation to ensure that a coherent approach is taken by the implementing sectors/divisions that is in line with the spirit of the Development Agenda; it will be responsible for coordinating the implementation, monitoring and preparation, together with Project Managers, of regular reports to the CDIP; it will have key responsibility over many of the cross-cutting themes in the Development Agenda; it will support implementing sectors/divisions in the design, development and evaluation of projects and will work together with Program 22 to ensure that the Development Agenda informs Program design and delivery, including by establishing relevant links to the Development Agenda recommendations, where appropriate (for a full list of the Development Agenda Recommendations and associated Programs see Annex IX); it will also enhance greater coordination with other UN agencies, IGOs and NGOs for Development Agenda implementation.

In collaboration with all concerned Sectors/Divisions, the Program will develop a communication and dissemination strategy on the Development Agenda to promote a greater understanding on the

Strategic Goal III: Facilitating the Use of IP for Development

various themes of the Development Agenda; this will include organizing and participating in meetings, symposia and interactive sessions with Member States, institutions and other interested stakeholders.; organize a major International Conference on Integrating Development into IP Policy-making; and engage with other UN agencies and other stakeholders to coordinate action that contributes to the implementation of the Development Agenda. A report on WIPO's contribution to the Millennium Development Goals will also be prepared. Finally, in line with the mandate of the CDIP, the Program will also coordinate the analysis of "IP and development related issues as agreed by the Committee, as well as those decided by the General Assembly".

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Development Agenda (DA) principles further mainstreamed into the Organization's programs and activities	All WIPO activities are undertaken in line with the DA principles	Internal instructions have been issued in 2009 to apply the principles
	Effective implementation of the DA through concrete projects and activities	Number of DA recommendations that have been successfully implemented through projects and activities	Number of recommendations that have been successfully implemented by end 2009
	Effective monitoring, evaluation and reporting on recommendations	<p>Monitoring systems are being used by all projects and used for decision making</p> <p>Recommendations resulting from monitoring and evaluation are successfully being implemented</p> <p>Number of self-evaluations and independent evaluations undertaken during the biennium</p>	<p>Mechanisms for evaluation under development by end 2009</p> <p>Report submitted on 19 recommendations in April 2009</p> <p>No self-evaluations or independent evaluations undertaken</p>
	Support to Member States in deriving benefits from DA implementation	Policy processes at national and inter-governmental level make reference to the DA and seek to derive benefits from DA recommendations	Implementation of DA recommendations started in October 2007. Member States are only beginning to factor DA into policy processes
	Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders	Communication and dissemination strategy designed and being implemented	<i>Ad hoc</i> communication strategy on the DA in 2009

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 7 (Arbitration, Mediation and Domain Names), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 11 (The WIPO Academy), Program 15 (IP Office Modernization), Program 16 (Economic Studies, Statistics and Analysis), Program 17 (Building Respect for IP), Program 18 (IP and Global Challenges) and Program 19 (Communications).

DEVELOPMENT AGENDA LINKS

This Program links to all recommendations.

RESOURCES*

Program 8 Development Agenda Coordination

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,605	2,447	(158)	(6.1)
Short-term Employees	--	--	--	--
Consultants	489	336	(153)	(31.3)
Special Service Agreements	--	--	--	--
Interns	8	--	(8)	(100.0)
Total, A	3,102	2,783	(319)	(10.3)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	340	120	(220)	(64.7)
Third-party Travel	1,100	1,010	(90)	(8.2)
Fellowships	--	220	220	--
<i>Contractual Services</i>				
Conferences	404	406	2	0.5
Experts' Honoraria	40	40	--	--
Publishing	20	--	(20)	(100.0)
Other	350	630	280	80.0
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	43	26	(17)	(39.5)
<i>Equipment and Supplies</i>				
Furniture & Equipment	10	--	(10)	(100.0)
Supplies & Materials	5	2	(3)	(60.0)
Total, B	2,312	2,454	142	6.1
TOTAL	5,414	5,237	(177)	(3.3)

* For the number of posts for the Program please refer to the Table in Annex II

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

PROGRAM OBJECTIVE

Strengthened and sustainable IP capacities, policies and strategies, infrastructure, institutions, human capital and user capabilities in developing countries and least developed countries (LDCs) enabling effective use of IP for development

CHALLENGES AND STRATEGIES

A key challenge of this Program is to ensure that technical assistance and capacity building provided to developing countries and least developed countries (LDCs) is delivered in an effective, efficient and coordinated way, that it is targeted at the specific needs of countries in different regions and at different stages of development, and is tailored to meet those needs. Central to meeting this challenge is the need for a systematic assessment of the needs of each developing country which takes into account their broader development goals (such as the Millennium Development Goals), as well as the role of other development partners in supporting achievement of those goals. Based on that assessment, this Program will support the development and implementation of country-owned National IP and Innovation Strategies aimed at addressing their specific needs. On this basis, this Program has been developed along the lines of region specific challenges and strategies, as well as recognizing the need to address the particular requirements of LDCs. Consistent with this approach; the expected results, performance indicators and resources have also been developed and presented along these lines. To help improve the Organization's delivery of this key program of work, WIPO is increasingly adopting a project based approach which is aimed at strengthening our ability to measure the impact of our development related work and to learn lessons from that to improve program implementation.

In broader terms, this Program will work closely with other relevant areas to:

- Coordinate assistance, upon request, to developing countries and LDCs in drafting and updating their national IP legislation, consistent with national development goals and with international IP treaties and obligations, and facilitate a deeper understanding of legislative options and flexibilities through legislative and policy advice;
- Support awareness raising through a variety of outreach activities and products in cooperation with Program 19;
- Work with Program 15 to support the development and modernization of IP institutions;
- In cooperation with all relevant programs and Development Agenda projects support developing countries, including LDCs, to enable their active participation and use of the global IP information infrastructure;
- Work with Program 18 to promote mechanisms and partnerships that will lead to increased technology transfer to developing countries and LDCs as well as domestic technology transfer such as from university to industry;
- Work with all relevant stakeholders (e.g. NGOs, regional organizations and development agencies) to support development oriented IP technical assistance and capacity building.
- Work with Program 11 to support human capacity building through training programs and other learning activities
- Work with Program 30 to support specific assistance to SMEs in developing countries

Africa

The technical assistance and capacity building needs of the African region are particularly acute. The program will design, develop and implement a framework of cooperation for development assistance and capacity building focusing on:

- provision of specialized training workshops to assist in the development and implementation of IP policies and strategies as well as programs to support policy-makers;
- setting up of mechanisms aimed at greater harmonization of IP systems with regional economic groupings in line with on-going integration processes, in close cooperation with African regional groupings and relevant IP partners, including OAPI and ARIPO;
- provision of training programs in IP asset and business management, innovation and transfer of technology to develop the services for IP professionals, SMEs, R&D institutions, universities, including business outreach programs and effective coalition with industry players and networking with the user community, and assistance in elaborating strategies for marketing IP assets;
- provision of regional training courses to encourage and support Member States to develop domestic pool of experts in various fields of intellectual property in such sectors/institutions as public health, trade, science and technology, trade associations, cultural industries entrepreneurship, inventors, creators associations, collective management organizations, technology innovation support centers (TISCs), universities, business incubators, etc. provision regional training courses on the development and implementation of business systems and tools for the management of copyright and related rights and the creation of copyright collective management organizations;
- identifying institutions which might serve as labs or incubators to support the work of inventors and innovators, in close cooperation with the Member States and their development partners;
- programs aimed at taking account of the rich and diverse resource base and comparative advantage of African countries in the production of agro products, crafts and designs, to increase the capacity of Member States to use business identifiers systems (geographical indications, trademarks, (brands, design systems) to add value to these assets and spur their commercialization in domestic and export markets;
- supporting the development and implementation of tools and procedures, business outreach programs and IP asset marketing strategies;
- contributing and assisting in the harmonization of policies, strategies, legislation and regulations process in the field of TK and TCEs through the development of action plans, building on regional instruments.

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EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
National IP policies/strategies and country action plans that are in line with national development plans and priorities	Up to five countries have launched the IP policy/strategy formulation process, four countries have adopted IP policies/strategies and 3 countries are implementing national IP plans Two action plans to support regional policies/strategies in the field of TK and TCEs at OAPI and ARIPO level	IP is not integrated in the majority of National Development or National Poverty Alleviation Strategies. Four countries had adopted IP policy and/or IP development strategies at the end of 2008-09 biennium,
Enhanced capacity of IP professionals and creation of a critical mass of IP specialists/experts	Number of trainees per year and geographical distribution Number of institutions providing IP services	Limited number of IP specialists across various IP related sectors (the Academia, Judiciary, Law enforcement, business promotion centers and incubators, research institutions, etc.)
Modernized service-oriented IP administrations with strengthened infrastructure	Number of countries with modernized IP administration and extending value added IP services to the users Number of IP administrations that have developed business tools and drafted rules Number of newly created or strengthened copyright collective management organizations Number of countries that have formulated, developed and implemented plans for GIs (selected agro products)	Limited capacity for reaching out to the user community by national or regional IP administrations

RESOURCES

Africa <i>(in thousands of Swiss francs)</i>	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources	4'458	4'505	47	1.1
B. Non-personnel Resources	3'279	3'700	421	12.8
TOTAL	7'737	8'205	468	6.0

Arab States

In many countries in the Arab region there is a need to raise awareness of policy makers and decision-makers on IP and to improve coordination of IP at the national level. There is also a need to strengthen synergies between research and development institutions and national industries to improve research for innovation and development and to enable users to benefit from technology information and to strengthen the local technology base. There is also a need to improve the functioning of the Copyright and Related Right systems in the region in order to promote the potential of copyright-based industries and their contribution to wealth creation and cultural development as well as to build closer cooperation between rights management organizations and enterprises in the cultural industry sector.

The program will address these challenges by implementing strategies:

- Fostering the development of national and regional innovation and IP strategies and the integration of IP in national development plans based on IP needs assessment tools and methodologies which support evaluation of results;
- Delivering awareness raising programs targeting policy makers and decision-makers in the area of IP, and supporting Program 14 in the creation of Technology Innovation Support Centers (TISCs);
- Fostering coordination and cooperation with other UN system organizations as well as with international and regional institutions (League of Arab States, Gulf Cooperation Council, ISESCO, ALESCO, Islamic Development Bank, Organization of the Islamic Conference, UNDP);
- Enhancing public awareness of the economic role of Copyright and Related Rights, allowing all interested parties, government, creators, industries, civil society and consumers to play active roles;
- Assisting countries in the region to develop automated systems, establish collective management societies and provide them with tools (model contracts, guidelines, materials, etc.) to facilitate the management of rights.
- Fostering efficient and service-oriented administration and management of IP systems in the region.

EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
Broader perspective on IP at all levels, enabling Arab Countries to reap the full benefit of IP as a catalyst for economic development and wealth creation.	Some three programs implemented to strengthen understanding of IP as a tool for stimulating creativity and innovation and for economic and social development	Awareness limited
National IP and innovation strategies that are aligned with national development plans and priorities.	Some three national IP strategies formulated and adopted based on a multi-sectoral coordination and consultation	National IP strategy formulation at an early stage

EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
Modernized IP administrations and institutions (including R&D institutions and collective management organizations) based on modern and service oriented objectives and making efficient use of information technology	Some three IP administrations/ institutions with enhanced service delivery Installation of IP automation/ information systems in three countries	Few IP administrations currently providing enhanced user services
Increased awareness and appreciation of the economic importance of IP including of cultural industries and support to efforts in protecting and exploiting TK, TCEs and public heritage	Number of programs/studies/tools applied to cultural industries/folklore/traditional knowledge Some three public awareness and outreach programs utilizing various media and tools for enhancing public awareness of IP	Few studies undertaken

RESOURCES

Arab States <i>(in thousands of Swiss francs)</i>	2008/09	2010/11	Difference	
	Revised	Proposed	Amount	%
	Budget	Budget		
A. Personnel Resources	3'606	3'456	(150)	(4.2)
B. Non-personnel Resources	3'286	3'700	414	12.6
TOTAL	6'892	7'156	264	3.8

Asia and the Pacific

In the Asia Pacific region, WIPO Member States vary significantly in their levels of development and in their IP capacities. Accordingly, their IP requirements differ greatly. These range from the need to put in place up to date IP legislation and strengthening of basic functions of IP offices to more complex, cross cutting issues such as innovation promotion and commercialization of IP. In addition, there is increasing interest in the region on utilizing IP to address emerging challenges in a number of critical areas such as food security, public health and climate change.

Addressing these varied needs in a customized manner is a critical challenge. The overall strategy adopted to meet this challenge is to assist countries in the region to clearly identify their short and medium term needs, situate these in an overall national IP and Innovation Strategy, and develop specific programs in priority areas which would ensure concrete results within specified time frames. This would be accompanied by focused programs on building national and sub-regional capacities to address IP issues pertaining to emerging areas which are of particular interest to the countries in the region. The capacity of and knowledge of the region will be enhanced by providing policy fora/consultations organized for policy makers and senior officials, enabling them to develop IP policies and make informed decisions, providing IP training programs enhancing knowledge and developing skills in IP, supporting the organization of activities to enhance awareness and public outreach on IP, providing advice and information on IP measures to effectively commercialize IP assets and market products, as well as organizing activities/events to provide advice and share good practices on the use of copyright and related rights in selected industries. This will be further supported by consultation mechanisms to promote sub-regional cooperation.

This strategic approach would entail intensive interaction with the national IP authorities, and relevant stakeholders, on a continued basis - both to clearly identify the particular needs of countries and to establish plans to respond effectively to the identified needs. Hence, the emphasis shall be on

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working closely with countries to formulate customized programs which focus on achieving tangible progress in selected key areas. This will be complemented by developing modalities for responding to Member States' needs in an expeditious manner, including through rapid provision of expert inputs by video conferencing and fielding consultation missions that quickly address the concerns of key stakeholders on a given IP issue.

EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
National IP policies/strategies and country action plans that are in line with national development goals and priorities	Nine new countries have formulated and/or adopted national IP policies/strategies/plans	Five countries
National IP legislation consistent with national development objectives as well as with international IP treaties and agreements, where applicable, while taking into account available flexibilities for public policy	Draft laws and/or comments to draft laws prepared and submitted to 5 countries upon request	Draft laws and/or comments to draft laws prepared and submitted to 7 countries and one sub-regional group
Enhanced capacity and knowledge of policy makers, government officials, IP professionals and practitioners, IP owners and user community on effective use of IP for development	Number of trainees/participants per year and geographical distribution	To be developed
	Number of institutions providing IP services as a result of training and awareness raising activities	To be developed
New or strengthened sub-regional IP cooperation programs	Two new sub-regional cooperation initiatives in the form of joint projects or joint programs	Two sub-regional cooperation programs initiated
	Number of sub-regional cooperations established during the biennium	Number sub-regional cooperations established by the end of 2009

RESOURCES

Asia and the Pacific <i>(in thousands of Swiss francs)</i>	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources	5'049	4'598	(451)	(8.9)
B. Non-personnel Resources	3'284	3'700	416	12.7
TOTAL	8'333	8'298	(35)	(0.4)

Latin America and the Caribbean

The main challenge in the Latin American and the Caribbean region is to mainstream intellectual property (IP) in the development objectives, priorities and strategies at the national and regional levels. This would ensure that the IP system responds effectively and in an integrated manner to the

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development objectives of the countries of the LAC region in line with their available resources and different levels of development.

The main strategies that the Program will adopt in the 2010-2011 biennium for the region are:

- strengthening national institutional capacity to support creators, innovators, R&D and industrial sectors to effectively manage IP as a tool for development;
- supporting the formulation and the implementation of national IP strategic development plans;
- facilitating the active participation of the countries of the region in the global IP infrastructure by developing tools and mechanisms to access and effectively use IP related content, in particular IP technological information;
- supporting the modernization of the IP infrastructure of the countries of the region for the provision of specialized value-added services;
- promoting the establishment of regional/sub-regional cooperation mechanisms for IP administration, use and management; and
- strengthening the collective management of copyright and related rights, including the digital environment, at the national and the regional level.

EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
National IP strategies and development plans formulated and/or adopted	Up to three new countries which have formulated and/or adopted national IP/policies, strategies and plans	Some three countries
National IP legal framework consistent with development goals and public policy, strengthened IP technical and administrative infrastructure	Up to five countries with modernized IP legal framework	Some 10 countries
Modernized service-oriented IP administrations with strengthened infrastructure	Up to five countries with modernized IP administration and extending value added IP services to the users Up to four IP offices using newly developed tools and mechanisms within the global IP infrastructure to actively access IP technological information	Some 10 countries
Enhanced institutional capacity of universities, R&D centers and other private sector stakeholders in order to effectively manage IP	Up to 12 institutions with functioning structures for the management of IP	Some 15 institutions

RESOURCES

Latin America and the Caribbean <i>(in thousands of Swiss francs)</i>	2008/09	2010/11	Difference	
	Revised	Proposed	Amount	%
	Budget	Budget		
A. Personnel Resources	3'723	3'882	158	4.2
B. Non-personnel Resources	3'258	3'700	442	13.6
TOTAL	6'982	7'582	600	8.6

LDCs

Challenges

Given the particular needs of least developed countries (LDCs), a specifically focused program of technical assistance and capacity building is essential to support LDCs, who face significant and acknowledged disadvantages. In response to this and to the Agenda for Action for LDCs and the LDCs' Ministerial Declaration of July 24, 2009, the following are the main strategies this Program will implement to address the specific needs of LDCs:

- Work to enhance high-level government commitment on IP and an awareness of policy-makers to establish IP institutions and systems;
- Contribute to an enabling environment for the development and national use of IP policies and strategies for invention, innovation and creativity through the provision of regional, interregional and country high-level forums organized for policy makers;
- Support national intellectual property needs assessments.;
- Promote cooperation for using IP policies and strategies for economic, social, cultural and technological development and specifically in policy formulation and implementation aimed at increasing the transfer and dissemination of scientific and technological information;
- Undertake capacity building activities that address the area of skills development on the use of IP for technological, economic, social and cultural development as part of the cooperation with governmental agencies, non-governmental actors including the business community, industrial associations, IP professionals and other IP interest groups in LDCs, for human resources development;
- Strengthening and establishing collective management societies;
- Promote closer co-operation with the United Nations Secretary-General's High Representative for LDCs in the implementation of the Program of Action for the LDCs for the Decade 2001-2010, the Millennium Development Goals and in the preparations for the Fourth United Nations Conference for the LDCs and implementation of its outcomes; as well as closer co-operation with other international organizations such as WTO, ITU, ITC, UNIDO, UNCTAD and UNESCO;
- Cooperation in initiating and undertaking joint research initiatives, including the organization of patent pools or patent buyouts, which could enable LDCs to put together the human and financial resources needed to undertake well-defined projects, technology-sharing consortia which could boost the transfer and dissemination of technology;
- Cooperation in institutional capacity building of national IP and IP related organizations;

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- Broader cooperation for using IP to promote products of export interest of LDCs through processing as well as branding;
- Supporting the establishment of Technology and Innovation Support Centers in LDCs.

EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
National IP strategies and development plans formulated and/or adopted	Number of LDCs that included IP considerations in the planning and work program of national institutions and organizations IP Policy/strategies prepared in up to five LDCs during the biennium.	Three LDCs with IP policies and strategies up to the end of 2009.
Enhance institutional capacity of senior officials and professionals on IP and the use of IP tools for technological, economic, social and cultural development	Number of countries by which the needs for technical assistance and capacity building have been assessed. Number of trainees/participants per year and geographical distribution	Absence of needs assessment up to end 2009
New or strengthened cooperation mechanism, programs and partnerships	Number of partnerships established in LDCs amongst governmental organizations, private sector and other development partners Number of IP programs implemented jointly with other UN organizations	No partnerships established up to the end of 2009.
Modernize service-oriented IP administrations with strengthened infrastructure	Number of established technological information centers by country Number of individuals, organizations, teaching institutes that received technological information and advisory services	Three Centers were established up to end 2009 (Tanzania, Ethiopia and Cambodia).

RESOURCES

LDCs <i>(in thousands of Swiss francs)</i>	2008/09	2010/11	Difference	
	Revised	Proposed	Amount	%
	Budget	Budget		
A. Personnel Resources	2'487	2'769	282	11.4
B. Non-personnel Resources	1'321	1'500	179	13.6
TOTAL	3'808	4'269	461	12.1

PROGRAM LINKS

This Program while maintaining strong links with the development-specific programs listed vertically with it under Strategic Goal III, Facilitating the Use of IP for Development, will work horizontally with Programs 1 to 18 as well as with Program 30, to the extent that specific national/sub-regional/regional plans and programs so require.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 17, 33, 38, 39, 40, 41, 42 and 43.

RESOURCES*

Program 9

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

(in thousands of Swiss francs)

	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources				
Posts	23,057	21,658	(1,399)	(6.1)
Short-term Employees	1,696	1,814	117	6.9
Consultants	1,441	1,009	(433)	(30.0)
Special Service Agreements	--	--	--	--
Interns	--	--	--	--
Total, A	26,195	24,481	(1,714)	(6.5)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	3,911	3,563	(348)	(8.9)
Third-party Travel	7,843	7,963	120	1.5
Fellowships	394	104	(290)	(73.6)
<i>Contractual Services</i>				
Conferences	973	1,203	230	23.6
Experts' Honoraria	952	1,616	664	69.7
Publishing	120	217	97	80.8
Other	3,438	2,173	(1,265)	(36.8)
<i>Operating Expenses</i>				
Premises & Maintenance	--	4	4	--
Communication & Other	270	321	51	18.9
<i>Equipment and Supplies</i>				
Furniture & Equipment	315	247	(68)	(21.6)
Supplies & Materials	81	66	(15)	(18.5)
Total, B	18,298	17,477	(821)	(4.5)
TOTAL	44,493	41,958	(2,535)	(5.7)

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 30: Small and Medium-sized Enterprises

PROGRAM OBJECTIVE

Enable the greater and more effective use of IP asset management strategies by SMEs for strengthening their competitiveness, especially in developing countries, LDCs and countries with economies in transition

CHALLENGES AND STRATEGIES

The main challenge faced by this program continues to be widespread lack of appreciation of the role of IP asset management in the competitiveness of SMEs by policy makers, SME support and finance institutions, and by the SMEs themselves. SMEs do not use or are ineffective users of the IP system. Most SMEs rely more on informal methods of protection than on the formal IP system. Inadequate awareness, high cost and the complexity of the IP system are often cited as reasons for the ineffective use of IP by SMEs. Most SME stakeholders in the government, private sector and civil society are not fully convinced of the role and importance of active IP asset management in the success of SMEs; recent surveys and studies, done mostly in developed countries, confirm this. Thus, knowledge-driven SMEs are vulnerable in today's hypercompetitive, increasingly international, and highly IP intensive environment. These challenges are further compounded by the lack of cost-effective, user-friendly and readily accessible IP information, support and advisory/consulting services for SMEs in a language that they can understand. Furthermore, the absence of an effective focal point for interacting with the large number of heterogeneous SME support institutions in a large number of countries creates a communications challenge. Thus, for effectively achieving the objectives of the program there is a need for greater flexibility in the use of channels of communication and focal points for building partnerships with SME support institutions.

The SMEs program will work towards building awareness amongst policy makers, SME support and finance institutions as well as the enterprise sector on the potential role of IP asset management in the competitiveness of SMEs. It will encourage national governments to integrate a focus on IP asset management into all relevant policies and strategies that seek to enhance the capacity of SMEs to use the IP system to enhance their competitiveness. It will also focus on strengthening the capacity of SME support institutions and other SME stakeholders to deliver IP related information and services to SMEs. Overall, the program will encourage (a) evidence-based policy making, (b) the effective use of the ICT environment, including multimedia products and video-conferencing (c) public-private partnerships, especially those that create synergies and collective efficiencies in reaching out to the SMEs, (d) creation of national versions based on international versions of business-oriented content/material on IP asset management of WIPO.

In particular, to address the challenges mentioned above, the Program will endeavor to do the following:

- Understand IP needs of SMEs, *inter alia*, by (a) identifying barriers to their effective use of the IP system, (b) identifying gaps in IP services to SMEs, (c) assessing the quality/effectiveness of existing awareness creation and capacity building content and services on IP for SMEs, (d) identifying national and institutional good/best policies and practices on promoting access and use of support and services on IP asset management for SMEs, and (e) analysis of case studies on use/non-use of IP by SMEs. In this regard, the responses received under the WIPO's Needs Assessment Survey of 2008/09 on IP and SMEs from the 78 national IP offices would be used to assist Member States in making tailored project-based national strategies and plans of action on IP for SMEs. It is also proposed to assist in the development of one or more harmonized methodologies for undertaking such surveys or studies so as to ensure that the results obtained are comparable over time and across sectors/countries;.
- Encourage the formulation of policies for integrating IP asset management into SME competitiveness strategies by strengthening awareness and creating capacity amongst policy makers on the role of IP based entrepreneurship for economic development by, amongst other things, commissioning surveys and/or studies, collecting best practices about

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providing IP support to SMEs, undertaking expert missions and/or organizing of events for policy makers and the preparation of information and training material;

- Strengthen awareness and create capacity amongst inventors, creators, entrepreneurs, SMEs, universities, research and development institutions and SME support institutions on IP asset management. Efforts will also be made to target investors and financial institutions to enable them to better assess the value of IP assets in making the decision to invest in or provide financial support to SMEs. Assistance will be delivered through WIPO's SME website, SME newsletter, expert missions, organizing of events (including forums, seminars, workshops and conferences), distance learning programs on IP asset management based on the IP PANORAMA™ multimedia toolkit, and by participating in events for enhancing the competitiveness of SME which are organized by others. This will require the creation and dissemination of new and/or improved paper based and multimedia products on IP asset management in all the UN languages. As far as possible, assistance will be provided in an integrated package of project-based technical assistance, which for the most part will focus on training the trainers for greater multiplier effect.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Improved awareness of SMEs and SME support institutions on IP asset management and of policy makers on the importance of integrating IP into national strategies on enterprise competitiveness	<p>Increased number of SMEs and SMEs support institutions that rate the program's website, new/previous publications, and the 12 modules of the IP PANORAMA™ multimedia toolkit as useful for their work</p> <p>Increase in the number of countries requesting customization and/or translation of publications and modules of the IP PANORAMA™ into their national language</p> <p>Number of national studies quoted as a source of reference in policy-making</p> <p>Number of quotations referring to the program publications and IP PANORAMA™</p> <p>Increase in demand for the publication of more original content on IP for business</p>	<p>Baseline will be established during the biennium.</p> <p>Some 30 WIPO publications and digital tools translated/ adapted</p> <p>No studies have been completed on national competitiveness strategies</p> <p>Baseline will be established during the biennium.</p>

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Enhanced capacity of SME support institutions, including universities and SME training institutions, to provide IP information, support and advisory services to their constituencies	<p>Increase in the number of SMEs support institutions providing services and information on IP</p> <p>Number of SME support institutions, including universities, using WIPO material or material based on WIPO products in their awareness and capacity building services</p> <p>Rate of satisfaction of SMEs with the advisory services provided by SME support institutions</p>	<p>Number of SMEs support institutions providing services and information on IP by the end of 2009</p> <p>Baseline will be established during the biennium.</p> <p>Number of support institutions' undertaking activities using WIPO materials for creating IP awareness by the end of 2009</p> <p>Baseline will be established during the biennium.</p>
III	Strengthened capacity of policy makers to formulate policies, develop and implement projects on IP asset management	<p>Increased reference to IP asset management in statements, speeches and directives of policy makers</p> <p>Number of projects developed and implemented by national governments to promote IP based entrepreneurship</p>	<p>Baseline will be established during the biennium.</p> <p>Baseline will be established during the biennium.</p>

PROGRAM LINKS

This Program will cooperate closely with Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (the PCT System), Program 6 (Madrid, Hague and Lisbon Systems Program), 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 11 (The WIPO Academy), Program 14 (Global IP Information Services), Program 16 (Economic Studies, Statistics and Analysis), Program 17 (Building Respect for IP) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 2, 4, 5, 6, 10, 11, 12, 34 and 41.

RESOURCES*

Program 30
Small and Medium-sized Enterprises

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	1,945	2,379	434	22.3
Short-term Employees	222	377	155	70.1
Consultants	432	538	106	24.6
Special Service Agreements	52	157	105	201.2
Interns	9	48		
Total, A	2,659	3,499	840	31.6
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	288	300	12	4.2
Third-party Travel	100	200	100	100.0
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	30	20	(10)	(33.3)
Experts' Honoraria	18	40	22	122.2
Publishing	10	40	30	300.0
Other	399	350	(49)	(12.3)
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	45	40	(5)	(11.1)
<i>Equipment and Supplies</i>				
Furniture & Equipment	17	5	(12)	(70.8)
Supplies & Materials	1	5	4	455.6
Total, B	908	1,000	92	10.1
TOTAL	3,567	4,499	932	26.1

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 10: Cooperation with Certain Countries in Europe and Asia

PROGRAM OBJECTIVE

Enhanced IP capacity in certain countries in Europe and Asia enabling effective use of IP for sustainable development

CHALLENGES AND STRATEGIES

The key challenge for WIPO's activities in the regions covering Certain Countries in Europe and Asia, namely Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as some Mediterranean countries, remains the effective promotion of the use of the IP system to stimulate innovation and creativity for their economic development with particular focus on the need to establish market order and respect for IP. In responding to this challenge, it is important to do so in the context of long-term public policy objectives. The new strategic orientation of WIPO and the strengthening in 2009 of the Sector responsible for this Program will help in the achievement of the Program objective in the 2010/11 biennium.

The overall strategy for assisting certain countries in Europe and Asia will have a two-pronged approach, i.e., it will differentiate between the specific requirements of these countries, and, at the same time, it will seek to build on certain commonalities and shared features of their IP systems. One of the most important elements of the strategy will be to provide country differentiated approaches which take into consideration the differences in the respective levels of economic and social development as well as the different levels of IP infrastructure in these countries. The aim will be to facilitate the use of IP for sustainable development through systematic needs assessment and providing guidance and relevant expertise to elaborate and implement national IP and innovation strategies which reflect existing national development plans. This work will make use of the specific tools being developed to support countries in developing national IP and innovation strategies, and will also facilitate the sharing of inter-regional experience, best practices, methodologies and lessons learned. This will include specific guidance to enable countries in transition to use IP to enhance their economic, social and cultural development for areas such as promotion of creativity and transfer of technology, enforcement of IPRs, empowerment of the use of IPRs by SMEs to promote their productivity and business strategies, to improve the use and management of different aspects of copyright and related rights for economic development, etc.

WIPO's cooperation with countries in Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as some Mediterranean countries, has given particular focus to support these countries in developing and modernizing their IP systems consistent with their development priorities and national plans. This has involved support to these countries in building national capacity in terms of IP infrastructure and human resources, combined with enhancing the general and specific awareness level and knowledge base for effectively utilizing IP for economic, social and cultural development. Work will be undertaken in the 2010/11 biennium to provide the capacity of the IP Offices to offer more advanced services to existing and potential users of IP. This will entail a greater focus on creating a crucial potential of trained IP experts in these countries. This upgrading of human resources will be an effective means of facilitating the use of IP in a systematic and sustained manner for attaining larger socio-economic objectives. Additional priority area will also be given to respond to the requirements in these countries to enhance their capacities to implement the rule of law in the area of IP, to make their legal systems reliable and also to help them to recognize symptoms of underutilized IP

The shared features and requirements of certain countries in Europe and Asia stem from the close relationship of a number of these countries with the European Union (EU). Accordingly, cooperation with these countries will, where relevant, take into account requirements arising from EU membership, as well as the specific needs of acceding countries, candidate countries and countries benefiting from the EU's European Neighborhood Policy. The advancement of the integration of 12 countries in Central European and Baltic States into the EU has resulted in new challenges for the management of IP assets, as well as a new need to react to new requirements for the use of IP for economic development in a more competitive environment. Other countries in the region face the challenges of meeting the expectations and requirements of *acquis communautaires* while progressing towards

Strategic Goal III: Facilitating the Use of IP for Development

membership in the EU and the European Patent Organisation (EPO). Synergies will be aimed for IP programs which these countries may be undertaking within an EU context. In addition, cooperation activities in member states of the Commonwealth of Independent States (CIS), in particular in cooperation with the Inter-State Council on the Protection of Industrial Property (ICPIP) and the Inter-parliamentary Assembly of the CIS Member States (IPACIS) will be duly taken into consideration with the aim to build synergies with these efforts. Cooperation with the regional Eurasian Patent Organization will continue to be given particular attention and will be further strengthened to promote links with the PCT system as well as to join efforts to facilitate the use of IP systems and assets for the sustainable development in the region.

The rise of the global information infrastructure and recognition of IP as a major driver of national economic development in these countries has led to wide recognition of the need for effective viability and use of the IPRs. Consequently, all these countries have recorded a significant progress in their ability to utilize IP to achieve their development goals, and IP has played a prominent role in their accelerated economic, social and cultural development. As a result, WIPO is requested to provide more specific assistance of an advanced and specialized level to respond to the particular requirements in these countries. The need to expand cooperation with industrial circles, entrepreneurs and all other relevant economic sectors to enhance the use of IP for economic development remains a particular challenge in these regions. The promotion of a cross-cutting exchange of experiences, lessons learned and best practices between countries within the geographical frame of this Program will be used as one of the key strategies to respond to the current challenges in these countries.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	National IP strategies and legislations have been aligned to national development strategies and plans as well as to international IP treaties and agreements	<p>Some 15 new countries with developed national IP capacity-building programs and IP strategies, dovetailed with national development plans</p> <p>Some 21 new countries with updated national IP laws and regulations which are consistent with international IP treaties and agreements and conforms with national development priorities</p>	<p>Six countries with national IP strategies or plans</p> <p>14 countries with updated national IP laws</p>
	More effective and user-friendly services by national IP institutions	<p>Some 14 new countries with modernized IP infrastructure and upgraded management of IP services, including updated working methods and automated IP office operations</p> <p>Some 15 new countries with well functioning IP-related information and service centers</p>	<p>Five countries with modernized IP infrastructures</p> <p>Six countries with well functioning IP-related information and service centers</p>
	Enhanced capacity of IP professionals	IP training program for professionals has been provided to some 16 countries and improved performance noted in over 60% of participants	Behavioral change baseline will be established. By the end of 2009, seven countries have been provided with regular IP training programs
	Effective use of IP systems prompted by the establishment of domestic partnerships between the public and private sectors (PPPs) in the area of IP	Some 10–12 new start up companies, spin off projects have been initiated in various countries in partnerships among public and private sectors for IP development and use	Six countries with partnerships among public and private sectors

Strategic Goal III: Facilitating the Use of IP for Development

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Newly developed tools and guidance to promote the use of IPRs for economic development are being used by countries in transition.	<p>Number of webpage/readers hits by new guidance material and country</p> <p>Six new guidance material will be produced by the end of 2011</p>	<p>Baseline will be established by the end of 2010</p> <p>Baseline to be developed by end 2009</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 6 (Madrid, Hague and Lisbon Systems), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 11 (The WIPO Academy), Program 12 (International Classifications and WIPO IP Standards), Program 15 (IP Office Modernization), Program 16 (Economic Studies, Statistics and Analysis), Program 17 (Building Respect for IP) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 17, 33, 38, 40, 41, 42 and 43.

RESOURCES*

Program 10 Cooperation with Certain Countries in Europe and Asia

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,910	3,523	613	21.1
Short-term Employees	443	115	(328)	(74.0)
Consultants	--	269	269	--
Special Service Agreements	--	--	--	--
Interns	28	--	(28)	(100.0)
Total, A	3,381	3,907	526	15.6
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	237	226	(11)	(4.5)
Third-party Travel	1,200	1,227	27	2.3
Fellowships	100	135	35	35.0
<i>Contractual Services</i>				
Conferences	213	180	(33)	(15.5)
Experts' Honoraria	95	113	19	19.6
Publishing	25	3	(22)	(88.0)
Other	285	260	(25)	(8.8)
<i>Operating Expenses</i>				
Premises & Maintenance	19	10	(9)	(47.4)
Communication & Other	26	30	4	14.9
<i>Equipment and Supplies</i>				
Furniture & Equipment	16	10	(6)	(36.5)
Supplies & Materials	9	10	1	17.0
Total, B	2,224	2,204	(20)	(0.9)
TOTAL	5,604	6,111	507	9.0

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 11: The WIPO Academy

PROGRAM OBJECTIVE

Strengthened IP training and education infrastructure with improved knowledge and skills in the protection and administration of intellectual property rights in support of public policy initiatives and promotion of innovation

CHALLENGES AND STRATEGIES

The WIPO Academy ("The Academy") organizes training and educational programs for government officials, stakeholders, academics and other related professionals in the field of IP to enhance their knowledge and skills in the protection and administration of IP rights (IPRs). Challenges facing the Academy include the need to respond to the increasing number of requests from Member States for specialised training of officials and professionals, increasing number of requests for introducing IP in the curriculum of universities and other relevant institutions of higher learning, and increasing requests for more specialized and tailor-made distance learning courses. In implementing Development Agenda principles, all programs of the Academy will be further enhanced by including in the content and curriculum more components on development and on relevant public policy initiatives with a special focus on an interdisciplinary approach to IP education.

To respond to the requests from Member States, in particular developing countries, LDCs and countries with economies in transition, during the 2010/11 biennium, the Academy will continue to improve theoretical and practical training programs and education opportunities to the above target groups. Traditional face-to-face and distance learning methodologies will continue to be used in the offering of training programs in order to expand the coverage of recipients of IP knowledge and information. More emphasis will be given to the quality of the content of the training programs and their availability in all six UN languages. The Global Network of IP Academies established in 2008 will continue to be hosted by the Academy to allow Member States to share experience, reference materials and resources for training with a view to promoting efficient and coherent approaches to capacity building in the field of IP. The Academy will encourage more active participation of IP Academies or training institutions from developing countries, LDCs and countries with economies in transition. In order to assist Member States to develop and improve national IP institutional capacity through further development of infrastructure, the Academy will launch Start-up National IP Academies in selected developing countries and LDCs. During the biennium, emphasis will also be given by the Academy to provide knowledge and skills which would facilitate the use of IP and to enhance capacity to share the benefits of IP for development.

Building upon over 10 years' experience and expertise, the **Professional Training Program** of the Academy will continue working closely with more than 26 partner institutions at national and regional levels in the offering of training courses on demand for government officials and other IP-related professionals including IP managers of R&D institutions. To respond to the requests for more in-depth and sophisticated training from Member States, more specialized and tailor-made training courses will be designed and offered to officials and professionals in the field of industrial property and copyright with the aim to upgrade their knowledge and skills in the administration of IPRs which will enable them to provide more efficient and effective services to users of the IP system. The WIPO Summer Schools will continue to be organized in various parts of the world to facilitate the participation of young professionals and students in the program. Efforts will also be made to extend the Professional Training Program to more IP-related professionals who should support the use of IP for development. An orientation and/or advance course for delegates and diplomats will also be organized.

During the 2010/11 biennium the Academy's **Distance Learning Program** will continue to offer the General Course on IP (DL-101) in seven languages. Following the positive outcome of the integration of DL-101 into university education programs and professional training courses, the on-line course will continue to serve as a complement to academic teaching programs at universities and as a prerequisite for intermediate level professional training courses. The advanced courses on patents, trademarks, industrial designs, geographical indications, copyright and related rights, as well as the protection of new plant varieties will continue to be offered. The on-line tutorial support for these advanced courses has proven to be cost effective and helpful to students. It will continue to be offered

Proposed Program and Budget for 2010/11

in order to further improve the quality of distance learning and teaching. Efforts will be made to meet the requests of Member States for translating or transforming of the on-line courses for their specific needs. In addition, the content of three existing advanced Distance Learning Courses will be reviewed during 2010/11 in order to provide the most updated information and knowledge to participants. To improve the management of on-line courses, efforts will be made to deploy new course pedagogy using newly developed software. To respond to the demand of Members States and IP professionals, several new courses with more in-depth knowledge and practical skills will be developed during the next biennium.

To assist universities and other academic institutions throughout the world in the development of specialized courses on IP, the **Partnership Program** of the Academy will continue providing them with more tailor-made technical and experts advice on the design of new programs or updating existing programs, including advice on the curriculum development and the provision of reading and teaching materials to teachers and libraries of universities. To enhance the efficiency and sustainability of IP education, efforts will continue to be made in the training of IP teachers from developing countries and LDCs in order to improve their national capacity in the offering of IP courses at university level (“train the trainers” approach). To this end, under this Program, the Academy will also co-organize IP master degree courses with selected partner universities for jointly offering fellowships to a limited number of students from developing countries and LDCs. Cooperation with the World Trade Organization (WTO) will be strengthened to train more IP teachers and government officials who should become the core resource persons in the field of IP in their countries.

The Executive Education Program will be remodelled and reintroduced. While keeping its original framework of the pilot project implemented in the biennium 2007/08 (fee-based, business-related IP topics such as IP management, engagement of well-experienced and qualified resource persons, and pedagogy especially designed for interactive discussions in a short duration up to three days), the revised program will integrate Development Agenda principles into the target audience and partners. The revised program will target business executives in developing countries, LDCs and other countries where IP executive education is not available. In this context it will work closely with Program 30 to ensure that the specific needs of developing country SMEs are addressed. To this end, the Academy will work with appropriate local partners to organize the courses in those countries. The new direction should make the program more sustainable and beneficial to those countries which need to develop knowledge and skills to run their own programs for executive education in the future.

Strategic Goal III: Facilitating the Use of IP for Development

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Upgraded and enhanced knowledge and skills of staff of IP offices and other stakeholders in developing countries	<p>% satisfaction rate for all Academy programs and the Master of Law in IP and the Africa University of Master of IP.</p> <p>% of students/trainees /participants using new knowledge and skills on the job by office and country</p> <p>Number of IP professionals trained by institution and country</p> <p>Number of graduates specialized in IP by country</p>	<p>% satisfaction rate by the end of 2009</p> <p>% by the end of 2009</p> <p>Number by end of 2009</p> <p>Number by end of 2009</p>
	Strengthened infrastructure for IP education and introducing IP at different academic levels in Member States	<p>Six Start-up and National IP Academies will be established in developing countries and LDCs</p> <p>At least one university or high learning institution in each region to introduce specialized IP courses or update existing IP courses</p>	<p>This is the first time that such an initiative is being developed and that the current baseline is zero</p> <p>Five universities or higher learning institutions to launch or upgrade specialized IP courses</p>

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
	<p>Use of the on-line courses as a complement to IP training and education programs and to generate greater public awareness on IP</p>	<p>% of students/trainees /participants using new knowledge and skills on the job by office and country</p> <p>Increased/maintain the number of annual registration and completion rate of all on-line courses</p> <p>Increased number of courses available in all six UN languages</p>	<p>To be developed in 2009</p> <p>25,000 registrations during 2008</p> <p>Two courses</p>
	<p>Enhanced networks and efficiency of international cooperation for IP training and education among Member States</p>	<p>Increased geographical representation of key cooperation partners at the Network</p> <p>Number of cooperation projects carried out within the framework of the Network among members</p>	<p>Total number of key cooperation partners by countries represented in the Network by the end of 2009</p> <p>At least four projects carried out among members of the Network</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 14 (Global Information Services), Program 16 (Economic Studies, Statistics and Analysis) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 2, 3, 4, 5, 6, 9, 10, 11, 12, 24, 33, 38, and 41.

RESOURCES*

Program 11
The WIPO Academy
(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,342	4,291	1,949	83.2
Short-term Employees	382	411	29	7.6
Consultants	523	336	(187)	(35.7)
Special Service Agreements	0	--	(0)	(100.0)
Interns	0	48	48	n/a
Total, A	3,247	5,086	1,839	56.6
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	270	616	346	128.1
Third-party Travel	1,000	990	(10)	(1.0)
Fellowships	2,600	2,231	(369)	(14.2)
<i>Contractual Services</i>				
Conferences	150	13	(137)	(91.3)
Experts' Honoraria	289	667	378	130.9
Publishing	--	70	70	--
Other	1,303	430	(873)	(67.0)
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	--	40	40	--
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	--	--	--
Supplies & Materials	--	50	50	--
Total, B	5,612	5,107	(505)	(9.0)
TOTAL	8,859	10,193	1,334	15.1

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL IV

Coordination and Development of Global IP Infrastructure

Strategic Goal IV responds to the need for greater technical standardization and work sharing between Offices around the world in order to help meet the overwhelming global demand on the system; to facilitate the exchange of data and outputs between Offices; and to maximize benefits to developing countries by facilitating their participation in the system and their access and use of its outputs in accordance with the Development Agenda. To further this goal, a number of WIPO's strategic assets are brought together and developed within reformulated programs. These include tools (such as the international IP classification systems, which have been merged into one program) and international IP databases, plus the Office Automation services which serve to make these assets available to Offices, institutions and public in all countries.

PROGRAM 12: International Classifications and WIPO IP Standards

PROGRAM OBJECTIVE

Development of International Classifications and WIPO IP Standards as common tools for developing global IP infrastructure, and their widespread use by IP Offices, applicants and the general public worldwide to facilitate innovation and knowledge sharing

CHALLENGES AND STRATEGIES

The principal challenge regarding this program is the need to ensure the worldwide application of the International Patent Classification (IPC), the Nice, Vienna and Locarno Classifications as well as WIPO IP Standards, taking into account various circumstances in Member States. New revised versions of these Classifications and revised standards will have to be regularly published in multiple languages in a cost-effective and timely manner, following decisions of the relevant bodies.

IPC

In view of the complicated structure and procedures of the reformed IPC which have had a negative impact on the pace of revision of the IPC, the IPC Committee of Experts has taken measures aiming at simplification which will enter into force by the end of 2010. At the same time, IP5 offices (five IP Offices receiving the largest number of patent filings; IP Offices of China, Japan, Republic of Korea, the United States of America and the European Patent Office) are aiming at a convergence of the three major internal classification systems (the European Classification (ECLA), the Japan Patent Office's FI/F Term, and the United States Classification) into a single more detailed IPC within a horizon of five to ten years. The big challenge for the IPC community and the International Bureau will be first to implement the simplifications mentioned above and to start introducing in the IPC an increasing number of amendments in view of the convergence of the internal systems of the IP5.

To that effect the working methods of various IPC bodies should be enhanced in particular through increased discussion on electronic forum between meetings. The IT tools used in the revision process and for publication should be strengthened and enhanced in order to allow active introduction of data by offices, quickest and more efficient preparation of the IPC publications. New publications are expected for January 1 2010 and 2011. IPC external users will be kept informed in a regular manner and direct contacts between these users and offices will be organized.

Nice, Vienna and Locarno Classifications

The current revision procedure for the Nice Classification is outdated and needs modernization so as to render the revision of that Classification more responsive to developments in the market. The Program will therefore focus on the continued reform of the Nice Classification Revision Process with a view to shortening the revision period, which is currently at five years, to one year. An electronic forum will be developed for the Nice Classification revision to implement at the beginning of the next classification revision period (2011). New linguistic versions of the Nice Classification in two official languages established by the Nice Agreement will be explored.

The efficiency of the Locarno Classification will be enhanced by applying new classification criteria, such as visual design features and to facilitate searches of registered industrial designs, in particular in large design collections.

Moreover, a revised publication policy for authentic and official texts of the Nice, Locarno and Vienna Classifications (NIVLO) will be implemented for a more efficient and secure updating and publication of those Classifications.

The Program will also continue to provide advice, assistance and training to promote the enhanced use of the Nice, Vienna and Locarno Classifications by registration authorities, applicants and search companies. The Program will also establish, at the request of national or regional industrial property offices, classification reports on the correct classification of goods and services for the purposes of the registration of marks, and will publish recommendations on the classification of new goods and

services that have not yet been entered into the alphabetical list, so as to facilitate convergence in the application of the Nice Classification.

WIPO IP Standards

WIPO IP Standards provide a basis for the transmission, exchange, dissemination and sharing of IP information and documentation. To ensure their worldwide application, they should be further promoted as a main tool for harmonization of practices of IP Offices in the field of IP information and documentation and for exchanging IP data between IP Offices in various projects of international collaboration. To take into account the development of information technology and appearance of new methods of the transmission and exchange of IP information, work should continue on the elaboration of a new platform and database with which the efficiency of work should be enhanced for the development and revision of WIPO IP standards, recommendations and guidelines, and for sharing the current practices of IP Offices in the area of IP information.

IT plays a major role in the revision of the Classifications and of the WIPO Standards. In view of the increased amount of revision, existing tools should be consolidated, improved and their extension to all Classifications will be developed. New unified platform for the publication of all Classifications will also be implemented. A new centralized reclassification web service will be developed and implemented to replace the current exchange of working lists by e-mail. Similarly, assistance to IP offices and relevant IT tools producing national versions of the Classifications should be strengthened. The development of the new database of WIPO IP Standards and IP Offices Current Practices will allow users to fully search and retrieve WIPO's knowledge in the area of IP information and standardization. Its implementation is expected to be completed in 2011.

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IV	Enhanced efficiency in the revision of International Classifications and WIPO Standards	<p>Full implementation of the IPC simplified structure by January 2011</p> <p>Full implementation of the Reform of the Nice Classification Revision Process to shorten the revision period from 5 to 1 year by 2011</p> <p>The number of NIVLO classifications projects discussed on e-Forum</p> <p>Decrease the time necessary between the submission of a request and its adoption and publication.</p> <p>The amount of editorial work to be considerably reduced by new web-based database for SDWG and corresponding tools for the Classifications</p>	<p>A two-tiered structure of IPC</p> <p>Five years revision period</p> <p>Absence of e-forum facilities for NIVILO Classifications.</p> <p>32 months in average for the IPC</p> <p>The current workflow and publication that need a considerable amount of formative editorial work</p>
IV	Wider acceptance and more effective use of International Classifications and WIPO Standards	<p>Increased number of contracting parties to corresponding Agreements</p> <p>Increased consultation of the relevant WIPO web sites</p>	<p>Number of Contracting Parties by end of 2009</p> <p>Number of consultations by end of 2009 using Google analytics</p>
IV	Unify the publication procedures and relevant IT support of the International Classifications	Minimize the use of external resources for publication of the Classifications	Heavily rely on external resources for publication in particular of the NIVILO Classifications

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IV	Development and improvement of IT support tools to assist national offices in producing national versions of the International Classifications	Number of offices using these tools: Target 8	Four to five offices use these tools
IV	Systematic reclassification of patent documents following IPC revision using an XML web service	Number of offices participating in the reclassification and number of patent documents reclassified	10 offices participate. 73% in average of relevant documents are reclassified

PROGRAM LINKS

This Program will cooperate closely with Program 5 (PCT System), Program 6 (Madrid, Hague and Lisbon Systems), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 10 (Cooperation with Certain Countries in Europe and Asia) and Program 15 (IP Office Modernization).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 8, 30 and 31.

RESOURCES*

Program 12 International Classifications and WIPO IP Standards

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	6,646	6,330	(316)	(4.8)
Short-term Employees	67	134	67	100.0
Consultants	258	269	11	4.3
Special Service Agreements	39	--	(39)	(100.0)
Interns	9	--	--	--
Total, A	7,019	6,733	(285)	(4.1)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	401	291	(110)	(27.3)
Third-party Travel	60	80	20	33.3
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	346	265	(81)	(23.4)
Experts' Honoraria	7	30	23	316.7
Publishing	400	105	(295)	(73.8)
Other	634	925	291	46.0
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	21	9	(12)	(56.5)
<i>Equipment and Supplies</i>				
Furniture & Equipment	63	57	(6)	(9.5)
Supplies & Materials	45	25	(20)	(44.4)
Total, B	1,976	1,787	(189)	(9.6)
TOTAL	8,995	8,520	(474)	(5.3)

This program now incorporates the activities from previous program 13 Patent Classification and WIPO IP Standards. The 2008/09 Revised Budget for program 12 has been restated to include the budget for Program 13.

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 14: Global IP Information Services

PROGRAM OBJECTIVE

To provide infrastructure and supporting services to IP Offices and to the public in all countries, with an emphasis on developing countries and on LDCs, to enable them to take advantage of the information resources generated by IP systems worldwide for supporting innovation and for narrowing the knowledge gap

CHALLENGES AND STRATEGIES

The program seeks to build on the achievements of the PATENTSCOPE® portal in the dissemination of patent information related to PCT international applications. It covers the full cycle of global IP information management, from generation and digitization of information, through dissemination of that information via databases available on the Internet, to effective utilization of that information as part of national and regional IP strategies.

The services will be extended to the availability of a greater variety of global IP information services in several ways. Firstly, WIPO will provide further assistance to IP offices for the digitization of their national patent collections and conversion of the resulting patent data into standardized formats that are suitable for online searching systems and for exchange with other offices. Secondly, WIPO will organize meetings to exchange best practices of IP information dissemination policies for further international cooperation. The organization of an annual global symposium of IP authorities will also facilitate international cooperation and discussions on challenges and opportunities for coordination and development of global IP infrastructure in particular the use of IP information for benefiting from global knowledge of the humanity. **A proposed Committee of Global IP Infrastructure (document WO/GA/38/10) would also enhance international coordination for developing global infrastructure of IP. In addition to industrial property infrastructure, the meeting would explore possible coordination in copyright infrastructure such as voluntary electronic registers.**

PATENTSCOPE® will be enhanced and extended to include the patent collections of participating national offices, whether those offices are assisted by WIPO in digitizing their patent data or whether they have independently digitized their patent data. In order to achieve this, the PATENTSCOPE® search engine will be upgraded to be able to handle larger volumes of data. The search engine will also be enhanced to allow for more intuitive search features for non-expert users, more advanced online analysis tools and cross-language retrieval facilities. Where practical, the content of the PATENTSCOPE® search service will also be extended, for example, to provide more information on search and examination results in different offices or on legal status information.

During the biennium, the program will also investigate options for including other forms of IP data into its global IP information databases and enhanced services the reform. This may include various types of IP including Trademarks, Industrial Design, Plant Varieties and emblems protected under the Paris Convention Article 6*ter*. **WIPO will assist Member States in developing regional IP information databases and coordinate with them for providing common approaches to allow for user-friendly and global search of IP information.**

A major project for the biennium will be to assist member states with access to specialized databases and with the effective utilization of those information resources. **This will implement Recommendations of the Development Agenda and will be accomplished in several ways. A program called "aRDi" that was launched in July 2009 will continue to expand its participating publishers of scientific and technical journals which will enable access to offices in LDCs and developing countries to access technology-related information at preferential rates. A similar program will be proposed to owners of commercial patent databases. In order to help member states to make effective use of these information resources, a service will be established to support the creation of Technology and Innovation Support Centres (TISCs) associated with the IP offices of participating member states. The role of the TISCs will be to act as a central point of expertise for patent and technology information in the relevant country. TISCs will provide personal assistance regarding patent information and innovation support services to local users in developing countries such as scientists and researchers at universities, R&D institutions and national research hubs (document CDIP/3/INF/2, Annex III).** The

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

TISCs will be supported by WIPO through training programs, seminars, new tools under development such as Patent Landscaping Reports (see document CDIP//3/4, Annex IV) and access to the databases as described above.

WIPO has also provided search services to individual inventors in developing countries and coordinated the International Cooperation for the Search and Examination of Inventions (ICSEI) program for many years. Several hundred requests for searches are managed through these services every year. In both cases, there is a significant potential to improve the services, taking advantage of the Technology and Innovation Support Centers, described above, and of related activities. Where possible, local offices would be supported to perform state-of-the-art searches and related services for local inventors, with WIPO providing direct services in those cases where local support is not available. In the case of the ICSEI program, there is a significant potential to improve searches performed under that program with searches performed for PCT applications, thereby leveraging the considerable experience and capacity of the PCT system and facilitating access to the PCT system for inventors in developing countries.

As noted below, several of the major projects for this program are Development Agenda projects.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IV & III	Improved access to information resources generated by IP systems	<p>New PATENTSCOPE® search services has contributed to an increased number of users</p> <p>Increased number of countries that have access to specialized databases and related support services in developing countries and LDCs</p> <p>Number of Technology and Innovation Support Centres (TISCs) beneficiaries that perceived the TISCs as a central point of expertise for patent and technology information by country</p> <p>% of users of the global IP data bases and IP services data bases that consider that the data bases have facilitated the efficiency and effectiveness of their work</p>	<p>Annual number of users by the end of 2009</p> <p>Number of countries that have access to specialized databases and related support services in developing countries and LDCs by the end of 2009</p> <p>Number of Technology and Innovation Support Centres (TISCs) beneficiaries that perceived the TISCs as a central point of expertise for patent and technology information by country by the end of 2010</p> <p>Baseline to be established by the end of 2010</p>
IV & III	Increased dissemination of digitized patent collections of national/regional offices of WIPO member states	Increased available number of new patent collections in online databases on the Internet.	Available number of new patent collections in online databases on the Internet by the end of 2009

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IV & III	Enhancement of WIPO Patent Search Support Services for IP offices of member states	<p>Number of local inventors in developing countries and LDCs that have benefited from the capacity building program related to state-of-the-art searches.</p> <p>Redesign of the ICSEI service to provide for further improvement within the PCT system and improved access to the PCT system for inventors from developing countries and LDCs</p>	For many years, WIPO has administrated the ICSEI service for patent offices of developing countries and provided prior art search services to individual inventors in developing countries.
IV & III	Improved use of patent information through the development of patent landscapes and related tools covering selected topics	<p>Number of users of the published patent landscapes on a set of agreed topics of interest to Member States</p> <p>% of participants of the online tutorial on patent information and patent landscaping and regional conferences on patent landscaping using the new knowledge and skills on the job by office and country</p>	<p>Number of users of the published patent landscapes on a set of agreed topics of interest to Member States by the end of 2009</p> <p>Baseline will be established by the end of 2010</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (The PCT System), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 11 (The WIPO Academy), Program 15 (IP Office Modernization), Program 16 (Economic Studies, Statistics and Analysis) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 8, 10, 12, 19, 20, 24, 25, 28, 30, 31 and 40.

Project 1: Patent Landscaping Tools and Services (recommendations 19, 30, 31)

Project 2: Specialized Databases – Access and Support (recommendation 8)

Project 3: IP, Information and Communications Technologies and the Digital Divide (recommendations 19, 24, 27)

Project 4: Intellectual Property and the Public Domain (recommendations 16, 20)

RESOURCES*

Program 14 Global IP Information Services *(in thousands of Swiss francs)*

	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources				
Posts	4,282	5,791	1,509	35.2
Short-term Employees	8	--	(8)	(100.0)
Consultants	156	269	113	72.5
Special Service Agreements	65	--	(65)	(100.0)
Interns	--	--	--	--
Total, A	4,511	6,060	1,549	34.3
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	410	330	(80)	(19.5)
Third-party Travel	80	80	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	60	200	140	233.3
Experts' Honoraria	--	--	--	--
Publishing	75	90	15	20.0
Other	1,668	1,150	(518)	(31.0)
<i>Operating Expenses</i>				
Premises & Maintenance	20	--	(20)	(100.0)
Communication & Other	18	--	(18)	(100.0)
<i>Equipment and Supplies</i>				
Furniture & Equipment	18	10	(8)	(44.4)
Supplies & Materials	18	10	(8)	(44.4)
Total, B	2,367	1,870	(497)	(21.0)
TOTAL	6,878	7,930	1,052	15.3

The name of this program has been changed from PATENTSCOPE® and Associated Patent Services to Global IP Information Services

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 15: IP Office Modernization

PROGRAM OBJECTIVE

Develop and strengthen national and regional IP institutions in accordance with the Development Agenda, through provision of modernization services, to enable them to participate in the global IP infrastructure and to maximize their benefits from the access and use of its collective resources

CHALLENGES AND STRATEGIES

The Program's strategy is based on a holistic approach to coordinate and develop global IP infrastructure, providing member States and users with a common platform for enhanced international collaboration. The Program will leverage WIPO's collective experience from all regions and include: use of tested and proven tools and procedures to minimize implementation cost and time; development of flexible, modular systems that can be quickly and easily customized to adapt to individual national or regional specific requirements and that comply with WIPO IP Standards; emphasis on the commitment and readiness of the beneficiary IP institution; follow-up training and knowledge transfer to build institutional capacity; ongoing enhancement of WIPO automation systems; and post-project impact evaluation. This strategy has proven effective in implementing modernization projects in developing countries with diverse levels of development, legal and technical infrastructure, resources, skills, expertise and readiness.

A comprehensive range of services are offered under this Program to assist national and regional IP institutions to benefit from modern tools, systems and best practices. These services include technical consultancy, needs assessment, streamlining of business procedures, customized automation solutions, establishment of IP databases, digitization, upgrading of technical infrastructure, e-communication with WIPO databases and Treaties such as PATENTSCOPE®, WIPO statistics database and WIPO collection of national and regional laws, training and knowledge transfer, and automation system support. The actual nature of services provided to any specific institution is based on its request, priorities and assessed requirements. **In recommending best practices, the normative neutrality of the support will be ensured.**

The expected contribution from the beneficiary institution is: commitment and readiness for the project; availability of technical persons with adequate level of skills that can acquire the necessary knowledge and expertise from WIPO to use, operate and support the automation system; transition management from existing manual to automated procedures; adequate Internet access; and resources to maintain and upgrade the automation infrastructure and its components to sustain the benefits from the assistance. Some of these expected contributions are pre-requisite to the project and are used as criteria for project planning and implementation. Other non-critical factors are addressed by the needs assessment missions.

Potential risks that may arise during project implementation. For example: loss of partner's trained staff through transfer, other job opportunities, etc.; change in partner's priorities for the project; maintaining manual procedures in parallel with automated ones thereby adding extra work overhead; undue delays in delivery of services from local contractors; interruptions in electricity due to blackouts, load-shedding, etc.. The Program builds adequate redundancy in its components and avoids single point of failures wherever possible.

Even though the risk of losing trained staff in the beneficiary IP institution can be reduced through proper hand-over procedures, and interruptions in electricity can be minimized by using appropriate generators, some of the other potential risks may be out of control of both the beneficiary institution and WIPO and pose a constant challenge to such modernization projects. However, experience gained from prior modernization projects has shown that despite these risks, the net impact of assistance can be still positive if implemented with the Program strategy.

The Program includes measures to strengthen the long term sustainability of the project benefits through: ownership of the project deliverables by the beneficiary institution; focused and phased training by WIPO using "train the trainer" approach for multiplying the impact; WIPO's technical

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support; and enhancement and upgrade of the automation systems as and when needed. The automation systems offered are based on the WIPO Industrial Property Automation System (IPAS) which is continually upgraded with enhancements, new functionality and national language interface as part of regular Program activity. IPAS will continue to be upgraded, making the best use of the recent developments in ICT, including open source software.

Externally, the Program collaborates, as appropriate, with relevant regional and national IP organizations, such as the European Patent Office (EPO), African Regional Intellectual Property Organization (ARIPO), *l'Organisation Africaine de la Propriété Intellectuelle* (OAPI), the Eurasian Patent Organization (EAPO), Japan Patent Office (JPO), the Korean Intellectual Property Office (KIPO) and IP Australia. Collaboration with other relevant organizations will be explored.

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III & IV	Enhanced efficiency of IP institutions through automation of business processes	<p>Increased efficiency in 42 IP offices during the 2010/11 biennium. This will be achieved by providing the automation assistance package and training. Efficiency will be measured based on agreed efficiency criteria</p> <p>The 42 IP Offices assisted during this biennium will include 12 new IP Offices and 30 IP Offices that still require further ongoing assistance to achieve the desired results</p> <p>Efficiency will be increased in 14 collective management organizations (CMOs) during the 2010/11 biennium. This will be achieved by providing the automation assistance package and training. Efficiency will be measured based on agreed efficiency criteria.</p> <p>The 14 collective management organizations assisted during this biennium include six new CMOs and 8 CMOs that still require further ongoing assistance to achieve the desired results.</p>	<p>By the end of 2009 the program has assisted 54 IP Offices.</p> <p>By the end of 2009 the program has assisted eight CMOs.</p>
III & IV	IP institutions with capability to access and use global resources through use of standardized electronic data exchange systems	20 Madrid member IP Offices will be able to electronically access and download Madrid international applications, designated for them, using the IPAS Madrid Module and training.	<p>By the end of 2009 10 IP Offices have been assisted with the IPAS Madrid Module and training</p> <p>By the end of 2009, three IP</p>

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
		<p>13 PCT member IP offices will be able to exchange data with the WIPO PATENTSCOPE® service and access its resources through the use of the IPAS ST.36 Module.</p>	<p>Offices have been assisted with the IPAS ST.36 Module</p>

PROGRAM LINKS

This Program will cooperate closely with Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 6 (Madrid, Hague and Lisbon Systems), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 12 (International Classification and WIPO IP Standards) and Program 14 (Global IP Information Services).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 10, 11, 24 and 27.

RESOURCES*

Program 15
IP Office Modernization

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	3,133	2,187	(947)	(30.2)
Short-term Employees	191	195	4	2.1
Consultants	--	22	22	--
Special Service Agreements	--	--	--	--
Interns	--	48	48	--
Total, A	3,324	2,452	(872)	(26.2)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	362	422	60	16.6
Third-party Travel	91	--	(91)	(100.0)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	2	--	(2)	(100.0)
Experts' Honoraria	113	--	(113)	(100.0)
Publishing	--	--	--	--
Other	1,364	1,832	468	34.4
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	28	40	12	43.4
<i>Equipment and Supplies</i>				
Furniture & Equipment	121	121	0	0.3
Supplies & Materials	31	31	(0)	(0.2)
Total, B	2,110	2,446	336	15.9
TOTAL	5,435	4,898	(536)	(9.9)

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL V

World Reference Source for IP Information and Analysis

WIPO is the repository - and generator - of outstanding collections of statistical, legal and technical IP information. In addition, there is strong demand, notably in the context of the Development Agenda, for the Organization to provide empirical economic analysis and impact studies for use by policy makers. The value of all this information and research, however, depends on ensuring not only that it is accurate, timely and focused on stakeholder needs, but also that it is freely and universally accessible. WIPO has a unique potential to develop a portal to the world's most comprehensive collection of IP information resources, thus making a significant contribution to the sharing of knowledge. Under this strategic goal, which covers both the production and sharing of information, WIPO would strive to realize that potential.

PROGRAM 16: Economic Studies, Statistics and Analysis

PROGRAM OBJECTIVE

The creation of high quality empirical information and analysis to inform policy-makers on the economic impacts of the IP system, particularly with respect to developing countries

CHALLENGES AND STRATEGIES

The Program will build on the work that has been done for many years at WIPO in the area of Industrial Property Statistics. The collection and publication of IP statistics has always been an activity of WIPO and, in fact, dates back to the Paris Convention of 1883, Article 15 of which assigns certain responsibilities to the International Bureau. Since 2006, WIPO has published an annual "World Patent Report" containing detailed statistics and analysis of the patent system and, in 2009, the statistical report will be extended to other forms of IP including Trademarks, Industrial Designs and Utility Models.

In order to present information in a way that is more accessible for policy makers and for a wider audience, a new "World IP Report" will be created in 2010. The report will build on the annual statistical reports, and include qualitative analysis and detailed information on current issues and developments in IP worldwide.

To meet the demands of Member States for more analysis of the economic impact of IP systems, the Program will commission or produce studies at the country level and international level. A first step in this process will be to develop methodologies, building on best practices and on existing economic research methods. The methodologies will be published as a resource for researchers worldwide.

The Program will also bring a new element of economic research methods to WIPO's work. Depending on demand, studies will be commissioned or produced internally on topical issues related to the economics of IP.

Economic impact of the Creative Industries

Assistance will continue to be provided to Member States wishing to undertake national studies on the economic contribution of the creative industries, based on WIPO tools, and to enable them to integrate policy considerations in national development strategies. Emerging areas of interest for creators include issues related to business models and IP valuation in specific creative industries. WIPO methodologies will be improved and broadened to facilitate national research on the economic and non-economic impact of IP in the creative industries in Member States. Efforts will be made to encourage actual use of the evidence produced on a regular basis in policy making and strategy development. **This work will be undertaken in close collaboration with related activities being undertaken under Program 3.**

Lastly, the Program will seek to build international networks of researchers to share the latest information on evaluating the economic impact of IP, particularly in developing countries. This will be accomplished by conferences, seminars and other outreach activities.

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
V	Improved information, analysis and statistics on the use of IP systems worldwide	Number of IP publications Number of citations by publication Number of co-authored papers	Number of IP publications (to be developed) Number of citations by publication (to be developed) Number of co-authored papers (to be developed)
V	World reference resource of statistics, economic studies and research	Creation of a portal providing access to studies and related resources by WIPO and other organizations	IP statistics portal already exists
V	Improved theoretical, empirical and practical understanding of the impact of IP systems on development	Number of users by agency and country of published studies commissioned in response to demand by member states in relation to the total number of publications Number of users by agency and country of published methodologies for analyzing the economic impact of IP worldwide	A new activity

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (the PCT System), Program 6 (Madrid, Hague and Lisbon Systems), Program 7 (Arbitration, Mediation and Domain Names), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 11 (The WIPO Academy), Program 14 (Global IP Information Services), Program 17 (Building Respect for IP), Program 18 (IP and Global Challenges) and Program 22 (Finance, Budget and Program Management).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 34, 35, 36, 37, 38 and 39.

RESOURCES*

Program 16
Economic Studies, Statistics and Analysis
(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	1,285	2,368	1,083	84.3
Short-term Employees	--	--	--	--
Consultants	--	--	--	--
Special Service Agreements	--	--	--	--
Interns	--	--	--	--
Total, A	1,285	2,368	1,083	84.3
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	45	100	55	122.2
Third-party Travel	--	50	50	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	100	40	(60)	(60.0)
Experts' Honoraria	--	300	300	--
Publishing	53	60	7	13.2
Other	90	--	(90)	(100.0)
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	13	--	(13)	(100.0)
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	--	--	--
Supplies & Materials	--	--	--	--
Total, B	301	550	249	82.5
TOTAL	1,586	2,918	1,332	84.0

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL VI

International Cooperation on Building Respect for IP

This is a broad, cross-cutting goal, which is more inclusive than the narrower concept of enforcement. It calls for creating an enabling environment that promotes respect for IP in a sustainable manner. In creating such an enabling environment, a balanced approach, focusing on international cooperation where WIPO can make a difference, will be adopted in the spirit of Development Agenda (45): “To approach intellectual property enforcement in the context of broader societal interests and especially development-oriented concerns, with a view that “the protection and enforcement of intellectual property rights should contribute to the promotion of technological innovation and to the transfer and dissemination of technology, to the mutual advantage of producers and users of technological knowledge and in a manner conducive to social and economic welfare, and to a balance of rights and obligations”, in accordance with Article 7 of the TRIPS Agreement.” WIPO’s activities in support of this goal apply across all areas, areas of its program of work, including identifying the elements of enabling environment for building respect for IP, undertaking objective studies and independent assessments on the extent and costs of piracy and counterfeiting and their impact on social and economic welfare, capacity building, provision of training, awareness-raising and educational programs aimed at promoting respect for IP.

PROGRAM 17: Building Respect for IP

PROGRAM OBJECTIVE

Informed policy discussions at the international level to support the creation of an enabling environment that promotes respect for IP in a sustainable manner and strengthened capacity in Member States for the effective enforcement of IP rights in the interests of social and economic development and consumer protection

CHALLENGES AND STRATEGIES

Many governments have raised concerns regarding the implications for health, safety, innovation and economic development resulting from the escalation in counterfeiting and piracy and the growth in the sales of fake goods via the Internet. Global multi- and bi-lateral endeavors to address this matter, have paved the way for WIPO to be more active in examining and addressing these concerns from the perspective of the new strategic goal of enhancing international cooperation and creating an enabling environment that builds respect for IP. Within the framework of the Advisory Committee on Enforcement, constructive and balanced policy dialogue, in line with Recommendation 45 of the WIPO Development Agenda, will guide WIPO's work on the enforcement of IP rights in the context of broader societal interests and development-orientated concerns. The Committee will also review the reasons that fuel the global escalation of these phenomena. Well researched, objective studies and assessments based on empirical evidence and sound methodology, will aim to identify the elements that hinder respect for IP rights and to stimulate policy dialogue in a constructive and conducive manner.

Another challenge is to meet the increased demand from developing countries for technical assistance to train their enforcement officials and to undertake training, capacity building, awareness raising and educational programs. Resource constraints at this time of global economic downturn have sharpened the need for a fresh approach to maximize results from education, training and awareness raising at reduced cost. Streamlined cooperation, both within WIPO and with other stakeholders, is a prerequisite to improve quality of service and to eliminate duplication of effort.

The need to integrate IP issues in the enforcement related activities of partner organizations is an important Program strategy aimed at supporting the implementation of Recommendation 45 of the WIPO Development Agenda and the need to ensure that this work is development-oriented and supports socio-economic growth. In this context, WIPO will continue to participate, upon invitation, in substantive discussions at the international level, initiated by both IGOs and NGOs. In addition, in 2011, WIPO will host the Global Congress on Counterfeiting and Piracy, in cooperation with the World Customs Organization (WCO), Interpol and the private sector. This will be the sixth Global Congress (the last one hosted by WIPO having been in 2007). WIPO Member States will be closely associated in the organization of this event. The opportunity will be used not only to reflect on the challenges in building respect for IP but also on ways and means, through international cooperation, to address these challenges.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VI	Create an enabling environment that promotes respect for IP by initiating a constructive and balanced policy dialogue, taking into account Recommendation 45 of the Development Agenda	Number of studies and research conducted, within the framework of two sessions of the Advisory Committee on Enforcement (ACE), to identify elements that affect the respect for IP rights and to undertake an objective assessment of the cost of counterfeiting and piracy, as well as the socio-economic impact thereof	Number of studies and research conducted, within the framework of two sessions of the ACE by the end of 2009
VI	Strengthened legal frameworks and capacity building for law enforcement officials and the judiciary to deal with IP enforcement in a strategic and coordinated way with right holder cooperation	<p>Number of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS</p> <p>Number of requests received and number of requests processed (by Member States and interested IGOs) on capacity building and technical assistance</p> <p>Number of requests received and number of requests processed (by Member States) to assist with the formulation of national and regional strategies to enhance effective enforcement actions</p>	<p>Number of countries provided with technical assistance on new or updated legislative frameworks by the end of 2009</p> <p>Number of requests received and number of requests processed (by Member States and interested IGOs) on capacity building and technical assistance</p> <p>Number of requests received and number of requests processed by the end of 2009</p>

Strategic Goal VII: International Cooperation on Building Respect for IP

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VI & VII	International cooperation and the integration of IP issues in enforcement related activities of partner Organizations	Number of activities related to IP issues in enforcement of inter-and non-governmental organizations with common goals organized by key leading partner organizations and the private sector	Number of activities related to IP issues in enforcement of inter-and non-governmental organizations with common goals organized by key leading partner organizations and the private sector by the end of 2009
VI & VII	International cooperation in the framework of the Global Congress on Counterfeiting and Piracy with the WCO, Interpol and the private sector	WIPO hosted in cooperation with the WCO, Interpol and the private sector the Global Congress on Counterfeiting and Piracy in 2010 and partnering in the organization in 2011	

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 16 (Economic Studies, Statistics and Analysis) and Program 18 (IP and Global Challenges).

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 13, 42, and 45.

RESOURCES*

Program 17
Building Respect for IP
(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	1,544	1,741	197	12.8
Short-term Employees	--	--	--	--
Consultants	542	67	(474)	(87.6)
Special Service Agreements	(78)	--	78	(100.0)
Interns	8	--	(8)	(100.0)
Total, A	2,016	1,808	(208)	(10.3)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	132	150	18	13.4
Third-party Travel	550	436	(114)	(20.7)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	110	120	10	9.1
Experts' Honoraria	88	67	(21)	(24.0)
Publishing	--	--	--	--
Other	--	20	20	--
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	21	3	(18)	(85.5)
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	4	4	--
Supplies & Materials	5	--	(5)	(100.0)
Total, B	906	800	(106)	(11.7)
TOTAL	2,922	2,608	(313)	(10.7)

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL VII

Addressing IP in Relation to Global Policy Issues

This Strategic Goal reflects the determination to re-establish WIPO's position as the leading intergovernmental forum for addressing the intersection between IP and global public policy issues. It implies proactive and substantive engagement with other UN and intergovernmental organizations in order to contribute to the shared search for solutions to the major challenges facing humanity, including challenges relating to climate change, food security, public health, the protection of biodiversity, and to meeting the Millennium Development Goals (MDGs). The most immediate impact of many of these global problems is borne by Developing and Least Developed Countries, and the programs developed under this Strategic Goal will be closely involved in the realization of a number of Development Agenda objectives.

PROGRAM 18: IP and Global Challenges

PROGRAM OBJECTIVE

Create an integrated, inclusive, foresighted and empirically well-founded international approach to public policy initiatives on IP and global challenges and enhance the capacity of Member States, in particular developing countries, LDCs and countries with economies in transition in the area of innovation support and technology transfer

CHALLENGES AND STRATEGIES

The Program covers two related areas: (i) IP and Global Challenges, and (ii) innovation promotion and technology transfer, particularly in relation to the needs of developing countries, LDCs and countries with economies in transition.

- **IP and Global Challenges**

International policy processes are taking up IP issues at an increasingly sophisticated level of policy and legal analysis, spurring demand for more nuanced, inclusive, and empirically solid information as the foundation for policy debates in fields as diverse as research on neglected diseases and climate change mitigation. These policy debates bring into focus a common interest in ensuring the sound and effective functioning of the IP system as a tool of public policy, and in building a richer basis of policy and legal information to support sound policymaking. To fulfill this untapped potential demands an active role on the part of WIPO as a dialogue partner, as a source of technically sound analysis and assistance, and as a policy forum in its own right. This distinctive and timely role becomes all the more challenging at a time of intensified public scrutiny of IP law and its administration and enforcement, and searching debates in many forums over how to adapt IP mechanisms to changing needs, and how to promote in practice an equitable balance between public and private interests, and between IP law and other domains of public international law in such fields as human rights, environmental protection, genetic resources and health.

Public health will remain a central issue, as policy-makers search for equitable and effective frameworks for both innovation and access to new and improved medicines, and seek to put in place suitable mechanisms for pandemic preparedness. The challenge of climate change creates a strong collective interest in accelerating innovation and technology diffusion in a host of adaptive and disruptive technologies required to reverse the growth in greenhouse gas emissions and to tackle the inevitable consequences of climate change. A daunting global challenge is the need to ensure food security and sustainable growth in agricultural productivity as the world's farmers are confronted with changing weather patterns, increasing desertification, volatile commodity markets, and population pressures and the loss of arable land. The challenge of access to knowledge confronted by the disabled, and the legal and technical issues arising from the potential role of new digital technologies in meeting this challenge, and will take up the cluster of similar issues concerning the digital divide and access to digitized knowledge.

As a specialized UN agency with distinctive expertise and a strengthened mandate to address development-related issues, WIPO is called upon both to lead international policy dialogue on the intersection between IP and global public policy issues, and to cooperate actively with diverse international partners, particularly within the United Nations system, in order to contribute to the shared search for solutions to the major challenges facing humanity, including challenges relating to climate change, food security, public health, the protection of biodiversity and to meeting the Millennium Development Goals (MDGs). It has a special responsibility to ensure that its Member States – particularly developing countries confronted with fundamental economic, social and environmental challenges - have the policy tools and information they need to ensure that IP law, policy and practice do not conflict with broader public policy goals, but rather serve actively and effectively to advance those goals.

- **Innovation Promotion and Technology Transfer**

History shows that humankind has frequently turned to technological solutions for dealing with the threats and challenges confronting society. Policies and structures designed to stimulate technological innovation and, equally importantly, to facilitate the transfer of technology to those who need it, are therefore directly relevant to the consideration of the ways in which the global community can respond to such problems. A well-designed and effective IP system offers a strategic tool for Member States seeking to support national innovation and technology transfer processes.

Conscious of the role that sound innovation support infrastructures, professional IP management expertise and technology licensing skills can play in order to stimulate the creation and diffusion of new technologies, a number of Member States have already moved towards the development and adoption of national strategies which anchor IP asset management and exploitation considerations within national policy-making processes related to innovation, science and technology, trade and export promotion, human resource development and education.

As affirmed by WIPO Member States in Development Agenda recommendations 4, 10 and 11, a major challenge for many developing countries remains how to design, adopt and implement national and institutional strategies, policies and capacity-building programs which, crafted in accordance with their own particular innovation circumstances, will help them to create or enhance their IP management infrastructure and technology transfer expertise in order to further benefit from innovation and scientific research.

WIPO's program activities are fundamentally demand-driven, responding to Member State requests and the invitations of other international organizations, particularly those within the UN system. Respect for the concerns and competences of such policy dialogue partners is the strongest guarantee of the continuing relevance and utility of this Program. With this in mind, the Program strategies to address these challenges outlined above will include:

- (i) Working closely with Program 20 to more ensure systematic engagement with the full range of IP issues currently debated in international and national fora, and seek to forecast and anticipate emerging issues of potential future concern to WIPO Member States;
- (ii) Creating accessible, inclusive and practically useful information tools in the form of policy briefs on current and emergent issues, analysis of policy options, and landscaping of trends in patenting activity relevant to public policy issues
- (iii) Promoting an open, inclusive and informed debate on the IP system's possibilities, limitations and potential linkages with other regulatory and legal systems to attain specific policy goals and to fostering public welfare;
- (iv) Enhancing cross-fertilization between distinct policy domains, both on substance, strengthening the exchange of experience between policy-makers and analysts in distinct specialist domains (such as the links between agriculture, health and climate change mitigation), and structurally, serving as a central node between policy-making institutions and processes both within and well beyond the conventional domain of IP law and policy.
- (v) Contributing to the formulation and implementation of national IP and Innovation strategies in particular as they relate to innovation promotion and technology management and transfer
- (vi) Providing capacity building for the development or enhancement of institutional IP policies for R&D institutions and universities which facilitate IP management, technology transfer and innovation promotion as well as for the establishment of technology management and transfer infrastructures, such as technology transfer offices (TTOs) and shared IP hubs, (in close cooperation with WIPO's work to support the establishment of Technology and Innovations Support Centres (TISCs);
- (vii) Improving developing country practical skills in the areas of, among others, patent drafting, IP valuation and marketing and technology management and licensing through the organization of targeted meetings and training programs;

(viii) Exploring the benefits and challenges for developing countries on new IP related trends in innovation promotion and technology transfer such as open innovation.

Strategic Goal VII: Addressing IP in Relation to Global Policy Issues

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VII & III	Stronger, empirically well founded policy dialogue between governments, international organizations, civil society actors, and the private sector on current and emerging global issues touching on IP	<p>Extent and diversity of participation in policy forums convened by WIPO. Target: one major policy forum and four issue-specific policy forums each year</p> <p>Expanded WIPO participation in other policy forums, including more intensive engagement with existing and new partners. Target: Policy dialogue expanded with six existing partners and initiated with six new partners</p> <p>Feedback and reported impact from policy forums WIPO convenes. Target: positive reporting in external publications of each activity</p>	<p>The WIPO program on IP and life sciences has broadened into programs on IP and global challenges and public policy, initiating or expanding work on a range of current public policy issues and building up policy dialogue with key IGOs and NGOs. This work has included a series of policy symposia on life sciences issues, policy analysis and studies responding to invitations from other fora (notably the FAO, the WHO and the UN Interagency Committee on Bioethics (UNIACB)), and pilot-level patent landscaping surveys on influenza, neglected diseases, and key food crops. WIPO's Conference on IP and Global Challenges will further strengthen the substantive and institutional framework for more systematic WIPO engagement with global policy issues</p>

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VII & III	Distinctive and practically useful information resources combining policy analysis with enhanced use of patent information for policy-makers and practical tools for open innovation	<p>Number and scope of new policy tools and studies, and patent information analyses and data tools. Target: four in-house and four externally commissioned policy studies; six patent landscapes; a functioning platform for open innovation and diffusion of green technology</p> <p>Feedback from users and partners on the quality and relevance of tools developed. Target: positive external reporting on each new product</p>	<p>Patent landscapes established concerning influenza virus, neglected diseases, the rice genome and policy studies concluded on avian flu, technology transfer under Multilateral Environmental Agreements (MEAs), public interest IP management, bioethics</p> <p>Pilot program established for a green technology platform</p>

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	Member States' capacity and understanding of innovation and technology management and transfer has been enhanced	<p>Increased number of Member States that have identified needs, formulated, implemented and evaluated national IP strategies for innovation promotion and IP asset management</p> <p>Increased number of R&D institutions, universities and other innovation system actors in Member States that have acquired and applied practical knowledge and skills in the area of IP asset development, management and transfer</p> <p>Increased number of users by target groups of WIPO-developed practical tools, models, materials and information on IP asset management related areas for government policy makers, R&D institutions and other innovation system actors</p>	<p>Number of Member States that have identified needs, formulated, implemented and evaluated national IP strategies for innovation promotion and IP asset management by the end of 2009</p> <p>Number of R&D institutions, universities and other innovation system actors that have acquired and applied practical knowledge and skills in the area of IP asset development, management and transfer by the end of 2009</p> <p>Number of users by target groups of WIPO-developed practical tools, models, materials and information on IP asset management related areas for government policy makers, R&D institutions and other innovation system actors by the end of 2009</p>

PROGRAM LINKS

This Program will cooperate closely with Program 1 (Patents), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), Program 30 (Small and Medium-sized Enterprises), Program 10 (Cooperation with certain countries in Europe and Asia), Program 11 (The WIPO Academy), Program 14 (Global IP Information Services), Program 16 (Economic Studies, Statistics and Analysis) and Program 17 (Building Respect for IP).

DEVELOPMENT AGENDA LINKS

This Program will provide technical expertise and input for a number of areas prioritized in the Development Agenda, reflecting the fact that the greater demand-driven and development-oriented approach to IP policy debates and policy processes focuses especially on those areas of great policy concern addressed by this Program – health, food, and the environment. The Program has, for instance, already taken a lead role in developing patent information tools for public policymakers in the field of health, plant genetic resources, and technology transfer under multilateral environmental agreements.

Specific contributions relevant to the approved development agenda recommendations will include:

- Technical support for policymakers in the life sciences, environmental and innovation promotion domain, in line with the development-oriented, demand-driven and transparent approach that takes into account the priorities and the special needs of developing countries (recommendation 1) and development-oriented IP culture (recommendation 3).
- Practical support on specialized patent databases in areas of key policy concern such as public health and technology transfer under MEAs (recommendation 8), and for tools to enhance infrastructure and other facilities to promote fair balance between IP protection and the public interest in these key policy areas (recommendation 10).
- Mainstreaming the health, bioethics, environmental and food security aspects of development considerations into WIPO's substantive and technical assistance activities and debates (recommendation 12).
- Strengthening the base of neutral, practical and accessible information for promoting the transfer and dissemination of technology, to the benefit of developing countries in key areas such as health, agriculture and the environment (Recommendation 25) and exploring supportive IP-related policies and measures Member States, especially developed countries, could adopt for promoting transfer and dissemination of technology in these distinctive domains of technology (recommendation 28).
- Considerable practical initiatives with other IGOs, including the WHO, FAO and UNFCCC, to promote access to and make use of IP-related information on technology, in areas of special interest to these requesting parties (recommendation 30), and, in these areas of technology, to facilitate better access to publicly available patent information (recommendation 31).
- Intensified technical-level cooperation on IP related issues with United Nations agencies, including UNCTAD, the FAO, UNEP, the WHO, UNIDO, and UNESCO (recommendation 40).
- Strengthening the capacity of developing countries to assess their IP management situation in order to design, adopt and implement national and institutional IP management related strategies, policies and capacity-building programs that, crafted in accordance with their own particular innovation circumstances, will help them to create or enhance local IP management infrastructure in order for them to further benefit from their domestic innovations and scientific research infrastructure (Recommendations 4, 10 and 11).

Strategic Goal VII: Addressing IP in Relation to Global Policy Issues

This Program also incorporates activities related to the following adopted Development Agenda recommendations: 2, 5, 6, 7, 19, 23, 24, 26, 27, 29, 36, 39 and 41.

RESOURCES*

**Program 18
IP and Global Challenges**

(in thousands of Swiss francs)

	2008/09	2010/11	Difference	
	Revised	Proposed	Amount	%
	Budget	Budget		
A. Personnel Resources				
Posts	3,356	3,464	108	3.2
Short-term Employees	657	411	(246)	(37.4)
Consultants	137	269	132	96.5
Special Service Agreements	--	--	--	--
Interns	0	--	(0)	(100.0)
Total, A	4,150	4,144	(6)	(0.1)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	371	302	(69)	(18.6)
Third-party Travel	290	396	106	36.6
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	65	60	(5)	(7.7)
Experts' Honoraria	203	109	(94)	(46.2)
Publishing	50	74	24	48.0
Other	201	202	1	0.3
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	56	39	(17)	(30.1)
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	--	--	--
Supplies & Materials	18	28	10	55.6
Total, B	1,254	1,210	(44)	(3.5)
TOTAL	5,403	5,354	(49)	(0.9)

* For the number of posts for the program please refer to the Table in Annex II

STRATEGIC GOAL VIII

A Responsive Communications Interface between WIPO, its Member States and All Stakeholders

Strategic Goal VIII signals the high priority attached by the WIPO administration to promoting effective communication at all levels and to developing a culture of customer service. WIPO's customers are not only the users of its income-generating services, but are first and foremost the Member States, as well as other stakeholders to which the Organization provides wide ranging services including support to the Committees on normative activity, capacity-building services, information and technical services. Trusted communication between the various stakeholders is a precondition to the effective functioning of the Organization.

PROGRAM 19: Communications

PROGRAM OBJECTIVE

Better understanding of IP issues and of WIPO's role worldwide, and a greater service orientation within the Organization

CHALLENGES AND STRATEGIES

Challenges in the 2010/11 biennium include ensuring that this Program continues to make a concrete contribution to the Development Agenda objective of “promoting a, *inter alia*, development-oriented IP culture, with an emphasis on introducing IP at different academic levels and on generating greater public awareness on intellectual property” (recommendation 3). A key strategy in this area is to develop closer working relationships with Member States in order to assist in developing outreach campaigns and in creating development-oriented, country-specific awareness-raising and educational materials. The Program recognizes the specific needs and increasing demand from developing countries. These include, *inter alia*, a high-proportional use among developing countries of Outreach databases and publications, higher growth rates of WIPO Magazine subscriptions in those countries, as well as increasing outreach support for other sectors in WIPO in regards to their development-related activities. These targeted activities will continue to grow through a strategy of developing more cooperative efforts and partnerships with stakeholder groups as well.

Concise, straightforward, and strategic communications with the news media will contribute to achieving the objective. A higher-profile, more “value-added” WIPO awards program will assist in promoting the use of the IP system among inventors, creators, academia, and entrepreneurs, particularly in developing countries and LDCs. The WIPO Library, which will move to new premises at headquarters during the biennium, will expand its presence in the IP community through improved visibility and expanded collections, both paper-based and online. The Program will support formal and informal initiatives to expand and enhance trusted communications between WIPO, its member states, and all stakeholders.

As the Organization's most cost effective and accessible means of disseminating information worldwide, the WIPO website must receive priority attention for full development and exploitation of its potential. To further increase on-line sales of WIPO information products and reduce distribution costs, a more efficient, automated sales and distribution system and e-bookshop will be fully implemented. Agreements with local publishers, particularly in developing countries, will be pursued to further expand distribution of WIPO information products. Mechanisms to measure the success of these various activities – surveys, web-based questionnaires, etc. – will be developed and deployed. A key challenge is making WIPO information and materials – both printed and on the web – available in the six UN languages, as well as other national languages when possible. As this is a highly resource-intensive exercise, efforts to work with partners in this area will be prioritized.

All of these efforts contribute value to the WIPO brand, which will be further developed and promoted worldwide during the course of the biennium. As the key provider of global IP services and information and the global forum for debate of IP issues, WIPO must ensure that its brand – and those of its services – is strong, well-regarded, and well-protected. Promotional activities and materials will help build brand recognition, and a focused strategy of IP portfolio development – WIPO's marks, domain names, etc. – will be pursued.

A successful WIPO brand image will not be possible without a strong, service-oriented culture supporting it. A priority of this program is to ensure that all areas of the Organization participate in ongoing efforts to ensure prompt and reliable service to all clients – whether Member States, users of services, or stakeholders. The foundation for this culture will continue to be strengthened as an ongoing process; it will be manifested through the building of an improved and centralized telephone, email, and web-based customer service center employing appropriate technology for a global service. Baselines will be used to measure performance, response rates, and customer satisfaction. Further, the development of a central customer relationship management (CRM) system will allow the

Proposed Program and Budget for 2010/11

Organization to better track and profile its customers and apply more targeted marketing of products and services.

**Strategic Goal VIII: A Responsive Communications Interface between WIPO, its Member States
and all Stakeholders**

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VIII	Broader understanding of the role of IP, and of WIPO and its activities, among policymakers and the general public	<p>Use of WIPO IP educational materials for young people in national and international school systems</p> <p>Number of new WIPO documentaries disseminated through various media on innovators and creators, themed spots on international networks, on national networks by country, and on social networking sites; number of viewers of WIPO films on such sites</p> <p>Number people reached through the various documentaries and publications; number of respondents by countries (phoning, letters, comments on websites, etc.)</p> <p>Approximate number of people reached through the activities by country for the World IP Day based on data supplied by organizations hosting World IP Day events</p> <p>5% increase in world press articles on WIPO's work</p>	<p>Use of WIPO IP educational materials in national and international school systems by end of 2010</p> <p>Number of new WIPO documentaries disseminated through various media on innovators and creators, themed spots on international networks, on national networks by country, and on social networking sites; number of viewers of WIPO films on such sites by the end of 2010</p> <p>Number people reached through the various documentaries and publications; number of respondents by countries (phoning, letters, comments on websites, etc) by the end of 2010</p> <p>Number of people reach through the activities by country for the World IP Day by the end of 2010</p> <p>Number of articles at end of 2010</p>

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STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VIII	Improved customer focus and service quality	% of customer satisfy with the quality of WIPO's services and information	% of customer satisfy with WIPO's services by the end of 2010
VIII	Improved efficiency of customer services	Enquires processing: No abandoned/lost calls Tracking of enquires Reduced number of internal infolines and support teams	Currently > 33% of lost calls No tracking Currently >6 formal support teams + several informal
VIII	Strong and well-developed WIPO brand	% of stakeholders that consider that the WIPO brand has improved and is well developed Positive feedback received (web surveys, reader surveys, etc.) to new WIPO brand and corporate image Successful development of IP portfolio (domain names, marks, etc.)	Feedback received by end of 2009 regarding WIPO brand and corporate image
VIII	Enhanced use of the WIPO Library's information resources	Increased number of visitors to the Library premises and increased demand for the Service's information resources Number of requests being managed by the Library	Currently 10 visitors per week to the Library premises Number of requests being managed by the Library by the end of 2009

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 3 and 5.

RESOURCES*

**Program 19
Communications**
(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	8,649	10,585	1,935	22.4
Short-term Employees	2,165	1,899	(266)	(12.3)
Consultants	404	269	(135)	(33.4)
Special Service Agreements	90	470	380	422.0
Interns	26	48	22	82.3
Total, A	11,335	13,271	1,936	17.1
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	225	225	0	0.2
Third-party Travel	21	60	39	186
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	88	47	(41)	(46.6)
Experts' Honoraria	--	75	75	--
Publishing	244	135	(109)	(44.7)
Other	238	329	92	38.5
<i>Operating Expenses</i>				
Premises & Maintenance	16	--	(16)	(100.0)
Communication & Other	88	379	291	329.7
<i>Equipment and Supplies</i>				
Furniture & Equipment	70	178	108	153.6
Supplies & Materials	855	756	(99)	(11.6)
Total, B	1,845	2,184	340	18.4
TOTAL	13,179	15,455	2,276	17.3

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 20: External Offices and Relations

PROGRAM OBJECTIVE

Enhanced and more effective engagement of WIPO with the external community

CHALLENGES AND STRATEGIES

The main challenge of this Program, working closely with Program 18, is to ensure that WIPO is engaged with all relevant organizations, and where relevant is able to coordinate substantive contributions to the IP related aspects of discussions and debates that occur in other fora. The Program seeks to engage in particular with other UN system organizations, IGOs, regional and sub-regional organizations, relevant government institutions, industry and civil society groups and associations. The aim of this engagement is:

- To ensure that WIPO is kept fully abreast of and engaged in IP related developments in all relevant fora and across a wide array of institutional external actors including WIPO stakeholders such as the private sector
- In close cooperation with Program 18, to ensure, where necessary, substantive follow-up, from the relevant WIPO substantive Programs, in discussions and negotiations in international fora.
- To enhance WIPO's effectiveness by identifying appropriate partnerships with external stakeholders

To help achieve this, the primary role of Program 20 is in developing relationships and networks, and where appropriate, establishing institutional level arrangements with relevant partners. Internally, its role is to coordinate with all relevant Programs, in particular Program 18, to ensure WIPO's contribution and representation in all relevant debates and initiatives. Whereas Program 18 focuses on global IP issues, the role of Program 20 involves a much broader coverage of all relevant organizations, including the private sector, to ensure WIPO's engagement through networking, development of institutional relationships and, as appropriate, follow-up on substantive IP issues. This engagement includes WIPO's work with the UN system as a whole. Key elements include:

- Constructive engagement with civil society representatives and industry groups;
- Contributing effectively to system wide initiatives, and liaising, as appropriate, with other organizations.
- Establishing and managing networks of stakeholders as well as partnership with the private sector as a whole.
- Coordinating the necessary substantive follow-up to discussions and negotiations.

The mobilization of extra-budgetary resources or voluntary contributions represents an important means of ensuring that WIPO can respond to the increasing demand for its technical assistance and capacity building activities. While the implementation of the Development Agenda and delivery of the Organization's development goals remain a priority for the regular budget, this does not per se exclude the opportunities presented by contributions from WIPO's existing and potential financial supporters through voluntary contributions. The November 2009 Conference on Mobilizing Resources for Development is intended to increase the availability of such resources. In the 2010/11 biennium, WIPO will, as a priority, seek to mobilize additional resources for development related activities and follow up on the outcomes of the conference. Annex V provides an approximate indication of the voluntary contributions which may be available for programming.

Strategic Goal VIII: A Responsive Communications Interface between WIPO, its Member States and all Stakeholders

By placing this activity within Program 20, it is intended to take advantage of the Programs networking and relationship building activities with a wide range of external partners, as well as its internal coordinating role with all relevant Programs, in particular Programs involved in technical assistance and capacity building work. The aim is to take advantage of the broad support for the work of the Organization to attract extrabudgetary support and develop partnerships for technical assistance and capacity-building, and in doing so to help implement Development Agenda recommendation 2: "Provide additional assistance to WIPO through donor funding, and establish Funds-in-Trust or other voluntary funds within WIPO specifically for LDCs, while continuing to accord high priority to finance activities in Africa through budgetary and extra-budgetary resources, to promote, *inter alia*, the legal, commercial, cultural, and economic exploitation of intellectual property in these countries." Included in this work is the need to ensure that appropriate internal policies are in place that provide the necessary assurance that all resources, whether from the regular budget or from voluntary contributions, are targeted and prioritized according to the mandate of the Organization and the objectives and priorities identified and agreed on by all WIPO Member States. It will also develop appropriate guidelines, for the approval of WIPO Member States, with regard to partnerships with the private sector, including the use of the WIPO logo.

WIPO's external offices have an important role to play both as service providers for a range of WIPO programs and in supporting the objectives of Program 20. In this regard, the strategic role and function of WIPO's external offices will be elaborated in the context of the development of the WIPO Medium Term Strategic Plan.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
VII & VIII	Greater understanding among industry groups and civil society of WIPO's work and the developmental benefits of IP; and enhanced participation of civil society in WIPO activities in accordance with criteria regarding NGO acceptance and accreditation (Development Agenda recommendation 42)	<p>Communications, reports and publications from governmental and NGOs reflect a more informed view on IP</p> <p>Increased number of NGOs participate as observers at WIPO and engage in joint activities</p> <p>Increased number of joint activities with regional, sub-regional and national organizations</p> <p>Additional public and private sector partnerships</p>	Baselines to be developed
II, III & IV	Better understanding of the role and function of external offices and the advantages and disadvantages of centralized and decentralized service delivery	<p>Monitoring use and activities of external offices</p> <p>Study on policy of centralization and decentralization</p>	Baselines to be developed

**Strategic Goal VIII: A Responsive Communications Interface between WIPO, its Member States
and all Stakeholders**

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
III	An increase in resources available to WIPO, either through direct contributions and managed as Funds-in-Trust, or through access to existing external funding modalities to support its technical assistance and capacity building work in developing countries	<p>An increase in funds available through Fund-in-Trust arrangements</p> <p>Target: 20% increase by end 2010/11</p> <p>WIPO projects funded through existing external funding modalities (e.g., Enhanced Integrated Framework (EIF), UN Multi-donor Trust Funds (UN MDTF))</p> <p>Target: To be developed following the WIPO Mobilizing Resources for Development Conference</p> <p>Increase in the number of donors to WIPO from all sources</p>	<p>The baseline will be the amount of income administered as FITs as reported in the Financial Management Report 2008/09</p> <p>No WIPO projects funded through EIF, UN MDTF or other such existing mechanisms</p> <p>Currently nine donors</p>

Proposed Program and Budget for 2010/11

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 2, 14, 30, 40, 42 and 43.

RESOURCES*

Program 20 External Offices and Relations

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	6,774	8,083	1,309	19.3
Short-term Employees	421	595	174	41.4
Consultants	--	269	269	--
Special Service Agreements	--	--	--	--
Interns	44	48	4	10.0
Total, A	7,238	8,994	1,756	24.3
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	532	642	110	20.7
Third-party Travel	32	30	(2)	(6.3)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	170	44	(126)	(74.1)
Experts' Honoraria	11	10	(1)	(7.4)
Publishing	30	10	(20)	(66.7)
Other	112	32	(80)	(71.5)
<i>Operating Expenses</i>				
Premises & Maintenance	674	739	65	9.6
Communication & Other	762	760	(3)	(0.4)
<i>Equipment and Supplies</i>				
Furniture & Equipment	56	19	(37)	(65.9)
Supplies & Materials	27	30	3	9.3
Total, B	2,406	2,315	(91)	(3.8)
TOTAL	9,644	11,309	1,665	17.3

* For the number of posts for the Program please refer to the Table in Annex II

STRATEGIC GOAL IX

***An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs***

Strategic Goal IX aims to build an administrative, financial and management support infrastructure focused on enabling program delivery, with efficiency and transparency as guiding principles.

PROGRAM 21: Executive Management

PROGRAM OBJECTIVE

To lead a coherent Organization-wide approach to positive strategic change that enables the various parts of the Organization to achieve enhanced performance; and to ensure that WIPO operates in compliance with its internal regulatory framework and applicable law

CHALLENGES AND STRATEGIES

Among the key challenges for the Executive Management Program is the need to engage the trust of WIPO's stakeholders through improved communication; strengthened management accountability and governance; and an organizational culture focused on performance, results and customer-oriented services. The catalytic role of the executive management Program is to enable the process of organizational change by leading, championing and guiding the design of the new policies, strategies and initiatives to achieve improved performance. Addressing the lacunae, against the backdrop of a deep and potentially prolonged global economic crisis, makes the biennium 2010/11 one of the most challenging biennia faced by the Organization.

The change process has begun, driven primarily by the Strategic Realignment Program (SRP) which provides the Executive Management's overarching framework organizational improvement. The introduction of the new strategic framework approved by Member States in the adoption of the revised Program and Budget 2008/09 was the first step in focusing and realigning resources to support work on the substantive goals of the Organization. The Executive Management Program, working closely with the newly established Program Management and Performance Section, has further developed this strategic framework in the preparation of a six-year Medium-Term Strategic Plan (2010–15) for WIPO which for the first time includes a performance assessment framework (expected outcomes, indicators and baselines) which will improve the Organization's accountability for performance to Member States. The contribution of staff performance to achieving organizational goals has been strengthened by the launch of a new system for staff performance appraisal, on which the Office of the Director General is working closely with Human Resources Management Department. These initiatives are at an early stage, and the challenge for the 2010/11 biennium will be to ensure their successful implementation. Central to the strategies to achieve this will be the visible commitment and engagement of the Director General and the Executive Management Program and ensuring that appropriate resources and training are in place to support these initiatives. The Program will also lead and guide a wide range of other strategies to be further developed in the 2010/11, such as:

- Quality communications and dialogue with Member States
- Establishing a coherent organization structure under the new Senior Management Team
- Strengthening the management culture through the strategic realignment program and establish a strong management and reporting processes and a strong focus on performance and results at the organizational, program and individual staff level
- Re-establishing WIPO as a constructive and active player within the UN system of Organizations and at the CEB
- Ensuring WIPO's HR policies, tools and practices are fit for purpose and responsive to the changing economic environment through the performance management and staff development system, contractual reform, and training
- Improving the system of internal administration of justice through review and revision of existing rules of procedure for the WIPO Appeal Board; promoting an alternative dispute settlement mechanism
- Ensuring the rule of law in and through WIPO and the proper and orderly conduct of business by the Secretariat and the constituent organs of the Organization

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

- Continuing to assist internal WIPO divisions to ensure the evolution of WIPO treaties in accordance with the users' needs and the challenges posed by the development of IP worldwide
- Improving the functioning, and increasing the content, of the Collection of Laws for Electronic Access (CLEA) database with a view to integrating it into a WIPO IP Global OnLine Laws Database

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	The essential conditions – internal coherence, corporate regulation and alignment to strategic goals are in place for providing effective strategic direction, support to the member States and delivery of results	<p>The Organization has an effective governance structure comprising clear expected results linked to strategic goals</p> <p>Utility of the Organization’s Performance Framework (Organizational and individual staff performance)</p> <p>Integrity of the Organizational Management Structure that enables effective allocation of resources to priorities, alignment of programs to results and management of accountabilities showing leadership in results based management</p> <p>Introduction of financial declarations and disclosures</p> <p>Implementation of plan to transform the Organization into a carbon-neutral entity</p> <p>Implementation of plan to make the Organization’s accessibility user-friendly to the disabled</p>	<p>To be developed</p> <p>To be developed</p> <p>To be developed</p> <p>To be developed</p> <p>To be developed</p> <p>To be developed</p>

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Enabling the environment in which the Organization operates by providing timely quality advice and assistance to the Member States, the Director General and WIPO's internal sectors and divisions on a wide range of legal issues related to the work of the Organization including the use of new IT tools and the implementation of the Strategic Realignment Program	<p>% of complaints related to the appropriateness, timeliness and effectiveness of the total number of advice rendered</p> <p>New effective internal procedures to deal with the required assistance including the use of new available IT tools</p>	No complaints on the advice rendered
IX	Enhanced effectiveness of the depository functions of WIPO-administered treaties and agreements, including maintenance and update of the treaties database	% of notifications of adherence and other treaty-related actions that have been processed within three days	The current average turn-around time is three days per action
V	Promote and encourage The utilization of the IP treaties and laws database worldwide within the public and private sector, including the academic and professional sectors has been promoted and encouraged	<p>Increased number of countries whose IP laws are included in the Collection of Laws for Electronic Access (CLEA) database</p> <p>The number of laws and treaties increased by 10%</p> <p>The number of legislative texts in French and Spanish increased by 3%</p> <p>% of increased number of database users and hits or visitors to the web page</p>	<p>Currently CLEA includes approx. 4,291 bibliographic entries for laws and treaties, and 2,563 full legislative texts, of which 2,013 are in English, 925 in French and 419 in Spanish. It covers around 126 countries and nine regional IP offices or regional country groupings.</p> <p>Users baseline will be in place by the end of 2009</p>

PROGRAM LINKS

The Office of the Legal Counsel (OLC) will continue to cooperate closely with all the internal divisions and programs requiring legal assistance concerning the different strategic goals of the Organization: Economic Studies, Statistics and Analysis (Program 16), External Offices and Relations (Program 20), Finance, Budget and Program Management (Program 22), Human Resources Management and Development (Program 23), Internal Audit and Oversight (Program 26), Conference and Language Services (Program 27), Security (Program 28), the New Construction (Program 29), as well as with all the different cooperation programs of the Organization (Programs 9, 10 and 30), including the Development Agenda (Program 8).

DEVELOPMENT AGENDA LINKS

This Program, through the Office of the Director General, is involved in activities related to all adopted Development Agenda recommendations.

The Office of the Legal Counsel is currently involved in two of the recommendations of the Development Agenda, mainly recommendation 6 (regarding technical assistance and capacity building) and 42 (concerning institutional matters, including mandate and governance). The project for the overhaul of CLEA into WIPO IP GOLD will involve recommendation 1 (technical assistance to LDCs and developing countries that are Member States of WIPO).

Regarding recommendation 6, the OLC has continued to take into account in the technical assistance and cooperation related agreements subject to its review, the necessary neutrality and accountability of the Organization, as well as the need to avoid any conflicts of interest in this field.

On recommendation 42, the OLC has realized that the current procedures and requirements concerning the granting of observer status in WIPO, both to NGOs and IGOs, is in line and consistent with this recommendation of the Development Agenda. The review and screening process of the applications for observer status is a means of assessing the seriousness and credibility of applicants as well as the relevance of their activities in the IP field, and this needs to be continued. In addition, in the case of applications of national NGOs the practice of having consultations with the Member State(s) concerned has also proved to be important and useful in getting the views of the latter and it should be maintained.

**Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs**

RESOURCES*

**Program 21
Executive Management**

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	10,024	10,611	588	5.9
Short-term Employees	696	844	148	21.2
Consultants	489	807	318	65.1
Special Service Agreements	--	--	--	--
Interns	--	--	--	--
Total, A	11,209	12,262	1,054	9.4
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	620	826	206	33.2
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	10	10	--
Experts' Honoraria	81	3	(78)	(96.3)
Publishing	5	12	7	140.0
Other	1,454	996	(458)	(31)
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	81	349	268	330.9
<i>Equipment and Supplies</i>				
Furniture & Equipment	45	45	--	--
Supplies & Materials	26	26	(0)	(0.4)
Total, B	2,312	2,267	(45)	(1.9)
TOTAL	13,520	14,529	1,009	7.5

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 22: Finance, Budget and Program Management

PROGRAM OBJECTIVE

Efficient, transparent and accountable financial operations in conformity with applicable rules and regulations; a robust financial governance and control framework which enables effective and efficient resource utilization within the context of results-based management and continuous improvement in organizational performance

CHALLENGES AND STRATEGIES

This Program is responsible for providing the appropriate framework and controls for the efficient and effective utilization and management of resources, as well as meeting the accountability requirements of Member States in particular in terms of budgeting, financial accounting and program performance reporting. The current global economic situation places even greater emphasis on the importance of ensuring that the Secretariat has in place robust budgeting, accounting, budgetary and financial monitoring and control mechanisms, including initiatives such as the Crisis Management Group and the Observatory, to ensure that it can respond rapidly to any changes in its financial situation. Equally important, is the need for even greater efforts to provide the enabling framework which will help to ensure that the Organization manages the resources at its disposal in the most efficient and effective way. WIPO's implementation of the new accounting standards, International Public Sector Accounting Standards (IPSAS), is a further major challenge.

The three main Program areas and associated strategies for the 2010/11 biennium in this respect are:

Financial Services

The focus of work in the area of financial services will be:

- the continued development of a comprehensive corporate financial strategy for the Organization, embracing in a consistent way its policies on reserves, financial investment, external borrowing (loan) and long-term financial liabilities as well as a revised strategy for short and long term investment of funds to ensure appropriate rates of return whilst safeguarding capital;
- Effective implementation of the new accounting standards - IPSAS - during the course of 2010. The adaptation of the new automated finance system (AIMS) and the enhanced functionality that it will provide will help support this initiative. Both the implementation of the new Financial Regulations and Rules (FRR) and the need to ensure the Organization's full compliance with IPSAS will require further work, in particular in relation to accounting policies and procedures.

Resource Management and Control

On resource management and control the work will focus on:

- the preparation of Program and Budgets and support for their effective implementation through continuous monitoring, reporting and the provision of advice and information to Program Managers on the trends and status of implementation, as well as providing external financial and Program and Budget reports to Member States;
- the implementation of IPSAS, which will have to be reflected in budgetary policies and reporting requirements;
- an on-going and systematic review of the implementation of the new FRR and the relevant policies and procedures, as well as preparation of training material for Program Managers, Certifying Officers, Approving Officers and Bank Signatories.

Program Management and Organizational Performance

Initiatives on program management and organizational performance will focus on:

- Putting in place a program monitoring and performance assessment system to enable managers to monitor manage and report on their program regularly and ensures that all available financial and human resources continue to support the planned results;
- Building program management capacity, through training and coaching, to support managers in using this system and enhancing program delivery against agreed results;
- Supporting the work of Program 21 to develop management reporting tools;
- Develop knowledge management tools to support organizational learning and knowledge sharing to ensure that lessons learnt from experience are effectively applied.

In addition to the above, and in accordance with the Terms of Reference of the WIPO Audit Committee, "in its biennial budget WIPO shall provide a specific budget allocation for the Audit Committee, providing for costs on an annual basis associated with the approved activities and related expenditures as provided in the terms of reference, namely four formal meetings of four days each, attendance by Audit Committee members to the Program and Budget Committee and other meetings as required, secretarial and substantive support, and external consultancies." The biennial budget for the Audit Committee is included under Program 22 in the amount of 660,000 Swiss francs for the 2010/11 biennium.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Continued efficiency of financial operations and budget management	<p>Total cost of the finance, budget and program management function as a percentage of the organizational running cost (expenditure)</p> <p>Timely and relevant financial and management reporting to senior management, Program Managers and Member States</p> <p>Payments (including Madrid and Hague fees) to be made on time</p> <p>Return on invested funds is in line with benchmarks established by the Investment Advisory Committee</p>	<p>Submission of financial statements to external auditors in accordance with deadline established in WIPO FRR</p> <p>Submission of monthly and quarterly management reports within 10 working days of closure and receipt of data from relevant sectors</p> <p>Online budget utilization and human resource management reports available in the appropriate structure to support budget management and management decision making processes</p> <p>Payments are made in accordance with treaty rules and supplier credit periods (where invoices are submitted to Finance in accordance with their payment terms)</p> <p>Return on invested funds was in line with benchmarks established by the Investment Advisory Committee</p>

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Coherent regulatory framework in place in respect of the use of financial resources and post management ensuring that all financial operations executed with probity	<p>Financial operations and budget management conform to the provisions of the applicable WIPO conventions and treaties, the WIPO FRR and appropriate applicable accounting standards</p> <p>Satisfactory financial report from the External Auditors confirms the conformity of accounting operations with applicable regulations, rules and standards</p> <p>Smooth transition to International Public Sector Accounting Standards during the course of 2010</p>	<p>Documentation of policies, rules and procedures ready and available for use</p> <p>Financial statements for 2008-09 to be the final financial statements prepared in accordance with UN Accounting Standards</p>

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Coherent program management and performance practices and accountability are enhanced across the organization	<p>Coherence monitoring systems have been developed for all programs and are being implemented by all programs</p> <p>% of programs implementing newly developed management systems and tools</p> <p>% of programs that have been provided with training and coaching on program management</p> <p>% of programs that are implementing the newly acquired knowledge and skills provided with training and coaching on program management</p> <p>% of program and performance reports by which an improvement on quality has been identified</p>	<p>Scattered monitoring systems by the end of 2009</p> <p>% of programs implementing newly developed management systems and tools by the end of 2010</p> <p>% of programs that have been provided with training and coaching on program management by the end of 2009</p> <p>% of programs that are implementing the newly acquired knowledge and skills provided with training and coaching on program management by the end of 2009</p> <p>% of program and performance reports by which an improvement on quality has been identified by the end of 2009</p>

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to all adopted Development Agenda recommendations.

RESOURCES*

**Program 22
Finance, Budget and Program Management**

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	13,205	12,618	(587)	(4.4)
Short-term Employees	2,260	2,194	(66)	(2.9)
Consultants	--	--	--	--
Special Service Agreements	146	157	10	7.1
Interns	46	48	2	4.9
Total, A	15,657	15,017	(640)	(4.1)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	77	108	32	41.2
Third-party Travel	530	500	(30)	(5.7)
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	408	329	(79)	(19.4)
Experts' Honoraria	360	26	(334)	(92.8)
Publishing	5	4	(1)	(20.0)
Other	68	130	62	90.1
<i>Operating Expenses</i>				
Premises & Maintenance	--	2	2	--
Communication & Other	167	152	(15)	(9.2)
<i>Equipment and Supplies</i>				
Furniture & Equipment	9	23	14	155.6
Supplies & Materials	11	14	3	29.6
Total, B	1,635	1,288	(347)	(21.2)
TOTAL	17,292	16,305	(987)	(5.7)

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 23: Human Resources Management and Development

PROGRAM OBJECTIVE

To enhance the effectiveness and efficiency of human resources to help foster a performance and service-oriented culture throughout the Organization

CHALLENGES AND STRATEGIES

During the 2008/09 biennium, a number of HR initiatives which had been detailed in the WIPO Human Resources Strategy got underway within the overall framework of the Strategic Realignment Program. In particular, an Organization-wide Performance Management and Staff Development System (PMSDS) was launched. This involves a phased implementation, and completion of the full PMSDS system, which includes work and staff development planning and performance evaluation and the introduction of a competency framework linked to a job design system, constitutes a primary challenge for the 2010/11 biennium. In addition, work began in 2009 on a rationalization of policies and procedures governing the contractual arrangements under which people are employed by the Organization, in line with similar initiatives on contract reform within the UN Common System, and implementation of these reforms, subject to Member State approval, will be another challenge for HRMD in 2010/11.

A further challenge for Program 23 will be the reengineering of business processes associated with HR administration and payroll functionality both within the HRMD and across linked programmatic areas, notably the department of Finance, Budget and Program Management, and, if Member State approval is granted for the proposed enterprise resource planning (ERP) extension during biennium 2010/11, the HRMD will be involved in the implementation of the associated HR modules within the ERP.

In support of the PMSDS, and to enable staff fully to develop professionally in support of WIPO's objectives, an extensive training program for the development of existing staff skills, and in particular management skills, within the Organization needs to be undertaken, subject to a significant increase in the budgetary resources allocated to the training functional area of HRMD.

For the recruitment function, an additional challenge will be the introduction of an e-recruitment system, similar to those employed in other UN agencies, to allow automation of many of the currently manual and time-consuming processes for administration of recruitment, and to provide better quality of statistical and other management information to assist in recruitment decisions.

In the area of entitlements and classifications services, there is an ongoing requirement to continue to adhere to strict quality and efficiency standards and to ensure that WIPO Staff Regulations and Staff Rules are revised and maintained in line with UN common system standards. There will, moreover, be further development of policies to promote work/life balance and a revision of guidelines on the management of employee presence through a restructured computerized FlexiTime system which will permit better control of absenteeism, and, in the context of contract renegotiations with health insurance providers during the biennium, the aim will be to improve the Organization's social security coverage and reduce its costs.

A continuing goal in HR policy will be to ensure balanced geographical representation among the staff and to establish a better gender balance in the middle and senior management levels.

STRATEGIES

Strategies have been formulated to accommodate the major new initiatives identified among the Program's challenges for the biennium.

As concerns the PMSDS, a phased implementation strategy has been adopted in order to ensure that essential and extensive training for staff and management on individual staff objective setting and staff performance evaluation is incorporated into the system roll-out to ensure its success. The work and development planning functionality of the system will be made available in the first quarter of 2010,

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

with the staff performance evaluation functionality being made available in the first quarter of 2011, at which point the system will have been fully implemented. The staff planning and performance evaluation exercise will continue thereafter on an annual cycle in the first quarter of each year, immediately following the annual workplan exercise of the Results Based Management process.

In order to meet the challenge of providing an extensive training program for developing staff and management skills in support of the new focus on performance under the Strategic Realignment Program, an increase in the ratio of training to total gross salary budget allocation from its current level of 0.44% to 1% has been proposed, as well as a reinforcement in the number of staff involved in the training functional area of Program 23 in order to handle the increased training activities in a professional manner.

In order to support the reengineering of HR business processes, and the proposed implementation of an e-recruitment system and ERP HR modules, the current departmental functional structure reflects the need to have staff dedicated to these activities with strong coordinating links to counterparts in, notably, the IT program.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Improved overall effectiveness and efficiency of HR function	<p>Cost of the HR services (Engagement and Staff Development, HR Administration, Social Security, and Technical Coordination) as a percentage of organizational running cost (expenditure)</p> <p>Ratio of employees (full time equivalents) to HR staff</p> <p>Staff feedback rating the HR services as satisfactory and above in terms of effectiveness and efficiency</p> <p>Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium</p>	<p>Cost of the HR services as a percentage of organizational running cost (expenditure) by the end of 2009</p> <p>Ratio of employees (full time equivalents) to HR staff by the end of 2009</p> <p>Baseline will be established during the 2010/11 biennium</p> <p>Number of recommendations for improvement that have been approved for implementation by the end of 2009 and that should be in place during the 2010-2011 biennium</p>
IX	Enhanced performance-orientated culture	<p>Percentage of staff that have been appraised using the corporate Performance Management and Staff Development Systems (PMSDS) against individual objectives cascaded from program</p> <p>Percentage of exit questionnaires at termination of employment rated adequate and above for HR services</p>	<p>Baseline will be established during the 2010/11 biennium</p> <p>Baseline will be established during the 2010/11 biennium</p>

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Improved recruitment and training processes supported by automation and adequate resources	<p>Number of staff trained in key organizational priority areas</p> <p>Percentage of income invested in staff development</p> <p>Average days per full-time employee per year invested in learning and development</p>	<p>Baseline will be established during the 2010/11 biennium</p> <p>Percentage of income invested in staff development by the end of 2009</p> <p>Average days per full-time employee per year invested in learning and development by the end of 2009</p>
IX	Improved policies to promote work/life balance and guidelines on management of presence have resulted in higher efficiency and reduction of absenteeism	<p>Distribution of staff according to years of tenure</p> <p>Leavers in the last year as a percentage of the average total staff</p> <p>Average number of working days lost to sickness per employee</p>	<p>Distribution of staff according to years of tenure by the end of 2009</p> <p>Leavers in the last year as a percentage of the average total staff by the end of 2009</p> <p>Average number of working days lost to sickness per employee by the end of 2009</p>
IX	Improved geographical and gender balance in staff	<p>Number of professional staff recruited from under-represented regions</p> <p>% of female staff in the middle and senior management</p>	The geographical and gender composition of the staff on September 20, 2008

Proposed Program and Budget for 2010/11

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 6 and 23.

RESOURCES*

Program 23 Human Resources Management and Development

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	13,060	13,848	787	6.0
Short-term Employees	1,678	1,267	(411)	(24.5)
Consultants	410	269	(141)	(34.3)
Special Service Agreements	124	157	33	26.8
Interns	20	--	(20)	(100.0)
Total, A	15,291	15,540	249	1.6
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	171	151	(20)	(11.7)
Third-party Travel	190	179	(11)	(6)
Fellowships	2	6	4	200.0
<i>Contractual Services</i>				
Conferences	7	7	--	--
Experts' Honoraria	450	127	(323)	(71.8)
Publishing	10	--	(10)	(100.0)
Other	2,293	2,850	557	24.3
<i>Operating Expenses</i>				
Premises & Maintenance	10	10	--	--
Communication & Other	90	79	(11)	(12.2)
<i>Equipment and Supplies</i>				
Furniture & Equipment	62	57	(5)	(8.2)
Supplies & Materials	221	199	(22)	(9.8)
Total, B	3,506	3,665	159	4.5
TOTAL	18,797	19,205	408	2.2

* For the number of posts for the program please refer to the Table in Annex II

PROGRAM 24: Administrative Support Services

PROGRAM OBJECTIVE

Increase transparency, efficiency and cost-effectiveness of the support services while maintaining the expected quantity and quality levels to ensure program delivery

CHALLENGES AND STRATEGIES

Under the new FRR that entered into force in January 2008, and within the existing procurement and contracts framework of March 2006 promulgated under Office Instruction No. 21/2006 Rev., the Procurement and Contracts Division (PCD) aims to address two specific but interrelated challenges in 2010 and 2011. The first is the provision of cost-effective procurement and contract services while in the midst of the period of transition from the present manual procedures of the procurement process to the ERP/Procurement Modules and the Internet-based electronic tendering system (In-Tend). The second is to explore potential cost curtailment measures through procurement policies and a more cost-effective procurement process in view of the global economic and financial crisis and its expected negative effects on the operations and activities of the Organization.

To address those challenges, PCD will focus on simplifying present procurement procedures to ensure the successful transitioning of the process to the ERP/Procurement Modules and the In-Tend electronic tendering system. A large component of this strategy is the management of change especially in the program areas that are the biggest users of the procurement system, e.g., the PCT and Madrid programs, the IT Division, the Buildings Division, etc. As may be necessary, changes to the procurement framework promulgated under Office Instruction No. 21/2006 Rev., and/or the WIPO Financial Regulations and Rules would be proposed to ensure the smooth transition of the procurement process.

Cost-cutting measures through the procurement process is the other strategy for the 2010/11 biennium. In this regard, PCD will focus on intensifying its participation in common procurement initiatives of the UN system through the Common Procurement Activities Group (CPAG) in Geneva, the United Nations Global Marketplace (UNGM), and the High-level Committee on Management (HLCM) Procurement Network. These inter-agency cooperation initiatives are expected to lead to more competitive pricing and contracting conditions for goods and services required by the Organization, greater diversification of potential supply sources, and the exchange of valuable information and experience on potential outsourcing opportunities and off-shoring arrangements that have been successfully used by other UN system organizations.

Travel and Missions Support Section (TMS) will continue to exercise its control task towards all WIPO programs for travel which is to ensure that proposed travel/event related transactions and financial resources in that respect are and used in compliance with WIPO FRR. That role will continue to be exercised at the level of certification of travel/event related transactions and at the level of processing travel authorizations prior to any issuance of transport ticket (air/rail mainly) for staff and third party travelers as well as at the level of travel claims.

TMS will continue to provide information and news on air travel industry and trends to help the organization contain travel costs. In particular, by having such news available either on intranet or sent by e-mail or via Office Instructions.

In addition, TMS will continue proposing simplification and streamlining of travel procedures and administration which due to their complexity need to be alleviated. As also indicated above, by 2010, TMS hopes the electronic Travel Authorization (E-TA) will be implemented to third party travelers and also have a complete paper less environment by combining the certification of travel/event transactions with the E-TA. Staff visa outsourced to the in-house travel agent since January 2009 should generate significant savings in terms of staff resource and reduce difficulties encountered when dealing with last minute visa requests.

Proposed Program and Budget for 2010/11

TMS will also aim at providing a better and transparent statistics reporting tool to respond accurately to WIPO travel policy and help measurement of cost containment measures.

The Buildings Division will ensure that moves of employees due to internal reorganizations and on the occasion of the allocation of new workplaces will continue to be used to rationalize offices space in order to offer more workplaces.

WIPO's technological standards will continue to be fixed in relation to the most recent facility upgrades, that is, as of the date of issuance of this document, those in the PCT building; new improvement, modernization, renovation and conversion of existing installations will be undertaken on that basis in line with the works completed or initiated during the 2008/09 biennium.

With a view to ensuring energy savings and looking into the utilization of renewable energies, the studies undertaken during the 2008/09 biennium will be the basis for selecting future actions concerning various technical installations.

Under the control of the WIPO Property Survey Board, the Organization and Material Resources Section (OMRS) will improve the economy, efficiency and effectiveness of the property management and inventory control in WIPO.

At the time of drafting this document, the carbon neutrality project had just been introduced in the Organization (February 2009). Similarly, the first project structure had only just been put in place: one project manager, one administrative assistant, one Main Working Group and a number of Subsidiary Working Groups (respective compositions yet to be announced).

It will only be by the end of 2009 that an inventory of the current situation (or "where we stand today") will be completed, and that a five-year (2009 to 2013) strategic plan can be developed (or "where do we want to be" or "where do we have to be"), broken down on a yearly basis within the five year plan.

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Increased efficiency and effectiveness of the administrative support services	<p>Reduction on the number of complaints related to the administrative support services</p> <p>Cost of the administrative support services as a percentage of organizational running costs (expenditure) classified by procurement, travel, premises management and messenger-driver services</p>	<p>Number of complaints registered by the program by the end of 2009</p> <p>Cost of the administrative support services as a percentage of organizational running costs (expenditure) by the end of 2009</p>
IX	Enhanced cost-effectiveness of the procurement process	<p>Proportion of purchases based on market competition relative to total annual value of procurement maintained at the same level or increased</p> <p>Increased percentage of corporate spends transacted through the ERP process and the electronic tendering system relative to previous year.</p>	<p>Proportion better than 85 % (baseline as of end of 2007).</p> <p>Percentage of corporate spend transacted by the end of 2009</p>
IX	Overall reduction in the costs of goods and services acquired through the procurement process	Total savings achieved in annual procurement expenditure. This will include economies from common procurement cooperation with other UN organizations and the Development Agenda	Annual savings of at least 500,000 Swiss francs

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Greater cost-efficiency of the travel services	<p>Cost savings have been maintained or further increased by:</p> <ul style="list-style-type: none"> — 20-25% for departure from Geneva — 15% for departure from abroad and for third party travelers — Increased use of low cost airlines by 3-5% <p>Reduced processing time for travel authorization to maximum one day thanks to E-TA</p>	<p>20-25% cost savings/average by the end of 2009</p> <p>15% cost savings</p> <p>3-5 % more (baseline end of 2009)</p> <p>3 days by the end of 2008</p>
IX	More efficient visa processing by maintain the good quality of staff and third party travelers visas visa outsourced by the travel agency and	% of complaints due to delays in visa processing in relation to the total amount of visas processed on an annual basis	% of complaints due to delays in visa processing in relation to the total amount of visas processed on an annual basis by the end of 2010
IX	Optimal use and occupation of premises (including new building)	<p>Allocation of office spaces within existing (owned and rented) premises without any additional rental of premises</p> <p>Total office space (square meter) per headcount</p> <p>Total property costs (occupancy, operational and management) per square meter</p>	<p>Baseline to be determined by the end of 2009</p> <p>Total office space (square meter) per headcount by the end of 2009</p> <p>Total property costs (occupancy, operational and management) per square meter by the end of 2009</p>

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Adequate functioning of installations in all WIPO buildings	<p>Total properties maintenance backlog as a percentage of average annual maintenance spend for the last three years</p> <p>Minimum standards criteria for the adequate functioning of installations identified</p> <p>% of reduction in cost of energy and supplies in a sustainable framework (medium- or long-term, rather than short-term cheaper prices and services)</p>	<p>Baseline will be established in 2010</p> <p>Baseline to be established by the end of 2009</p> <p>Baseline will be established in 2010</p>
IX	Vacating rented premises at minimum cost	Cost for vacating rented premises kept to a minimum and possibly at a cost lower than originally budgeted	Depending on compliance with delivery date of new building and with contractual conditions as fixed in the various rental contracts
IX	Formalization of inventory, management procedure and processes	% new implemented procedures	To be developed once implementation starts
IX	Reflecting WIPO's commitment in reducing the impact on the environment of carbon emissions across the various programs	Green indicators will be reflected in some programs	List of indicators will be provided to all programs by the end of 2011

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

The acquisition of goods and services intended for developing countries and LDCs in the framework of the programs of technical cooperation of WIPO for the benefit of IP offices and other stakeholders is directly linked to several of the recommendations of the Development Agenda. Thus, any effort to modernize, strengthen and make more efficient the procurement process, impacts directly and indirectly the implementation of the Development Agenda, and WIPO Member States that are active participants in the WIPO development cooperation programs.

TMS will contribute to an efficient administrative and financial support structure to enable WIPO to deliver its programs. TMS will apply norm-setting and transparency will be a guiding principle in the Organizations administrative structures and processes.

RESOURCES*

**Program 24
Administrative Support Services**

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	16,541	16,355	(187)	(1.1)
Short-term Employees	2,781	1,909	(872)	(31.3)
Consultants	5	269	264	5,514.7
Special Service Agreements	104	--	(104)	(100.0)
Interns	--	--	--	--
Total, A	19,431	18,533	(898)	(4.6)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	145	144	(1)	(1.0)
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	--	--	--
Experts' Honoraria	--	165	165	--
Publishing	--	25	25	--
Other	72	615	543	754.2
<i>Operating Expenses</i>				
Premises & Maintenance	36,062	31,980	(4,082)	(11.3)
Communication & Other	123	18	(105)	(85.3)
<i>Equipment and Supplies</i>				
Furniture & Equipment	326	457	131	40.2
Supplies & Materials	1,836	1,366	(470)	(25.6)
Total, B	38,564	34,770	(3,794)	(9.8)
TOTAL	57,995	53,303	(4,692)	(8.1)

* For the number of posts for the program please refer to the Table in Annex II

PROGRAM 25: Information and Communication Technology

PROGRAM OBJECTIVE

Provision of reliable, secure, sustainable and cost-efficient operations of all the Organization's internally and externally hosted IT Systems, including flexible infrastructure solutions that meet the requirements of internal and external stakeholders, whilst supporting a decentralized, multiplatform in-house development environment; enhancement of the governance of the IT operations

CHALLENGES AND STRATEGIES

2008–2009 saw a number of infrastructure modernization projects in parallel with the continuation of efforts to host selected systems externally where business continuity and disaster recovery capability are assured. The infrastructure projects included the renewal of a major part of the server park, the installation of a virtual tape library system replacing the old tape robot technology, and the modernization of the storage area network (SAN) technology. The external hosting of WIPO's email system at UN International Computing Centre (UNICC) during 2009 resulted in the establishment of a second major service level agreement with an external contractor. The Service Desk support was also fully outsourced to an external company during 2009.

The ICT program will be faced with several challenges including the need to implement the strategic re-alignment decisions on structure and staffing, to establish a comprehensive IT Strategy for the Organization, to strengthen the IT Security plan and ensure its implementation and to establish efficient mechanisms to ensure that the ICT program works very closely with the decentralized business applications management teams to ensure coherence and efficiency in WIPOs IT infrastructure management

The key strategies for 2010/11 are as follows:

- Development of a comprehensive IT strategy that is responsive to business needs and an implementation plan that is agreed by the Senior Management Team
- Utilization of the new PMSDS to identify key training needs and ensure more targeted training for IT staff
- The establishment of appropriate ICT infrastructure in the new building in accordance with the strategy and standards
- The retention of Information Technology Infrastructure Library (ITIL) and Prince2 as the primary focus of the IT governance initiatives with the final aim of the ISO 20000 certification of the IT operations in the biennium 2012/13 and ISO 27002 certification in the field of security;
- The further extension of the remote working and teleworking facilities of the organization. Currently 200 staff have remote access, whilst there are 20 teleworkers;
- The initiation of an identity and access management project providing the foundation for all future internal and external system developments;
- The provision of appropriate business continuity and disaster recovery capability for internal hosted systems;
- The initiation of a Security Event and Information Management project as well as the implementation of Endpoint security;
- Establish mechanisms that enable the core ICT program to contribute efficiently to decentralized business applications management and towards ensuring that WIPO

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

moves to more standardized solution architecture including the standardization hardware and software development platforms;

- Play a key role in the planning and preparing for the full implementation of an ERP system and in its implementation thereafter.

The outsourcing of hosted systems shall continue to be focus. The modernized MAPS systems are expected to run on a UNIX platform hosted at the UNICC , resulting in operational cost savings from 2010. After migrating MAPS to UNIX, WIPO shall no longer have mainframe based systems.

The IPSAS and FRR project, based upon the externally hosted PeopleSoft system at UNICC, will be financed from the reserve funds and will be extended to include procurement and asset management functionality.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Enhanced service delivery and cost-effectiveness of high quality external IT service provisioning	<p>Cost of the ICT services (spend on the ICT program including staff and associate overheads) as a percentage of the organizational running cost (expenditure)</p> <p>ICT competence of user</p> <p>Organizational ICT spend (investment in ICT infrastructure and hardware across the organization) as a percentage of the organizational running costs (expenditure) and per user</p> <p>Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium</p> <p>Users and requisitioners feedback rating the ICT services as satisfactory and above in terms of effectiveness and efficiency</p> <p>Average number of support calls per user</p> <p>Percentage of users who are able to access the network and systems remotely</p> <p>Number of External SLAs (4)</p>	<p>Cost of the ICT services as a percentage of the organizational running cost (expenditure) by the end of 2009</p> <p>Baseline will be established during the 2010-2011 biennium</p> <p>Organizational ICT spend as a percentage of the organizational running costs (expenditure) and per user by the end of 2009</p> <p>Number of recommendations for improvement that have been approved for implementation by the end of 2009 and that should be in place during the 2010-2011 biennium</p> <p>Baseline will be established during the 2010-2011 biennium</p> <p>Average number of support calls per user by the end of 2010</p> <p>Percentage of users who are able to access the network and systems remotely by the end of 2009</p> <p>(2)</p>

**Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs**

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Continued high system availability of mission critical systems (statistics to be provided from system monitoring tools)	Availability of business systems: 99.8% Availability of critical network services: 99.7% Internal Service Level Agreements (SLAs) (5) SLAs for the Service Desk supported services (25) Percentage of procedures related to basic IT services being implemented	99.8% 99.7% 0 Percentage of procedures related to basic IT services being implemented by the end of 2009
IX	Implementation of ITIL processes	Number of formally implemented ITIL processes (6)	(2)
IX	Security of the system operations has been increased/maintained	Percentage of incidents resolved within agreed service levels/timescale from the total number of reported incidents	Percentage of incidents resolved within agreed service levels by the end of 2009

Proposed Program and Budget for 2010/11

PROGRAM LINKS

This program provides IT and Communication services to all Programs.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 5 and 9.

RESOURCES*

Program 25 Information and Communication Technology

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	18,945	17,538	(1,407)	(7.4)
Short-term Employees	1,239	892	(347)	(28.0)
Consultants	945	1,143	198	21.0
Special Service Agreements	137	157	19	14.1
Interns	--	--	--	--
Total, A	21,266	19,730	(1,536)	(7.2)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	205	185	(20)	(9.8)
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	--	--	--
Experts' Honoraria	--	90	90	--
Publishing	--	--	--	--
Other	14,487	14,314	(173)	(1.2)
<i>Operating Expenses</i>				
Premises & Maintenance	4,523	2,762	(1,761)	(38.9)
Communication & Other	917	487	(430)	(46.9)
<i>Equipment and Supplies</i>				
Furniture & Equipment	3,172	3,489	317	10.0
Supplies & Materials	2,013	1,540	(473)	(23.5)
Total, B	25,317	22,867	(2,450)	(9.7)
TOTAL	46,583	42,597	(3,986)	(8.6)

* For the number of posts for the program please refer to the Table in Annex II

PROGRAM 26: Internal Audit and Oversight

PROGRAM OBJECTIVE

To help improve value for money, stewardship and control over the Organization's business processes, operations, programs and activities

CHALLENGES AND STRATEGIES

The strengthening of the Internal Audit and Oversight Division (IAOD) still requires more staffing and the provision of adequate other resources to continue the progressive implementation of the Internal Audit Charter and the Evaluation Policy. This is being done through the implementation of a risk based audit needs assessment, a strategic audit plan and detailed work plans for audit, evaluation, and investigation and inspection, following a risk based assessment of needs. Cooperation and coordination with the External Auditor, Ombudsman and the Audit Committee remain a high priority, as will the active follow up of management implementation of all oversight recommendations. In addition, appropriate oversight tools, such as manuals, rules, policies and guidelines will continue to be developed and will incorporate professional and UN good practices.

IAOD will continue to support when possible the development and implementation of an efficient and effective Ethics and Integrity framework within which all WIPO staff have clear duties, roles, responsibilities and rights. IAOD will contribute to this through the provision of professional and timely investigation reports which will be supported by the new Investigation Policy and Manual. These will follow accepted norms for investigation in UN organizations. Formalized whistle-blowing procedures and protection will be put in place. IAOD will continue to advocate the establishment of an organizational ethics function, the development of ethics and conduct codes, and a system of financial disclosures and declarations based on UN good practice.

The WIPO Evaluation Policy will be reviewed and updated in 2009. Adequate procedures, methodologies and mechanisms will need to be put in place in this budget period to ensure the necessary rigor for the generation of quality and real-time evaluation reports and other evaluative information (including validating expected organizational results for performance assessment purposes). Self-evaluations undertaken by programs themselves will continue to be promoted, and further guidance, advice and support for training be given in that regard. The wide dissemination of information generated by evaluations, including lessons learned, and the timely follow-up to recommendations contained in evaluation reports will be important. A number of independent evaluations (program level, thematic, strategic goal level) will be conducted by the WIPO independent Evaluation Section, based on priorities established with major stakeholders. The Development Agenda will become an important focus for evaluation work.

Support and advice will be provided, as appropriate, in connection with WIPO's Strategic Realignment project, the Development Agenda, the planned transition, by 2010, to the International Public Sector Accounting Standards (IPSAS), the continued implementation of the revised WIPO FRR, an improving internal control framework and an enterprise risk management process.

Cooperation with the UN internal oversight community, including multilateral development financial institutions and relevant international and professional associations, will continue during the biennium to ensure that internal oversight at WIPO is being conducted in line with international developments and good UN practices.

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	An effective and professional internal audit is in place covering all high risk work areas	<p>Internal Audit recommendations accepted by the Director General are implemented by management within 12 months.</p> <p>Key and high risk areas are audited</p> <p>At least 10 audits completed during the biennium.</p> <p>The professional standards, code of ethics, and practice advisories of the Institute of Internal Auditors (IIA) are applied</p>	<p>Of the current 228 accepted Internal Audit recommendation made since December 2007, 51 have been fully implemented by the Director General.</p> <p>Over four person years of internal audit were estimated to be required in 2008 to cover all high risk work areas</p> <p>Four audits were completed in 2008</p> <p>The Internal Audit Charter refers to the application of the IIA standards, code of ethics and practice advisories</p>

**Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs**

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Investigation reports provide a timely and sound basis for decision-making by the Director General	Investigation activity is carried out in accordance with the Internal Audit Charter, the Investigation Policy and the Investigation Procedures Manual	<p>Currently, the Investigation Section applies the Internal Audit Charter and the Uniform Guidelines for Investigation adopted by the Conference of International Investigators and the UN.</p> <p>An Investigation Policy and an Investigations Procedures Manual are being prepared based on professional standards and UN good practices.</p> <p>The Investigation Section currently has 22 open cases; three cases were completed in 2008.</p> <p>Whistle blowing procedures required by the Internal Audit Charter will be formalized in 2010.</p>

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	<p>The Evaluation Policy and evaluation manuals and guidance are implemented.</p> <p>At least 6 evaluations completed in the biennium, and made appropriately available to relevant stakeholders</p> <p>Most self-evaluations undertaken by programs meet basic evaluation quality standards</p>	<p>In 2009 draft manuals and procedures will be prepared for independent and self-evaluations.</p> <p>The Evaluation Policy will be progressively implemented through 2010</p> <p>Two Evaluation Section reports were completed in 2008.</p> <p>Currently self-evaluations are not routinely carried out and do not reflect basic quality standards, e.g. regarding: baselines, definition of objective, sampling, accuracy of analysis...</p>

**Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs**

PROGRAM LINKS

Internal Oversight will support and work closely with all Programs; and especially the Office of the Director General, Office of the Legal Counsel, HRMD and the Chief Financial Officer.

DEVELOPMENT AGENDA LINKS

This Program incorporates activities related to the following adopted Development Agenda recommendations: 1, 6, 33, 38 and 41. Internal Oversight will continue support the implementation of the Development Agenda, in particular, through specific evaluations of the Development Agenda and the provision of advice.

RESOURCES*

**Program 26
Internal Audit and Oversight**

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,335	2,695	361	15.4
Short-term Employees	204	216	13	6.2
Consultants	--	--	--	--
Special Service Agreements	--	--	--	--
Interns	--	--	--	--
Total, A	2,539	2,912	373	14.7
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	100	70	(30)	(30.0)
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	--	--	--
Experts' Honoraria	--	--	--	--
Publishing	20	3	(17)	(85.0)
Other	550	550	--	--
<i>Operating Expenses</i>				
Premises & Maintenance	--	--	--	--
Communication & Other	20	10	(10)	(50.0)
<i>Equipment and Supplies</i>				
Furniture & Equipment	28	10	(18)	(64.3)
Supplies & Materials	--	10	10	--
Total, B	718	653	(65)	(9.1)
TOTAL	3,257	3,565	308	9.5

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 27: Conference and Language Services

PROGRAM OBJECTIVE

Enhanced efficiency and cost-effectiveness of conference, language, printing, records management/archiving and mail expedition services while maintaining the expected quantity and quality levels

CHALLENGES AND STRATEGIES

Program 27 provides conference, language, printing, records management/ archiving and mail expedition services in response to requests from all sectors of the Organization. The key challenges are to maintain high efficiency levels, which are dependent on good planning by the requisitioning sectors, on the timely submission of documents for translation, printing and distribution and on managing the increasing demand for a wide range of services. During the 2010/11 biennium, the program will continue to take initiatives to streamline and modernize services with a view to ensuring optimum cost effectiveness.

Technical solutions are envisaged in all areas of the Program. Conference facilities and services are to be improved through the modernization of conference room equipment and greater use of digital technologies for the recording of meetings, the enhancement of electronic distribution methods for meetings documents, including Internet posting, and a general reduction in paper-based handling of documents.

The human element remains critical, calling for appropriate application of training and quality management principles. The service provided by the Interpretation Section will be redefined to offer improved response to the increasing number of requests for interpretation made at very short notice. With respect to printing and CD/DVD burning services, turnaround times will be optimized. Cost-efficiencies are dependant on work being submitted to the print shop by the sectors concerned in a timely manner. Progress has been made and will continue to be made in records management with the introduction of an electronic document handling and archiving system. Further benefits would be derived if this system were to be extended to become an electronic document management system (EDMS) for the Organization.

Language services are in ever greater demand as delegates call for more documents in more languages. A balance needs to be maintained between cost-effectiveness and quality and is to be achieved in part through further development of computer assisted translation tools and of the present translation memory and terminology database system. There have been frequent requests from Member States to increase the language coverage of official documents for WIPO meetings. The Organization will aim to implement a more effective and comprehensive language policy, corresponding to requests made by Member States, covering meetings, publications and the WIPO website. This aspiration will be heavily resource-intensive and can only be met with economies elsewhere in the program. For the coming biennium, the languages of documentation for the Intergovernmental Committee on Intellectual Property and Traditional Knowledge, Folklore and Genetic Resources will be expanded to all the official languages of the UN, to be followed by documentation for other committees as financial and human resources permit.

Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Increased efficiency of the conference, language, printing, records management/ archiving and mail expedition services for all requisitioners and users	<p>Cost of the services and coverage (conference, language, printing, records management/ archiving and mail expedition services) as a percentage of organisational running costs (expenditures)</p> <p>Outcome of activities to maintain or improve productivity standards for in-house staff in the language service, and cost per page of translation</p> <p>Reduction of overall mailing costs by 15%</p>	<p>Cost of the services and coverage as a percentage of organisational running costs (expenditures) by the end of 2009</p> <p>2008/2009 productivity and cost levels</p> <p>Overall mailing cost by the end of 2009</p>
IX	Increased effectiveness of the conference, language, printing, records management/ archiving and mail expedition services for all requisitioners and users	<p>% of feedback from requisitioners and users of the services (conference, language, printing, records management/ archiving and mail expedition services) rating satisfactory or above</p> <p>Development of an effective and comprehensive language policy and definition of related resource allocation needs to cover meetings, publications and the WIPO website</p> <p>Availability of documents for IGC/GRTKF meetings in all official languages</p>	<p>% of feedback from requisitioners and users of the services rating satisfactory or above by the end of 2010</p> <p>Current policy and resources do not meet needs expressed by Member States</p> <p>English, French and Spanish for the majority of meetings</p>

Proposed Program and Budget for 2010/11

PROGRAM LINKS

This program provides services to all Programs.

DEVELOPMENT AGENDA LINKS

Program 27 provides conference, translation, interpretation, printing and mail expedition services for Development Agenda activities.

RESOURCES*

Program 27
Conference and Language Services
(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	25,717	25,051	(667)	(2.6)
Short-term Employees	4,863	4,463	(399)	(8.2)
Consultants	167	269	102	61.4
Special Service Agreements	54	--	(54)	(100.0)
Interns	47	16	(31)	(66.2)
Total, A	30,847	29,799	(1,048)	(3.4)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	210	192	(18)	(8.6)
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	808	814	6	0.7
Experts' Honoraria	--	--	--	--
Publishing	3	3	--	--
Other	2,257	1,690	(567)	(25.1)
<i>Operating Expenses</i>				
Premises & Maintenance	2,930	2,537	(393)	(13.4)
Communication & Other	1,902	1,811	(91)	(4.8)
<i>Equipment and Supplies</i>				
Furniture & Equipment	335	227	(108)	(32.2)
Supplies & Materials	1,389	579	(810)	(58.3)
Total, B	9,834	7,853	(1,981)	(20.1)
TOTAL	40,681	37,652	(3,029)	(7.4)

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 28: Security

PROGRAM OBJECTIVE

Enhanced safety and security of all WIPO staff, visitors, delegates on all WIPO premises and at outside sponsored events, and the overall protection of WIPO assets

CHALLENGES AND STRATEGIES

An increase in the level of actual and perceived global threat presents the key on-going challenge for this Program. The focus of the Program is to make sure that WIPO can ensure the safety and security of all WIPO staff, visitors, delegates at the WIPO premises and outside sponsored events, and the overall protection of WIPO assets in a way that is commensurate with the threat to WIPO, and through the effective and efficient use of resources.

The initial Security Risk Assessment of 2005/2006 and subsequent assessment in 2007/2008, revealed that the safety and security systems in existence necessitated significant changes. The investments from the WIPO reserves required to implement these changes and to upgrade the safety and security standards for the existing WIPO buildings were presented in document WO/PBC/13/6(a) and approved by Member States in December 2008.

Starting in 2009 and going into the first year of the new biennium 2010/11 the safety and security upgrade project will concentrate on studies, research, systems integration, and procurement terms of reference in order to start implementing the project. It is then expected that the new safety and security upgrade systems, services, equipment, one-time capital investments and procedures will be in-place by end of 2011 to mid-2012.

The Program will continue to develop an overall safety and security concept for the Organization that are independent but in line with the UN Security Management System standards and will continue to provide the core of the safety and security services of WIPO.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Enhanced effectiveness and efficiency of WIPO's safety and security services	<p>Cost of the safety and security services as a percentage of organizational running costs (expenditures)</p> <p>Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium</p>	<p>Cost of the safety and security services as a percentage of organizational running costs (expenditures) by the end of 2009</p> <p>Number of recommendations for improvement that have been approved for implementation by the end of 2009</p>
IX	Improvement in overall safety and security including reported injury risk related incidents ¹	<p>By the end of 2011 WIPO will meet 60% of the UN security management system standards</p> <p>Keep under 2% of staff injured from the total number of staff including the WIPO Coordination Bureaus</p>	<p>In 2008 WIPO met the UN security management system standards by about 20% as indicated in its audit reports. By the end of 2009 the program met 30% of the UN security management system standards</p> <p>Less than 1% of staff injured from the total number of staff by the end of 2009</p>

¹ This goal can further be realized with the recruitment of a professional safety officer for program 28.

**Strategic Goal IX: An Efficient Administrative and Financial Support Structure to Enable WIPO
to Deliver its Programs**

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Quality assurance : Satisfactory and improved safety and security at high-level WIPO hosted conferences and meetings, in Geneva and elsewhere as well as in the WIPO Coordination Bureaus	% of the total risk assessments and audits carried out for HQ and coordination premises, conferences, meetings and various functions that meet UN security management system standards	Approximately 80% of the total risk assessments and audits carried out for HQ and coordination premises, conferences, meetings and various functions did meet UN security management system standards.

PROGRAM LINKS

This Program will cooperate closely with Program 20 (External Offices and relations), Program 21 (Executive management), Program 22 (Finance, Budget and Program Management), Program 24 (Administrative Support Services), Program 25 (Information and Communication Technology), Program 26 (Internal Audit and Oversight) and Program 27 (Conference and Language Services) and Program 29 (New Construction).

RESOURCES*

Program 28
Security

(in thousands of Swiss francs)

	2008/09 Revised Budget	2010/11 Proposed Budget	Difference	
			Amount	%
A. Personnel Resources				
Posts	2,106	1,916	(190)	(9.0)
Short-term Employees	193	195	2	0.9
Consultants	273	269	(4)	(1.4)
Special Service Agreements	104	--	(104)	(100.0)
Interns	--	--	--	--
Total, A	2,676	2,380	(296)	(11.1)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	45	90	45	100.0
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	--	--	--
Experts' Honoraria	--	--	--	--
Publishing	--	--	--	--
Other	141	20	(121)	(85.8)
<i>Operating Expenses</i>				
Premises & Maintenance	7,030	7,169	139	2.0
Communication & Other	26	35	9	34.1
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	--	--	--
Supplies & Materials	54	68	14	25.9
Total, B	7,296	7,382	86	1.2
TOTAL	9,972	9,762	(210)	(2.1)

* For the number of posts for the Program please refer to the Table in Annex II

PROGRAM 29: New Construction

PROGRAM OBJECTIVE

Construction work managed in an effective and efficient manner complying with UN safety and security standards as well as reducing carbon impact on the environment, ensuring full availability of the new construction before the end of 2010 and relocation by mid-2011 of all employees currently in rented premises

CHALLENGES AND STRATEGIES

The new administrative building ("Phase I") and underground link with the AB Building ("Phase II") are expected to be delivered in October 2010, as fixed in the contract with the general contractor. During 2010, construction work will focus on interior fittings, testing and validation of utilities, safety and security features so as to comply with all conditions included in the building permit. The occupation permit is expected to be delivered by the local authorities in October 2010, at the time of delivery by the general contractor of the new building and underground link. Interior finishings and installation of equipment (furniture, IT, security, etc.) will start immediately thereafter so that moves of employees should start before the end of 2010 for a period of about three months. The rented premises (P&G Building and CAM Building) will have to be emptied and a number of finishings will have to be undertaken in parallel to the relocation of employees into the new building.

In the course of 2011, the UN Headquarters Minimum Operating Security Standards (UN H-MOSS) security measures affecting the outside perimeter of the future new building are expected to be implemented. They will mostly consist of construction work (anti-vehicle and anti-pedestrian barriers). Until such time as the new building and underground link become part of the "existing premises", this Program will cover the honoraria and charges of the Pilot until the delivery of the new construction and the interest on the bank loan. It will also cover the remuneration for one full time consultant, who is both a member of the Construction Committee and the Coordinator of the Internal Project Monitoring Team.

The budget for the Program is also based on the assumption of a loan of 130 million Swiss francs (including the basic amount of 114 million and the authorized possible extension of 16 million), with payment of interest and associated charges on the amount drawn down in 2009 and the remainder to be drawn down in 2010 and 2011.

Proposed Program and Budget for 2010/11

STRATEGIC GOAL	EXPECTED RESULTS	PERFORMANCE INDICATORS AND TARGETS	BASELINES
IX	Construction work on time and within the budgetary limits	<p>Monitor timeliness of construction work:</p> <ul style="list-style-type: none"> - New construction phase timetable for period January to October 2010 <p>Monitor budgetary envelope for the new construction and as approved by the Member States</p>	This is a new construction. No baseline is required for it.
IX	Construction work in accordance with required quality levels and UN-H-MOSS standards	Acceptance by the Pilot and the Construction Committee of the choice by the general contractor of construction materials and methods in accordance with the required quality levels and UN H-MOSS security standards selected by WIPO	This is a new construction. No baseline is required for it

PROGRAM LINKS

This Program will cooperate closely with Program 20 (External Offices and relations), Program 21 (Executive management), Program 22 (Finance, Budget and Program Management), Program 24 (Administrative Support Services), Program 25 (Information and Communication Technology), Program 26 (Internal Audit and Oversight), Program 27 (Conference and Language Services) and Program 28 (Safety and Security).

RESOURCES*

Program 29 New Construction

(in thousands of Swiss francs)

	2008/09	2010/11	Difference	
	Revised Budget	Proposed Budget	Amount	%
A. Personnel Resources				
Posts	--	--	--	--
Short-term Employees	--	--	--	--
Consultants	278	269	(9)	(3.2)
Special Service Agreements	104	--	(104)	(100.0)
Interns	--	--	--	--
Total, A	382	269	(113)	(29.6)
B. Non-personnel Resources				
<i>Travel and Fellowships</i>				
Staff Missions	15	13	(2)	(13.3)
Third-party Travel	--	--	--	--
Fellowships	--	--	--	--
<i>Contractual Services</i>				
Conferences	--	--	--	--
Experts' Honoraria	--	105	105	--
Publishing	--	--	--	--
Other	1,900	700	(1,200)	(63.2)
<i>Operating Expenses</i>				
Premises & Maintenance	2,618	6,474	3,856	147.3
Communication & Other	15	48	33	220.0
<i>Equipment and Supplies</i>				
Furniture & Equipment	--	500	500	--
Supplies & Materials	--	--	--	--
Total, B	4,548	7,840	3,292	72.4
TOTAL	4,930	8,109	3,179	64.5

* For the number of posts for the Program please refer to the Table in the Annex II

IV. ANNEXES

ANNEX I 2010/11 PROPOSED BUDGET BY PROGRAM

Table: 2010/11 Proposed Budget by Program
(in thousands of Swiss francs)

Program	2008/09 Restated Revised budget			2010/11 Proposed Budget (Sept)			Difference			
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	%
1 Patents ¹	2,042	1,151	3,192	2,563	1,047	3,610	521	(104)	418	13.1%
2 Trademarks, Industrial Designs and Geographical Indications	1,989	1,814	3,803	1,976	1,651	3,627	(13)	(163)	(176)	-4.6%
3 Copyright and Related Rights	10,176	3,275	13,450	9,733	3,080	12,813	(443)	(195)	(637)	-4.7%
Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,999	3,120	7,118	4,320	2,839	7,159	321	(281)	41	0.6%
5 The PCT System	125,046	56,356	181,402	128,173	55,575	183,748	3,126	(781)	2,346	1.3%
6 Madrid, Hague and Lisbon Systems	46,394	14,786	61,180	45,921	12,556	58,477	(473)	(2,230)	(2,703)	-4.4%
7 Arbitration, Mediation and Domain Names	7,632	1,302	8,934	9,270	920	10,190	1,638	(382)	1,256	14.1%
8 Development Agenda Coordination	3,102	2,312	5,414	2,783	2,454	5,237	(319)	142	(177)	-3.3%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	26,195	18,298	44,493	24,481	17,477	41,958	(1,714)	(821)	(2,535)	-5.7%
30 Small and Medium-sized Enterprises ²	2,659	908	3,567	3,499	1,000	4,499	840	92	932	26.1%
10 Cooperation with Certain Countries in Europe and Asia	3,381	2,224	5,604	3,907	2,204	6,111	526	(20)	507	9.0%
11 The WIPO Academy	3,247	5,612	8,859	5,086	5,107	10,193	1,839	(505)	1,334	15.1%
12 International Classifications and WIPO IP Standards ³	7,019	1,976	8,995	6,733	1,787	8,520	(285)	(189)	(474)	-5.3%
13 Patent Classifications and WIPO IP Standards	-	-	-	-	-	-	-	-	-	-
14 Global IP Information Services ⁴	4,511	2,367	6,878	6,060	1,870	7,930	1,549	(497)	1,052	15.3%
15 IP Office Modernization	3,324	2,110	5,435	2,452	2,446	4,898	(872)	336	(536)	-9.9%
16 Economic Studies, Statistics and Analysis	1,285	301	1,586	2,368	550	2,918	1,083	249	1,332	84.0%
17 Building Respect for IP	2,016	906	2,922	1,808	800	2,608	(208)	(106)	(313)	-10.7%
18 IP and Global Challenges ⁵	4,150	1,254	5,403	4,144	1,210	5,354	(6)	(44)	(49)	-0.9%
19 Communications	11,335	1,845	13,179	13,271	2,184	15,455	1,936	340	2,276	17.3%
20 External Offices and Relations	7,238	2,406	9,644	8,994	2,315	11,309	1,756	(91)	1,665	17.3%
21 Executive Management	11,209	2,312	13,520	12,262	2,267	14,529	1,054	(45)	1,009	7.5%
22 Finance, Budget and Program Management	15,657	1,635	17,292	15,017	1,288	16,305	(640)	(347)	(987)	-5.7%
23 Human Resource Management and Development	15,291	3,506	18,797	15,540	3,665	19,205	249	159	408	2.2%
24 Administrative Support Services	19,431	38,564	57,995	18,533	34,770	53,303	(898)	(3,794)	(4,692)	-8.1%
25 Information and Communication Technology	21,266	25,317	46,583	19,730	22,867	42,597	(1,536)	(2,450)	(3,986)	-8.6%
26 Internal Audit and Oversight	2,539	718	3,257	2,912	653	3,565	373	(65)	308	9.5%
27 Conference and Language Services	30,847	9,834	40,681	29,799	7,853	37,652	(1,048)	(1,981)	(3,029)	-7.4%
28 Security	2,676	7,296	9,972	2,380	7,382	9,762	(296)	86	(210)	-2.1%
29 New Construction	382	4,548	4,930	269	7,840	8,109	(113)	3,292	3,179	64.5%
Costs Incurred in 2008 for Activities Discontinued in 2009	4,622	2,509	7,130	-	-	-	(4,622)	(2,509)	(7,130)	-100.0%
Total	400,658	220,558	621,216	403,984	207,657	611,641	3,326	(12,901)	(9,575)	-1.5%
Unallocated ⁶	4,878	2,306	7,184	1,391	5,605	6,996	(3,487)	3,299	(188)	-2.6%
GRAND TOTAL	405,536	222,864	628,400	405,375	213,262	618,637	(161)	(9,602)	(9,763)	-1.6%

Proposed Program and Budget for 2010/11

¹ This program now only includes Patents

² This is a new program

³ This program now incorporates the activities from previous program 13 Patent Classification and WIPO IP Standards. The 2008/09 Revised Budget for program 12 has been restated to include the budget for Program 13.

⁴ The name of this program has been changed from PATENTSCOPE® and Associated Patent Services to Global IP Information Services

⁵ This program now incorporates the activities from the Innovation and Technology Transfer previously under program 1

⁶ Unallocated non-personnel resources include 2.24 million Swiss francs earmarked for the activities broadly agreed upon by the CDIP at its April 2009 session for the implementation of three thematic projects on Development Agenda recommendations 7, 16, 19, 20, 23, 24, 27 and 32.

ANNEX II 2010/11 PROPOSED POSTS BY PROGRAM

Table: 2010/11 Proposed Posts by Program

	2008/09 Revised Budget					2010/11 Proposed Budget					Difference 2010/11 vs. 2008/09 Revised Budget				
	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG ¹	D	P	G	Total	DG/DDG /ADG	D	P	G	Total
1 Patents ²	-	-	3	2	5	-	1	3	2	6	-	1	-	-	1
2 Trademarks, Industrial Designs and Geographical Indications	-	-	3	2	5	-	-	3	2	5	-	-	-	-	-
3 Copyright and Related Rights	1	3	12	4	20	1	3	12	4	20	-	-	-	-	-
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	-	-	5	4	9	-	1	5	3	9	-	1	-	-1	-
5 The PCT System	1	2	130	213	346	1	4	128	227	360	-	2	-2	14	14
6 Madrid, Hague and Lisbon Systems	1	2	48	70	121	1	2	48	71	122	-	-	-	-	1
7 Arbitration, Mediation and Domain Names	-	-	9	5	14	-	1	10	4	15	-	1	1	-1	1
8 Development Agenda Coordination	-	-	3	4	7	-	-	4	4	8	-	-	1	-	1
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1	6	37	16	60	1	7	33	15	56	-	1	-4	-1	-4
30 Small and Medium Sized Enterprises ³	-	1	2	2	5	-	1	3	2	6	-	-	1	-	1
10 Cooperation with Certain Countries in Europe and Asia	-	-	6	3	9	-	1	5	3	9	-	1	-1	-	-
11 The WIPO Academy	-	1	4	3	8	-	1	6	5	12	-	-	2	2	4
12 International Classifications and WIPO IP Standards ⁴	-	-	10	10	20	-	-	9	10	19	-	-	-1	-	-1
13 Patent Classifications and WIPO IP Standards	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14 Global IP Information Services ⁵	-	-	12	1	13	-	1	12	2	15	-	1	-	1	2
15 IP Office Modernization	-	2	5	2	9	-	1	4	1	6	-	-1	-1	-1	-3
16 Economic Studies, Statistics and Analysis Coordination	-	1	5	1	7	-	1	5	-	6	-	-	-	-1	-1
17 Building Respect for IP	-	-	3	1	4	-	-	3	2	5	-	-	-	-	1
18 IP and Global Challenges ⁶	-	1	8	-	9	-	1	8	-	9	-	-	-	-	-
19 Communications	-	-	17	11	28	-	1	18	14	33	-	1	1	3	5
20 External Offices and Relations	1	3	6	4	14	1	5	9	3	18	-	2	3	-1	4
21 Executive Management	1	3	12	6	22	1	3	14	6	24	-	-	2	-	2
22 Finance, Budget and Program Management	-	1	16	23	40	-	1	16	23	40	-	-	-	-	-
23 Human Resource Management and Development	-	2	15	19	36	-	1	20	19	40	-	-1	5	-	4
24 Administrative Support Services	1	3	17	30	51	1	3	15	33	52	-	-	-2	3	1
25 Information and Communication Technology	-	2	36	17	55	-	2	35	15	52	-	-	-1	-2	-3
26 Internal Audit and Oversight	-	1	5	-	6	-	1	5	-	6	-	-	-	-	-
27 Conference and Language Services	1	-	30	42	73	1	-	31	45	77	-	-	1	3	4
28 Security	-	-	3	4	7	-	-	2	4	6	-	-	-1	-	-1
29 New Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	8	34	462	499	1,003	8	43	466	519	1,036	-	9	4	20	33
Unallocated	-	9	1	31	41	-	-	-	8	8	-	-9	-1	-23	-33
GRAND TOTAL	8	43	463	530	1,044	8	43	466	527	1,044	-	-	3	(3)	-

¹The D2 post re-classified at ADG level, as per the decision of the Coordination Committee (WO/CC/54/3 Corr., paragraph 77(i)), continues to be included in the above at ADG level, subject to confirmation by the Coordination Committee at its June 2009 session.

²This program now only includes Patents

³This is a new program

⁴This program now incorporates the activities from previous program 13 Patent Classification and WIPO IP Standards. The 2008/09 Revised Budget for program 12 has been restated to include the budget for Program 13.

⁵The name of this program has been changed from PATENTSCOPE® and Associated Patent Services to Global IP Information Services

⁶This program now incorporates the activities from the Innovation and Technology Transfer previously under program 1

ANNEX III

ALLOCATION OF PROJECTED INCOME AND BUDGETED EXPENDITURE BY UNION IN 2010/11

I. INTRODUCTION

1. Under the current Financial Regulations (Regulation 2.3), the proposed Program and Budget is required to show “estimates for income and expenditure for the financial period to which it relates, in a consolidated form for the Organization, as well as separately for each Union”. It is also recalled that the External Auditors of WIPO have reviewed the income and expenditure allocation methodologies by Union and have recommended in their report on the 2006/07 accounts to continue adapting the distribution keys in order to ensure that as much expenditure as possible is allocated directly, and that the keys remain stable in the face of different scenarios.”

2. The Secretariat continues to work on the above and has introduced a small number of technical adjustments in the distribution keys in order to continue to address the above recommendations of the External Auditor. Changes in this respect are highlighted below.

II. ALLOCATION OF BUDGETED EXPENDITURE BY UNION

3. It is recalled that the approved methodology on the allocation of the expenditure by Unions is based on the identification of Union direct and Union indirect expenses. Programs are categorized as Union Direct and Union Indirect activities on the same basis as in the Revised Program and Budget for the 2008/09 biennium.

4. *UNION DIRECT EXPENSES*, are the expenses incurred under Union specific activities and the attributable share of related administrative and other budgeted expenses.

4.1 *Union specific activities*: The following Program activities and budgeted expenditures are considered under this heading. Where expenditures of a program are only partly allocated to a Union, the basis for allocation is the respective Union's share of this expense as estimated by the Program Managers of the respective programs. Where the allocation of a Program is to a single Union, the full cost of that Program is allocated to that Union.

4.1.1 *Contribution-financed Unions*: Programs 1 (Patents) (partly), 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 3 (Copyright and Related Rights) , 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), 7 (Arbitration, Mediation and Domain Names) (partly), 12 (International Classifications and WIPO IP Standards) (partly) and 14 (Global IP Information Services) (partly).

4.1.2 *PCT Union*: Programs 1 (Patents) (partly), 5 (The PCT System), 7 (Arbitration, Mediation and Domain Names) (partly), 12 (International Classifications and WIPO IP Standards) (partly) and 14 (Global IP Information Services) (partly).

4.1.3 *Madrid Union*: Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid, Hague and Lisbon Systems) (partly), 7 (Arbitration, Mediation and Domain Names) (partly), 12 (International Classifications and WIPO IP Standards) (partly) and 14 (Global IP Information Services) (partly).

4.1.4 *Hague Union*: Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid, Hague and Lisbon Systems) (partly), 7 (Arbitration, Mediation and Domain Names) (partly), 12 (International Classifications and WIPO IP Standards) (partly) and 14 (Global IP Information Services) (partly).

4.1.5 *Lisbon Union*: Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid, Hague and Lisbon Systems) (partly), 7 (Arbitration, Mediation and Domain Names) (partly) and 14 (Global IP Information Services) (partly).

4.2 *Union Direct Administrative Expenses*: A share of all programs under Strategic Goal IX (Programs 21 to 29) and “Unallocated” is considered to belong under this category. The

allocation of budgeted expenditures is determined in a two-step process. In the first step, the total share of direct administrative costs for all Unions is determined on the basis of the total headcount of the direct union-related programs relative to the total headcount of all programs other than those under Strategic Goal IX. As a second step, this Union Direct administrative expense was allocated to the respective Unions on the basis of the relative share of each Union's headcount to the total headcount of direct union-related programs.

5. *UNION INDIRECT EXPENSES*, are each Union's allocated share of budgeted expenses for Programs not directly related to the activities of the respective Union, together with the share of related administrative and other budgeted expenses.

5.1 *Indirect Union expenses*: The following Program activities and budgeted expenditures are considered under this heading: Programs 1 (Patents) (partly), 8 (Development Agenda Coordination), 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries), 10 (Cooperation with Certain Countries in Europe and Asia), 11 (The WIPO Academy), 15 (IP Office Modernization), 16 (Economic Studies, Statistics and Analysis), 17 (Building Respect for IP), 18 (IP and Global Challenges), 19 (Communications) and 20 (External Offices and Relations). The share of budgeted expenditures from each of these is allocated to Unions on the basis of their respective *biennial capacity to pay*. This is calculated as the difference between the respective Union's projected income to be earned in the biennium and the Union's other allocated expenses and minimum reserve requirements ("reserve target floor"). The reserve target floor's calculation is based on the reserve requirements of the prior biennium's expenditures. The methodology applied ensures a proportionate allocation of indirect expenditure to Unions on the basis of resources (surplus) earned in the current biennium, and only if the biennial surplus income is not sufficient, would excess reserves be used to cover the remaining part of indirect expenditure, on the basis of their relative share by Unions.

5.2 *Indirect Administrative Expenses*: These relate to budgeted expenditures under Programs 21 to 29) which have not been allocated to Direct Union expenses, as well as the amount budgeted under "Unallocated" in the proposed budget. The allocation of these budgeted expenditures is done on the basis of their respective *capacity to pay (i.e., along the same principles as for Indirect Union expenses)*.

6. In accordance with the above methodology, tables indicating the following are presented below:

- Table III/1. Financial Overview by Union
- Table III/2. Income by Union
- Table III/3. Proposed Budget by Program and Union
- Table III/4. Proposed Budget by Expenditure Grouping and Union

Table III/1
2010/11 Financial Overview by Union
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
RWCF, End 2009*	24,288		137,626		41,386		222		111		203,632	
2010/11 Income	37,042		458,596		113,754		8,468		777		618,637	
2010/11 Expenditure	36,980		456,814		113,522		9,620		1,702		618,637	
Surplus/Deficit	62		1,782		232		(1,152)		(925)		(0)	
RWCF, End 2011	24,350		139,409		41,618		(931)		(814)		203,632	
RWCF, Target	18,490	50.0	68,522	15.0	28,380	25.0	1,443	15.0	-	n/a	116,835	18.9
Balance	5,860		70,887		13,238		(2,374)		(814)		86,797	

*As per the document on the Revised Budget for the 2008/09 biennium (WIPO Publication no. 360E/PB0809)

Table III/2
2010/11 Income by Union
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	% of union	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total
Contributions	34,827	94.0	-	-	-	-	-	-	-	-	34,827	5.6
Fees	-	-	446,185	97.3	106,034	93.2	7,380	87.2	10	1.3	559,610	90.5
Interest	1,163	3.1	9,757	2.1	5,175	4.5	188	2.2	18	2.3	16,300	2.6
Publications	170	0.5	220	0.0	505	0.4	104	1.2	-	-	1,000	0.2
Other Income	883	2.4	2,434	0.5	2,040	1.8	796	9.4	749	96.4	6,901	1.1
TOTAL	37,042	100.0	458,596	100.0	113,754	100.0	8,468	100.0	777	100.0	618,637	100.0

Table III/3
2010/11 Proposed Budget by Program and Union
(in thousands of Swiss francs)

	Contribution-financed Unions			PCT Union			Madrid Union			Hague Union			Lisbon Union			Total		
	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union
1 Patents ¹	361	10.0	1.0	3,249	90.0	0.7	-	-	-	-	-	-	-	-	-	3,610	100.0	0.6
2 Trademarks, Industrial Designs and Geographical Indications	725	20.0	2.0	-	-	-	2,358	65.0	2.1	544	15.0	5.7	-	-	-	3,627	100.0	0.6
3 Copyright and Related Rights	12,813	100.0	34.6	-	-	-	-	-	-	-	-	-	-	-	-	12,813	100.0	2.1
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,159	100.0	19.4	-	-	-	-	-	-	-	-	-	-	-	-	7,159	100.0	1.2
5 The PCT System	-	-	-	183,748	100.0	40.2	-	-	-	-	-	-	-	-	-	183,748	100.0	29.7
6 Madrid, Hague and Lisbon Systems	-	-	-	-	-	-	52,167	89.2	46.0	5,344	9.1	55.5	967	1.7	56.8	58,477	100.0	9.5
7 Arbitration, Mediation and Domain Names	530	5.2	1.4	6,461	63.4	1.4	3,057	30.0	2.7	122	1.2	1.3	20	0.2	1.2	10,190	100.0	1.6
8 Development Agenda Coordination	157	3.0	0.4	4,494	85.8	1.0	585	11.2	0.5	-	-	-	-	-	-	5,237	100.0	0.8
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1,261	3.0	3.4	36,006	85.8	7.9	4,690	11.2	4.1	-	-	-	-	-	-	41,958	100.0	6.8
30 Small and Medium Sized Enterprises ²	135	3.0	0.4	3,861	85.8	0.8	503	11.2	0.4	-	-	-	-	-	-	4,499	100.0	0.7
10 Cooperation with Certain Countries in Europe and Asia	184	3.0	0.5	5,244	85.8	1.1	683	11.2	0.6	-	-	-	-	-	-	6,111	100.0	1.0
11 The WIPO Academy	306	3.0	0.8	8,747	85.8	1.9	1,139	11.2	1.0	-	-	-	-	-	-	10,193	100.0	1.6
12 International Classifications and WIPO IP Standards ³	570	6.7	1.5	7,570	88.8	1.7	285	3.3	0.3	95	1.1	1.0	-	-	-	8,520	100.0	1.4
13 Patent Classifications and WIPO IP Standards	-	n/a	-	-	n/a	-	-	n/a	-	-	n/a	-	-	n/a	-	-	n/a	-
14 Global IP Information Services ⁴	67	0.8	0.2	6,207	78.3	1.4	1,540	19.4	1.4	115	1.4	1.2	1	0.0	0.1	7,930	100.0	1.3
15 IP Office Modernization	147	3.0	0.4	4,203	85.8	0.9	548	11.2	0.5	-	-	-	-	-	-	4,898	100.0	0.8
16 Economic Studies, Statistics and Analysis	88	3.0	0.2	2,504	85.8	0.5	326	11.2	0.3	-	-	-	-	-	-	2,918	100.0	0.5
17 Building Respect for IP	78	3.0	0.2	2,238	85.8	0.5	292	11.2	0.3	-	-	-	-	-	-	2,608	100.0	0.4
18 IP and Global Challenges ⁵	161	3.0	0.4	4,595	85.8	1.0	599	11.2	0.5	-	-	-	-	-	-	5,354	100.0	0.9
19 Communications	465	3.0	1.3	13,263	85.8	2.9	1,728	11.2	1.5	-	-	-	-	-	-	15,455	100.0	2.5
20 External Offices and Relations	340	3.0	0.9	9,705	85.8	2.1	1,264	11.2	1.1	-	-	-	-	-	-	11,309	100.0	1.8
21 Executive Management	783	5.4	2.1	10,602	73.0	2.3	2,862	19.7	2.5	233	1.6	2.4	49	0.3	2.9	14,529	100.0	2.3
22 Finance, Budget and Program Management	879	5.4	2.4	11,898	73.0	2.6	3,211	19.7	2.8	262	1.6	2.7	55	0.3	3.2	16,305	100.0	2.6
23 Human Resource Management and Development	1,035	5.4	2.8	14,015	73.0	3.1	3,783	19.7	3.3	308	1.6	3.2	65	0.3	3.8	19,205	100.0	3.1
24 Administrative Support Services	2,874	5.4	7.8	38,897	73.0	8.5	10,498	19.7	9.2	855	1.6	8.9	179	0.3	10.5	53,303	100.0	8.6
25 Information and Communication Technology	2,297	5.4	6.2	31,084	73.0	6.8	8,390	19.7	7.4	683	1.6	7.1	143	0.3	8.4	42,597	100.0	6.9
26 Internal Audit and Oversight	192	5.4	0.5	2,601	73.0	0.6	702	19.7	0.6	57	1.6	0.6	12	0.3	0.7	3,565	100.0	0.6
27 Conference and Language Services	2,030	5.4	5.5	27,476	73.0	6.0	7,416	19.7	6.5	604	1.6	6.3	127	0.3	7.4	37,652	100.0	6.1
28 Security	526	5.4	1.4	7,123	73.0	1.6	1,923	19.7	1.7	157	1.6	1.6	33	0.3	1.9	9,762	100.0	1.6
29 New Construction	437	5.4	1.2	5,917	73.0	1.3	1,597	19.7	1.4	130	1.6	1.4	27	0.3	1.6	8,109	100.0	1.3
Total	36,603	6.0	99.0	451,708	73.9	98.9	112,144	18.3	98.8	9,508	1.6	98.8	1,678	0.3	98.6	611,641	100.0	98.9
Unallocated	377	5.4	1.0	5,105	73.0	1.1	1,378	19.7	1.2	112	1.6	1.2	24	0.3	1.4	6,996	100.0	1.1
TOTAL	36,980	6.0	100.0	456,814	73.8	100.0	113,522	18.4	100.0	9,620	1.6	100.0	1,702	0.3	100.0	618,637	100.0	100.0

¹ This program now only includes Patents

² This is a new program

³ This program now incorporates the activities from previous program 13 Patent Classification and WIPO IP Standards. The 2008/09 Revised Budget for program 12 has been restated to include the budget for Program 13.

⁴ The name of this program has been changed from PATENTSCOPE® and Associated Patent Services to Global IP Information Services

⁵ This program now incorporates the activities from the Innovation and Technology Transfer previously under program 1

Table III/4
2010/11 Proposed Budget by Expenditure Grouping and Union
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
RWCF, End 2009*	24,288		137,626		41,386		222		111		203,632	
2010/11 Income	37,042		458,596		113,754		8,468		777		618,637	
2010/11 Expenditure												
Direct Union	22,226		207,234		59,406		6,220		989		296,074	
Direct Admin	9,978		113,230		36,354		3,401		713		163,677	
Sub-total, Direct	32,203		320,465		95,760		9,620		1,702		459,751	
Indirect Union	3,323		94,861		12,357		-		-		110,541	
Indirect Admin	1,453		41,488		5,404		-		-		48,346	
Sub-total, Indirect	4,776		136,349		17,761		-		-		158,886	
Total, Allocated Expenditure	36,980		456,814		113,522		9,620		1,702		618,637	
Surplus/Deficit	62		1,782		232		(1,152)		(925)		-0	
RWCF, End 2011	24,350		139,409		41,618		(931)		(814)		203,632	
RWCF, Target	18,490	50.0	68,522	15.0	28,380	25.0	1,443	15.0	-	n/a	116,835	18.9
Balance	5,860		70,887		13,238		(2,374)		(814)		86,797	

*As per the document on the Revised Budget for the 2008/09 biennium (WIPO Publication no. 360E/PB0809)

ANNEX IV

EVOLUTION OF DEMAND FOR SERVICES UNDER THE PCT, MADRID AND THE HAGUE SYSTEMS IN THE MEDIUM TERM

PCT

1. The level of PCT income is influenced by a variety of factors, including demand for PCT services and applicants' filing behavior. Demand for PCT services is in turn influenced by a number of factors that may be internal or external to the patent system. External factors include: performance of the economy globally, and in countries of the highest and fastest growing demand; research and development (R&D) investment levels; technological confidence levels; and exchange rate fluctuations. Internal factors include: the level of PCT fees as compared to other filing routes; the attractiveness and value of PCT services as compared to other filing routes; the overall credibility of performance of the patent system; and individual corporate patent strategies.

2. Applicants' behavior influences PCT income as follows:

(i) Page Fee: The International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.

(ii) International Preliminary Examination: Applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling fee").

(iii) Electronic Filing: When applicants use electronic (instead of paper) filing they benefit from discounts.

(iv) International Bureau as Receiving Office: Applicants who choose to file their application with the International Bureau acting as Receiving Office (IB/RO) must pay a special fee (the "transmittal fee").

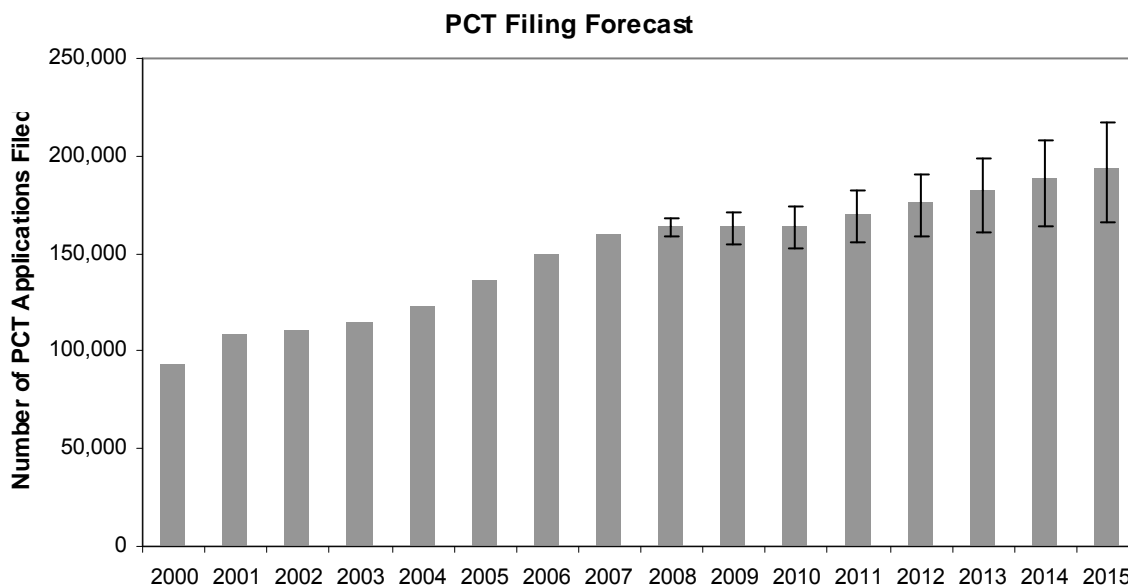
3. The following paragraphs elaborate on current forecasts as regards: the level of demand; the expected level of Chapter II demands; the expected level of electronic filings; and the expected use of IB/RO.

PCT Filing Forecast (Demand)

4. Chart 1 shows the actual number of PCT applications in the period from 2000 to 2007, the final estimate of filings in 2008, and the forecast for the years 2009 to 2015 (based on data at the end of December 2008). As the table shows, the number of PCT applications filed in 2008 grew by 2.4% compared with 2007, reaching a total of 163,800 applications. The slow-down in growth rates compared to recent years is believed to be due to the early effects of the economic recession on PCT filings. This is shown in more detail in Chart 2.

5. The impact of the current economic recession on PCT filings cannot yet be fully analysed. The International Bureau has examined different possibilities, based on historical experience, and is working on methods for modeling the possible impacts more accurately. For planning purposes, the International Bureau has used a scenario of zero-growth in the period 2009-2010, followed by a return to trend-growth from 2011.

Chart 1. PCT Applications 2000 to 2011



Forecast	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
PCT Filings	93,238	108,230	110,393	115,203	122,632	136,751	149,656	159,886	163,800	163,800	163,800	170,100	176,200	182,100	188,100	193,900
Growth		22.1%	16.1%	2.0%	4.4%	6.4%	11.5%	9.4%	6.8%	2.4%	0.0%	0.0%	3.8%	3.6%	3.3%	3.1%

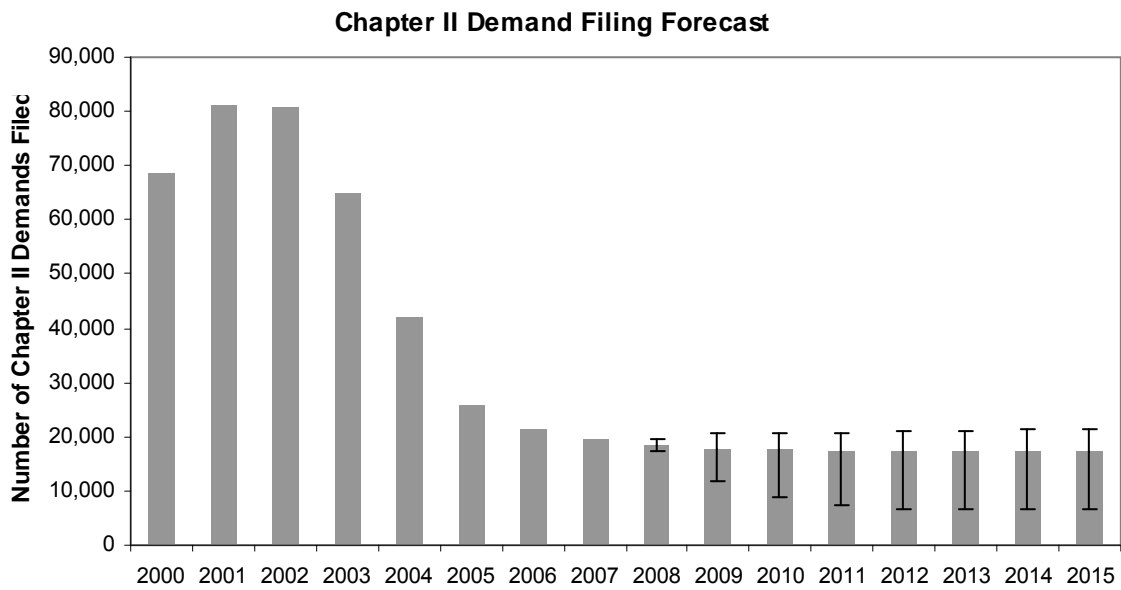
Chart 2. PCT Filings from Selected Countries 2006 to 2008

Country	2006	2007	2008	2007%	2008%
AU	2,001	2,050	2,079	2.4%	1.4%
CA	2,573	2,845	3,029	10.6%	6.5%
CH	3,610	3,770	3,884	4.4%	3.0%
CN	3,926	5,436	6,453	38.5%	18.7%
DE	16,734	17,808	18,042	6.4%	1.3%
FI	1,842	1,996	2,023	8.4%	1.3%
FR	6,261	6,556	6,738	4.7%	2.8%
GB	5,087	5,544	5,750	9.0%	3.7%
IL	1,595	1,722	1,878	8.0%	9.1%
IT	2,708	2,946	2,995	8.8%	1.7%
JP	27,024	27,737	28,500	2.6%	2.8%
KR	5,946	7,061	8,158	18.8%	15.5%
NL	4,542	4,350	4,593	-4.2%	5.6%
SE	3,332	3,649	4,117	9.5%	12.8%
US	51,243	53,912	55,066	5.2%	2.1%

Chart 3: Forecast of Demand for PCT Chapter II Procedure

6. Chart 3 shows the evolution of demand for the international preliminary examination procedure, under Chapter II of the PCT, in the period from 2000 to 2008, and the forecast for the period from 2009 to 2015. As this chart shows, the demand for the Chapter II procedure is expected to stabilize at around 17,000 per year during the period 2009-2015. The long-term decline in the use of the Chapter II procedure is due to changes in the PCT regulations that came into effect in 2002 and in 2004.

Chart 3. Chapter II Demands 2000 to 2011

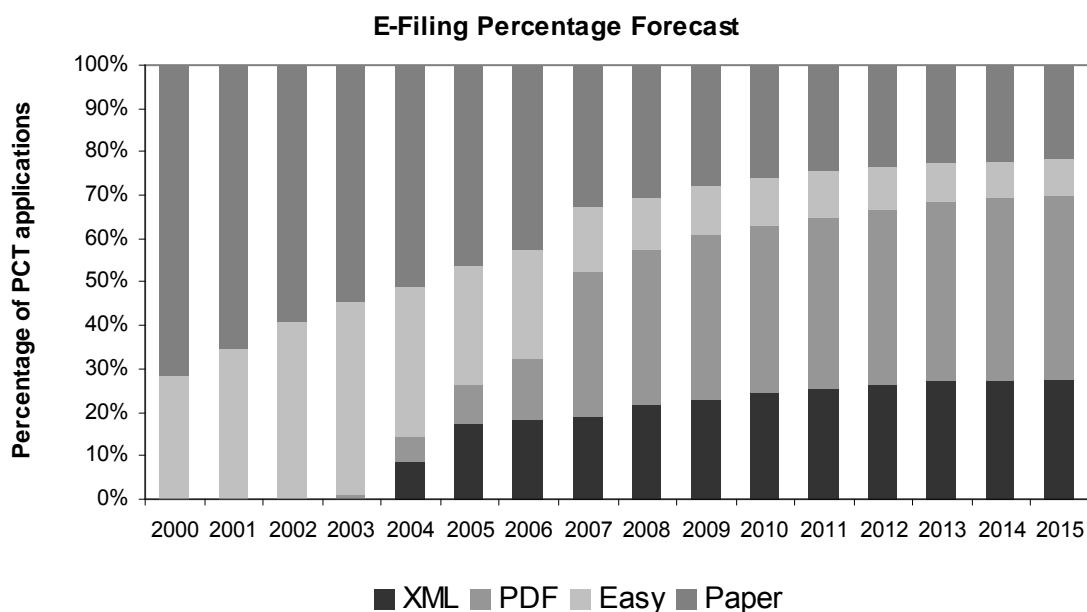


Forecast	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Ch2 Demand	68,608	81,094	80,785	64,956	42,164	25,825	21,563	19,419	18,400	17,600	17,600	17,500	17,500	17,500	17,500	17,500
Growth		20.5%	19.6%	-0.4%	-19.6%	-35.1%	-38.8%	-16.5%	-9.9%	-5.2%	-4.3%	0.0%	-0.6%	0.0%	0.0%	0.0%

Use of Electronic Filing Methods

7. The estimated use of electronic filing methods (EASY, PDF or XML), as a percentage of total filings, is illustrated in Chart 4 below. As this chart shows, utilization of electronic filings has steadily increased in the period from 2000 to 2008. In the year 2008 electronic filing was close to 70% of total filings and is expected to continue to grow.

Chart 4. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2000 to 2011



Percentage of filing method types																
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Paper	71.3%	65.3%	59.0%	54.2%	51.2%	46.0%	42.4%	32.7%	30.3%	27.8%	25.8%	24.4%	23.6%	22.7%	22.0%	21.8%
Easy	28.7%	34.7%	41.0%	44.9%	34.7%	27.7%	25.2%	14.7%	12.1%	11.5%	10.9%	10.5%	9.6%	8.5%	8.5%	8.3%
PDF	0.0%	0.0%	0.0%	1.0%	5.5%	8.9%	14.1%	33.9%	35.9%	37.5%	38.7%	39.6%	40.6%	41.6%	42.3%	42.1%
XML	0.0%	0.0%	0.0%	0.0%	8.7%	17.4%	18.4%	18.9%	21.7%	23.2%	24.6%	25.5%	26.2%	27.2%	27.3%	27.8%

PCT International Applications Filed with the Receiving Office of the International Bureau

8. The estimated number of PCT international applications filed with the Receiving Office of the International Bureau (RO/IB) is shown in Chart 5 below. As this chart shows, this number is expected to increase gradually in the next few years.

Chart 5. PCT International Applications Filed with the RO/IB 2000 to 2011

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
RO/IB filings	2,068	2,905	5,828	6,514	7,041	7,942	8,693	9,175	8,767	9,600	10,000	10,400	10,858	11,000	11,500	12,000
Growth	-2.8%	40.5%	100.6%	11.8%	8.1%	12.8%	9.5%	5.5%	-4.4%	9.3%	4.5%	4.2%	4.1%	1.3%	4.5%	4.3%

Expected Level of PCT Income

9. Chart 6 shows calculated PCT income in the period from 2002 to 2008, and forecast PCT income in the period from 2009 to 2011, by type of income. The chart is based on the expected level of applications (Chart 1), an estimate of the expected level of page fees, the expected level of Chapter II demands (Chart 3), the expected level of electronic filings (Chart 4) and the expected level of RO/IB filings (Chart 5). The current PCT schedule of fees is reproduced in Chart 8.

10. As Chart 6 shows — based on the revised PCT fee schedule from July 1, 2008, and all other factors remaining unchanged — in 2008, PCT calculated income decreased by -1.2% over 2007 and, in 2009, it will decrease by -3.4% over 2008. These figures do not take into account the possible effects of exchange rate variations. Exchange rate variations, between the time applications are filed with a receiving office and the time their corresponding fees reach the International Bureau, also influence income, although the effect may be positive or negative. As noted above, the forecasts are based on a scenario of zero-growth in filings during 2009-2010, followed by a return to trend-growth from 2011.

Proposed Program and Budget for 2010/11

11. For budgeting purposes, the figures appearing in Chart 6 below have been slightly adjusted to take into account possible backlogs in the transmission of files from national receiving offices and exchange rate fluctuations.

Chart 6. PCT Income 2002 to 2011
(in millions of Swiss francs)

PCT income (Million CHF)	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Basic fee	141.03	141.25	167.51	186.69	204.41	218.31	217.62	211.70	211.66	219.75	227.57	234.96	242.70	250.18
Page fee	27.88	29.26	29.80	30.96	32.85	34.27	34.37	33.49	32.53	32.80	32.99	33.08	35.72	35.92
E-Filing reduction	-8.82	-10.30	-8.57	-13.04	-15.84	-21.69	-23.64	-24.67	-25.45	-27.12	-28.71	-30.31	-34.03	-35.22
Handling fee	18.58	14.95	8.33	5.10	4.25	3.83	3.62	3.46	3.46	3.43	3.43	3.43	3.43	3.43
RO/IB transmittal fee	0.55	0.62	0.67	0.76	0.83	0.87	0.83	0.91	0.95	0.99	1.02	1.03	1.08	1.13
PCT income	179.22	175.78	197.75	210.47	226.51	235.60	232.80	224.88	223.13	229.85	236.30	242.19	248.90	255.44
Growth	-5.5%	-1.9%	12.5%	6.4%	7.6%	4.0%	-1.2%	-3.4%	-0.8%	3.0%	2.8%	2.5%	2.8%	2.6%

Chart 7. PCT Fee Schedule
(as of January 1, 2004)
(in Swiss francs)

Basic Fee	1,400
Fee for pages over 30	15
E-filing Fee Reduction	-100 (Easy)
	-200 (PDF)
	-300 (XML)
RO/IB transmittal fee	100
Handling Fee	200

Chart 8. Revised PCT Fee Schedule
(as of July 1, 2008)
(in Swiss francs)

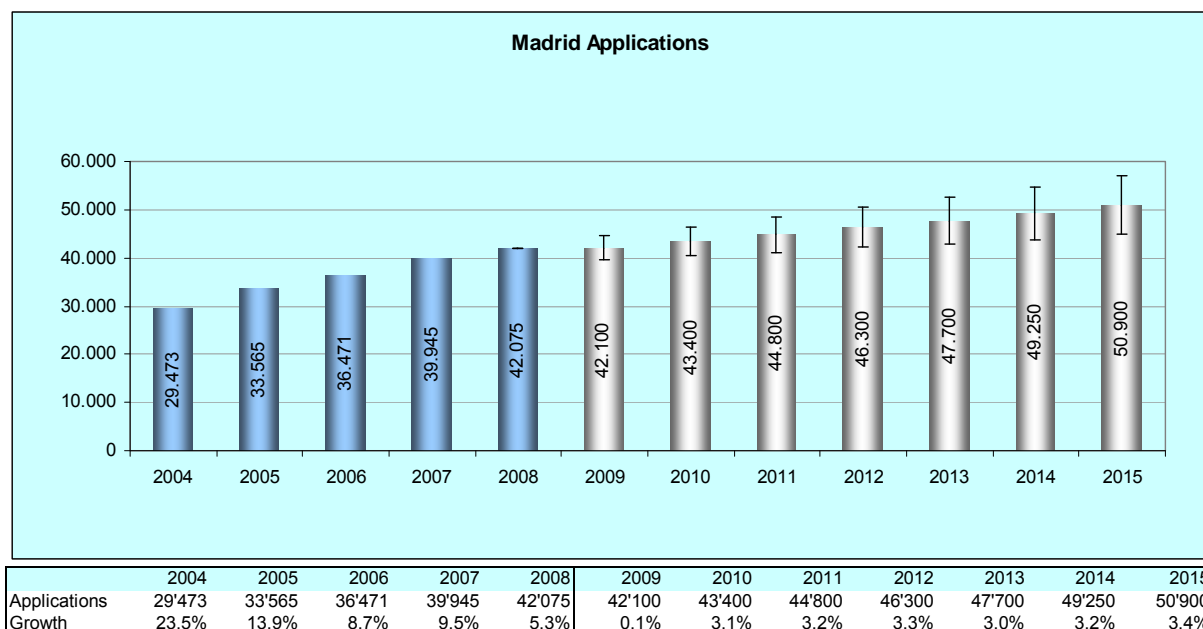
Basic Fee	1,330
Fee for pages over 30	15
E-filing Fee Reduction	-100 (Easy)
	-200 (PDF)
	-300 (XML)
RO/IB transmittal fee	100
Handling Fee	200

Madrid

Madrid - Forecast of Demand for International Registration

12. Chart 1 shows the actual number of Madrid applications filed in the period from 2004 to 2008 and the seven-year forecast for the years 2009 to 2015.

Chart 1. Madrid Demand for International Registration



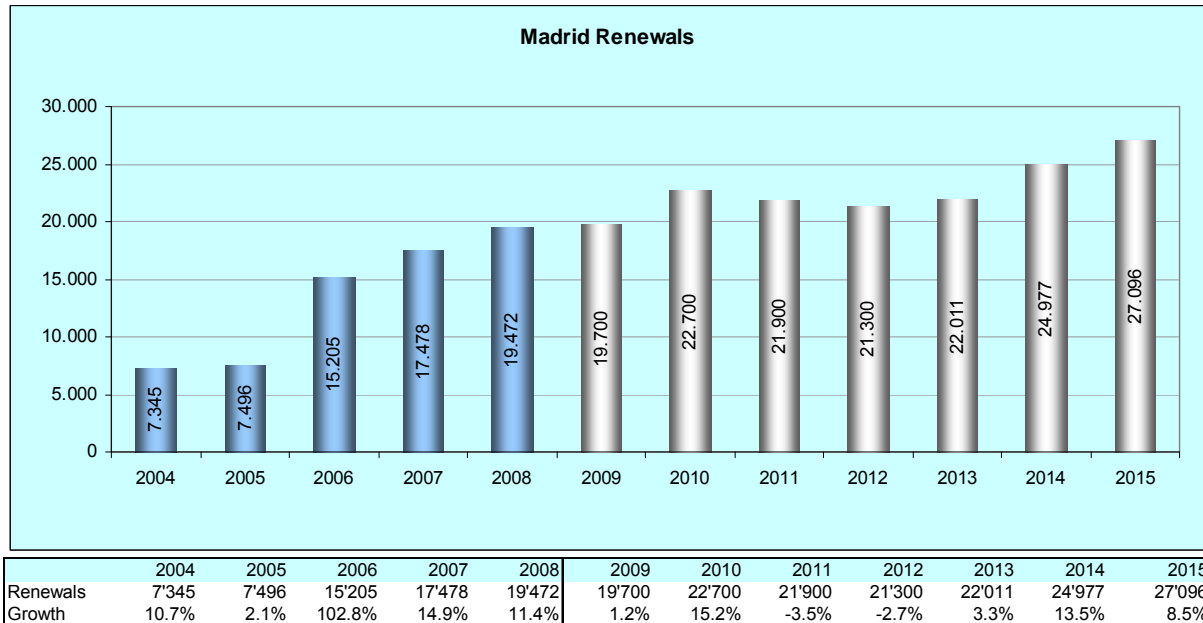
13. Estimates for the period 2009 to 2015 are based on a forecast model that takes into account the evolution of demand over the last 15 years and a gradual increase in membership in the Madrid system expected for the years to come. The forecast model has a margin of error of +/-5% for 2009, mainly due to the uncertainty as to the impact of the current financial crisis on the evolution of the world economy. This and other exogenous factors, such as a sudden significant increase in membership, may lead to revised results. Thus, the economic slowdown is expected to result in zero growth in 2009. Thereafter, following the historical average, the figures indicated in Chart 1 for 2010 to 2015 are in the range of some 3% annual growth.

Proposed Program and Budget for 2010/11

Madrid - Forecast of Demand for Renewals

14. Chart 2 shows the actual number of renewals recorded in the period from 2004 to 2008 and the seven-year forecast for the years 2009 to 2015.

Chart 2. Madrid Demand for Renewals



15. In the period 2004 to 2008, the number of renewals varied according to the number of registrations and renewals expiring in each given year, representing a renewal rate of 47% on average.

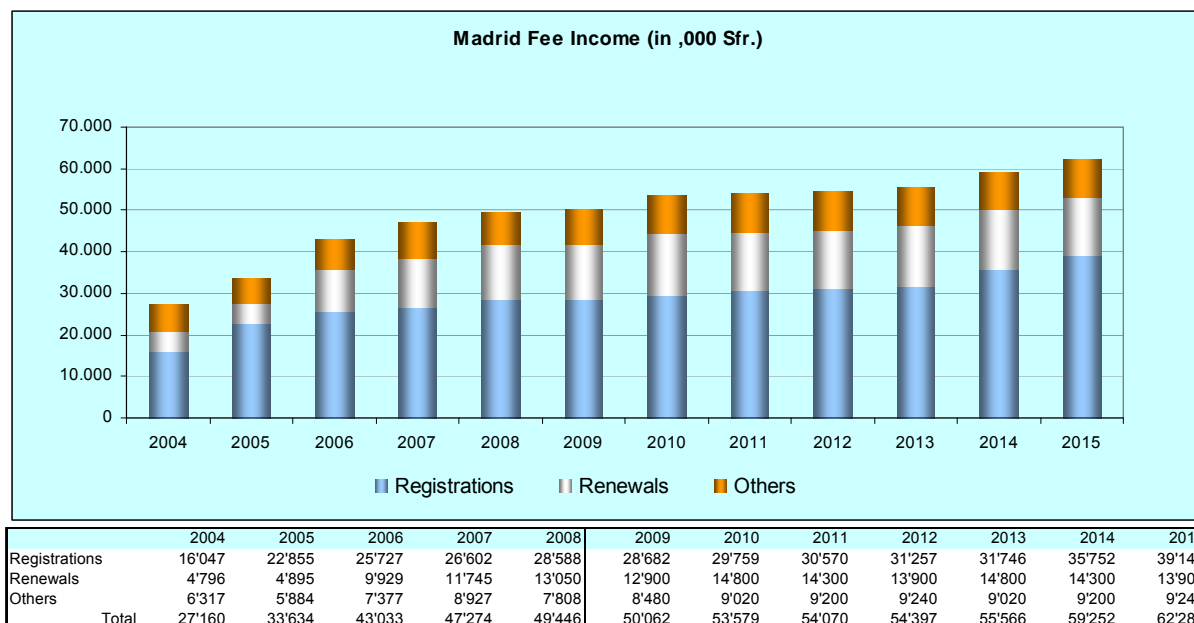
16. The forecast for the period 2009 to 2015 is based on the renewal trends observed in the last 15 years and on the actual number of registrations due to expire (unless they are renewed) in the next seven years. Estimated figures have been calculated on the basis of a 47% renewal rate on the number of registrations and renewals expiring in each given year.

Expected Level of Madrid Fee Income

17. Madrid fee income derives from three categories of services offered by WIPO under the Madrid System, namely: (a) the recording of international registrations; (b) the recording of renewals; (c) other services, including the recording of subsequent designations and other modifications and the issuance of extracts. The percentage of fee income attributable to each of these categories of services has varied over time. In 2008, the services falling under these three categories accounted for 57.8%, 25.7% and 16.5% of the Madrid total fee income, respectively.

18. Chart 3 below shows actual figures of Madrid fee income for the period 2004 to 2008, and estimated figures of Madrid fee income for the period 2009 to 2015, attributable to each of the above-mentioned three categories of services. Income estimates are based on the numbers of international registrations and renewals that are expected to get recorded from 2009 to 2015, as indicated in Table 1 below (which are, in turn, based on the forecast for applications and renewals given in Charts 1 and 2, above).

Chart 3. Expected Level of Madrid Fee Income, by Source



19. For the years 2001 to 2004, the ratio between income from international registrations and renewals, on the one hand, and income from other services, on the other hand, was 78/22, on average. However, both in 2005 and 2006 the ratio changed to approximately 83/17 as a result of the steep increase in the number of registrations and renewals recorded in those two years, compared to a moderate increase in the volume of other services which generate fees. In 2007, the ratio was approximately 81/19, but in 2008 again approximately 83/17. For the years to come, the ratio may be estimated to be 83/17 as well.

20. Table 1 below, provides information on the actual and expected numbers of registrations and renewals for the period 2004 to 2015 and on the actual and expected evolution of the average fee during that period. The average fee is calculated as the total Madrid fee income divided by the total number of registrations and renewals in any given year.

Table 1. Madrid Total Fee Income and Average Fee

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Registrations	23'379	33'170	37'224	38'471	40'985	41'500	42'800	44'200	45'200	46'600	48'150	49'800
Renewals	7'345	7'496	15'205	17'478	19'472	19'700	22'700	21'900	21'300	22'000	25'000	27'100
Registrations + Renewals	30'724	40'666	52'429	55'949	60'457	61'200	65'500	66'100	66'500	68'600	73'150	76'900
% growth over previous year	7.9%	32.4%	28.9%	6.7%	8.1%	1.2%	7.0%	0.9%	0.6%	3.2%	6.6%	5.1%
Fee Income ('000 Sfr)	27'160	33'634	43'033	47'274	49'446	50'062	53'579	54'070	54'397	55'566	59'252	62'289
% growth over previous year	6.1%	23.8%	28.0%	9.9%	4.6%	1.2%	7.0%	0.9%	0.6%	2.1%	6.6%	5.1%
Average Fee (Sfr)	884	827	821	845	818	818	818	818	818	810	810	810

21. As can be seen from Table 1, above, the average fee has moved down from a level of 871 Swiss francs on average for 2001 to 2004 to a level of 827 Swiss francs in 2005 and 821 Swiss francs in 2006. In 2007, the average fee amounted to 845. However, this figure is distorted due to the one-off fee income – 936 thousand Swiss francs – resulting from the special procedure that applied in 2007 in connection with the accession of Montenegro. If we subtract this amount from the total, fee income in 2007 was 46.338 million Swiss francs and the average fee 828. The average fee for 2008 was 818. For the years to come, the average fee may, initially, be estimated at the same level of 818 Swiss francs and, subsequently, at 810 Swiss francs, following a conservative approach.

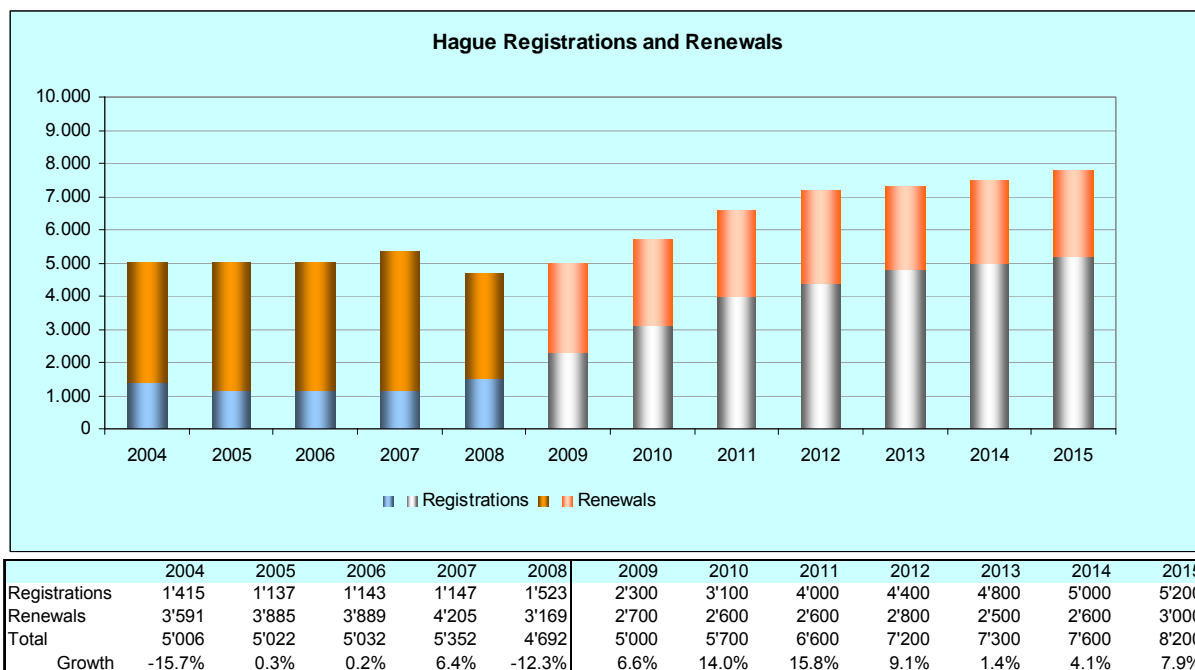
22. It should be noted that the income estimates given above are based on the assumption that no changes to the schedule of fees payable to the International Bureau under the Madrid system will take place in the forthcoming biennia. For budgeting purposes, the figures shown in Table 1 have been adjusted slightly downward to account for the current uncertainties of the economic environment, beyond the normal margin of error inherent in the projections.

The Hague

The Hague - Forecast of Demand for International Registration

23. Chart 4 shows the actual number of Hague registrations recorded by the International Bureau in the period from 2004 to 2008 and the seven-year forecast for the years 2009 to 2015.

Chart 4. Hague Demand for Registrations and Renewals



24. Estimated figures for the period 2009 to 2015 take into account the recent accession of the European Community (EC) to the Geneva Act, which took effect on January 1, 2008. While the full impact of this accession is still difficult to forecast with precision, it is expected that by 2011 the number of Hague registrations should be up again at levels similar to those prior to the year 2003, notably because of the attractiveness of the link with the EC system.

25. The margin of error of the forecast of Hague registrations for the period 2009 to 2015 is larger than the one indicated in the forecast of Madrid registrations for the same period, due to a higher exposure of the Hague system to exogenous factors, such as the possible accession of new members with a large potential for international industrial design registration activity.

Hague - Forecast of Demand for Renewals

26. Chart 4 also shows the actual number of renewals recorded in the Hague International Register in the period from 2004 to 2008 and the seven-year forecast for the years 2009 to 2015.

27. In the period 2004 to 2008, the number of renewals varied according to the number of registrations and renewals recorded 5 years earlier, representing on average a 53% renewal rate.

28. Estimates for the period 2009 to 2015 are based on the evolution of demand for the renewal of international registrations in the last 15 years and the actual number of registrations entitled for renewal upon expiration of their current term in the next five years. The figures have been calculated on the basis of a 53% renewal rate.

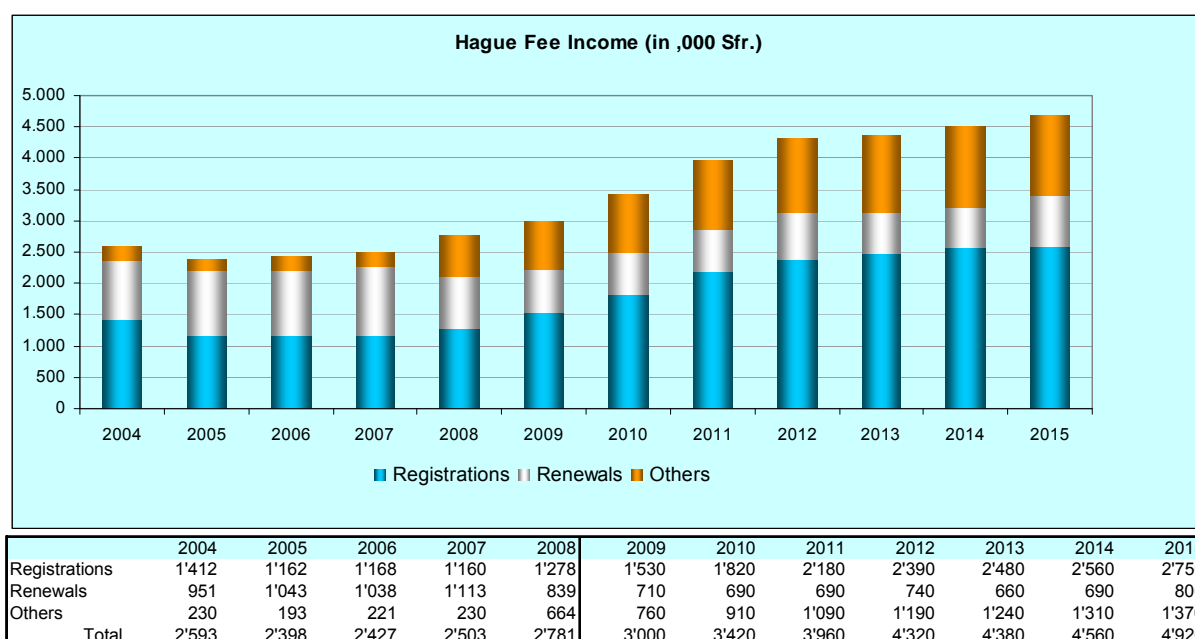
Expected Level of Hague Income

29. Fee income under the Hague system results from three categories of services offered by WIPO, for which fees are charged, namely: (a) the recording and publication of international registrations; (b) the recording of renewals; (c) other services, including the recording of modifications and the issuance of extracts. In 2007, the services falling under those three categories accounted for 48.3%, 42.7% and 9.0% of the total Hague fee income and, in 2008, for 46.0%, 30.2% and 23.8%, respectively. The increase in the share of other services in the total fee income is mainly due to the increase in demand for priority documents of first filings.

30. Chart 13 below shows actual Hague total fee income in the period from 2004 to 2008, and estimated Hague total fee income for the period from 2009 to 2015.

31. The drop in the number of international registrations in the years 2003 to 2005 heavily influenced total fee income under the Hague system. Equally, the average fee (see Table 2, below) went down during that period, as the proportion of income deriving from international registrations became smaller as compared to total income.

Chart 5. Expected Level of Hague Fee Income, by Source



32. Income estimates for 2009 to 2015 are based on the expected numbers of international registrations and renewals (Chart 4) and an estimated average fee of 600 Swiss francs as from 2009, following a conservative approach. The increase in the number of international registrations had an upward effect on the level of the average fee in 2008. The income ratio resulting from international registrations, renewals, and other services is expected to move from 46/30/24 in 2008 and 51/24/25 in 2009 to 56/16/28 in 2015.

Table 2. Hague Total Fee Income and Average Fee

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Registrations	1'415	1'137	1'143	1'147	1'523	2'300	3'100	4'000	4'400	4'800	5'000	5'200
Renewals	3'591	3'885	3'889	4'205	3'169	2'700	2'600	2'600	2'800	2'500	2'600	3'000
Registrations and Renewals	5'006	5'022	5'032	5'352	4'692	5'000	5'700	6'600	7'200	7'300	7'600	8'200
% growth over previous year	-15.7%	0.3%	0.2%	6.4%	-12.3%	6.6%	14.0%	15.8%	9.1%	1.4%	4.1%	7.9%
Fee Income ('000 Sfr)	2'593	2'398	2'427	2'503	2'781	3'000	3'420	3'960	4'320	4'380	4'560	4'920
% growth over previous year	-13.2%	-7.5%	1.2%	3.1%	11.1%	7.9%	14.0%	15.8%	9.1%	1.4%	4.1%	7.9%
Average Fee (Sfr)	518	477	482	486	593	600	600	600	600	600	600	600

33. In this connection, it should be noted that the Hague Union Assembly modified the schedule of fees for the Hague system in September 2007. The modification includes a simplification of the

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publication fee and the introduction of a fee reduction scheme for applicants from LDCs. These changes came into force in January 2008. However, the adoption of this new schedule of fees would have no significant incidence on the expected level of fee income.

ANNEX V

FUNDS-IN-TRUST RESOURCES
POTENTIALLY AVAILABLE FOR PROGRAMMING IN 2010/11

Fund-in-Trust Resources Potentially
Available for Programming in 2010/11
(in thousands of Swiss francs)¹

Fund-in-Trust (FIT)	Projected Balance End 2009	Estimated Contributions 2010/11 ²	Estimated Available for Programming in 2010/11
Finland			
Finland/Copyright I	1	30	31
Finland/Copyright II	1	-	1
Finland/Copyright III	128	130	258
Sub-Total, Finland	130	160	290
France			
France/Copyright		-	-
France/IP	400	600	1,000
Sub-Total, France	400	600	1,000
Italy	10		10
Japan			
Japan/Copyright ³	312	1,172	1,484
Japan/IP/Africa	63	1,100	1,163
Japan/IP ³	1,375	3,660	5,035
Sub-Total, Japan	1,750	5,932	7,682
Portugal	50	151	201
Republic of Korea			
Republic of Korea (IP) ³	440	1,366	1,806
Republic of Korea (Copyright) ³	298	410	708
Sub-Total, Korea	738	1,776	2,514
Spain	172	907	1,079
United States of America			
US Copyright	150	554	704
US IP/Enforcement	-	210	210
US SME	35		35
Sub-Total, United States of America	185	764	949
EU/Bangladesh ⁴	158	1,060	1,218
TOTAL	3,593	11,350	14,943

¹ The figures do not include interest and exchange rate adjustments. It should also be noted that these funds generally provide for activities spanning a period of time exceeding or overlapping a single biennium, as income is received and expenditure incurred.

² This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

³ Annual contributions vary and fluctuations have been observed from one year to another.

⁴ The figure indicated for 2010/11 includes likely receipt of second and third installments of Bangladesh Project.

ANNEX VI

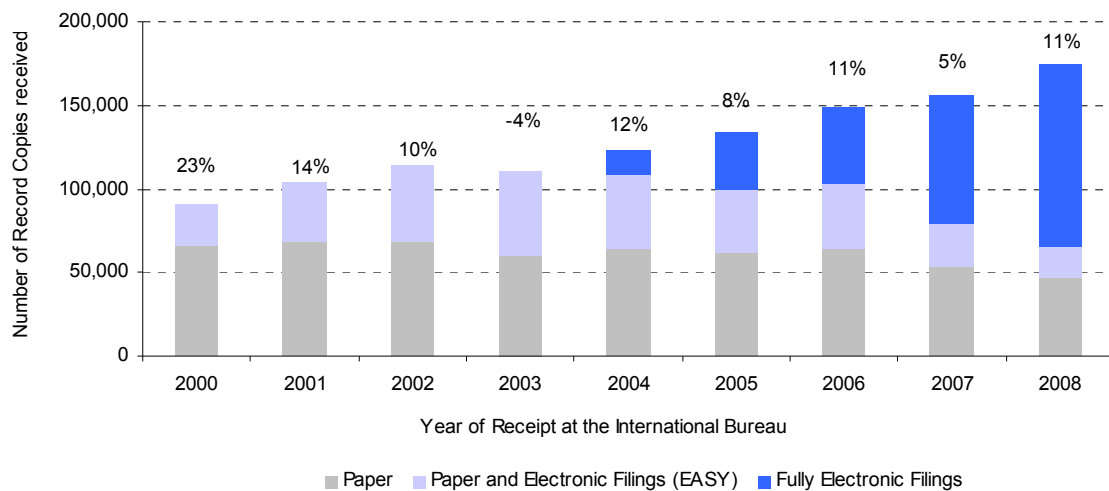
INDICATORS FOR PCT OPERATIONS

Workload Indicators

While workload indicators are not, strictly speaking, performance indicators, they do provide the necessary background to understand the fundamental trends affecting PCT Operations.

The use of the PCT system for international patent filing has increased rapidly since the system was established in 1978, with an average annual increase of 12.2% of international applications in the last decade. A useful indicator of the evolution of the PCT workload at the International Bureau is the yearly number of record copies received by the PCT Operations Division¹.

Evolution of Record Copies by Medium of Filing

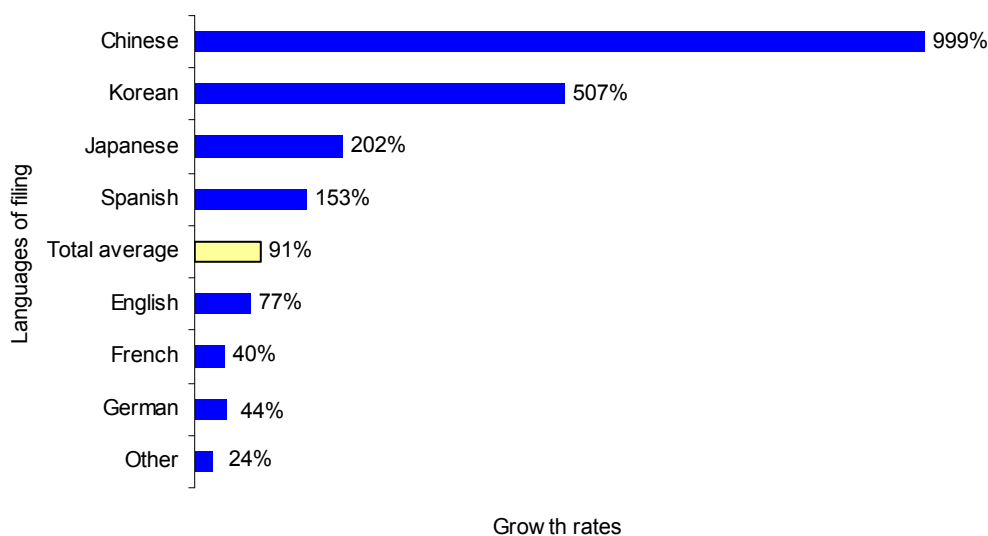


Important changes to the structure and the working methods of PCT Operations were introduced in recent years, as well as much increased reliance on information technology and outsourcing (the latter particularly in the area of translations) to absorb this increased workload while minimizing the recruitment of additional staff.

One fundamental development driving change in PCT Operations is the increasing language diversity of filings, resulting, in particular, from increased usage of the PCT System in East Asian countries.

¹ Because record copies are only received at the International Bureau after processing at a receiving Office, the figures are strongly influenced by processing times at the receiving Offices. For this reason, trends in the receipt of record copies, while valid indicators of International Bureau workloads are not always reliable indicators of demand for the PCT system.

Growth of languages of filing between 2000 and 2008



The growth rate of English filings, the main PCT language of filing, is now below the total average rate. Several other languages are growing at a higher rate, among which Chinese, Korean and Japanese.

Productivity Indicators

Productivity is a measure of the output of a process per unit of input. Productivity can increase or decrease as inputs are used more or less efficiently in the production process.

Measure of output: In the case of the PCT, “publication” has been chosen as the primary measure of output, rather than the traditional measure of filings or record copies. Record copies and patent filings are rather considered inputs into the process as some of them may be withdrawn part way through the process. Publication may be delayed for others because of backlogs or other reasons that prevent completion of the work.

Publications therefore measure the number of PCT applications, which have been received, processed, translated, prepared for publication and communicated to designated Offices. This is a reasonable measure of the output of PCT Operations.

Republications and other forms of rework or additional work are not considered outputs. An increase in the number of republications, or the number of forms sent per application, is simply an increase in the average workload per application. If this workload increases, then a decrease in the productivity should be observed via a decrease in the number of publications PCT Operations is able to complete with the available resources.

Measure of input: The measure of input is based on two factors:

1. the financial cost of all inputs including staff, buildings, outsourcing contracts and other expenses.
2. the number of staff expressed as a full time staff equivalent (to take into account the staff who do not work full time).

From this information, two productivity indicators have been calculated: the unit cost indicator and the staff productivity indicator.

Unit Cost indicator

The definition of the unit cost used in this methodology is the average total cost of producing one unit of output. Average total cost is determined by the total of the PCT budget plus a proportion of the budgets of supporting and management activities. The unit cost is therefore an average total cost per publication and includes the cost of all PCT activities including translation, communication, management, etc.

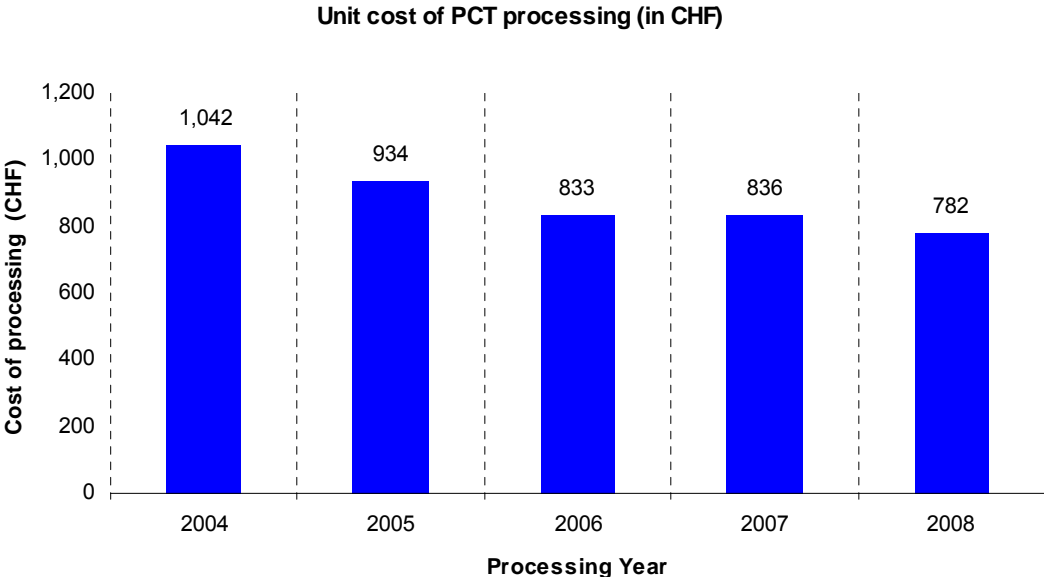
The cost of production has been divided into two parts, the direct and the indirect cost. The direct cost corresponds to the budget of the units of the PCT system (the Administration of the PCT system and

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programs). The indirect cost includes the budgets of the organization units that support the PCT system. These budgets must be weighted in order to take into account only their share attributable to the PCT system. The cost of storage of published applications has been added to the formula since the PCT system must store applications for 30 years.

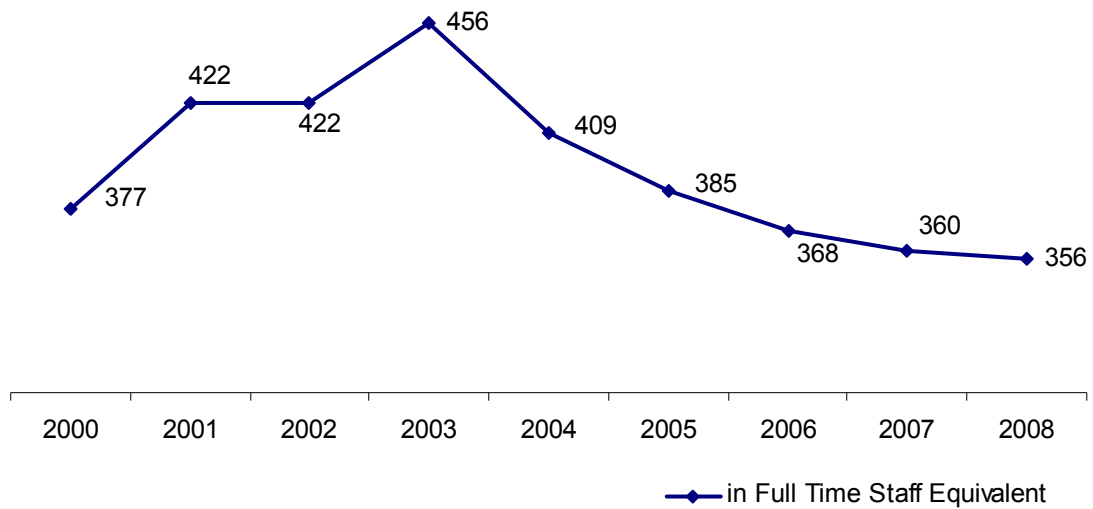
$$\text{Unit cost} = \frac{\text{Total cost of production}}{\text{Number of publications}} + \text{Cost of storage}$$

Further refinements are possible but are not expected to result in major changes to the results. Extending the methodology to 2003 and earlier years is feasible but not trivial due to major differences in the WIPO budget structure. According to the methodology, the unit cost per PCT publication is estimated at 782 Swiss francs in 2008, which represents a decrease of 25% since 2004.



Staff**Number**

After a regular growth of staff up to 2003, the number of staff in 2008 was lower than in 2000 and has declined each year since 2003. The chart below shows the number of PCT Operations staff since 2000, in Full Time Staff Equivalent (- FTSE - total number of full-time staff plus the full-time equivalent of the part-time staff).

Number of Personnel within PCT Operations

Productivity Indicator

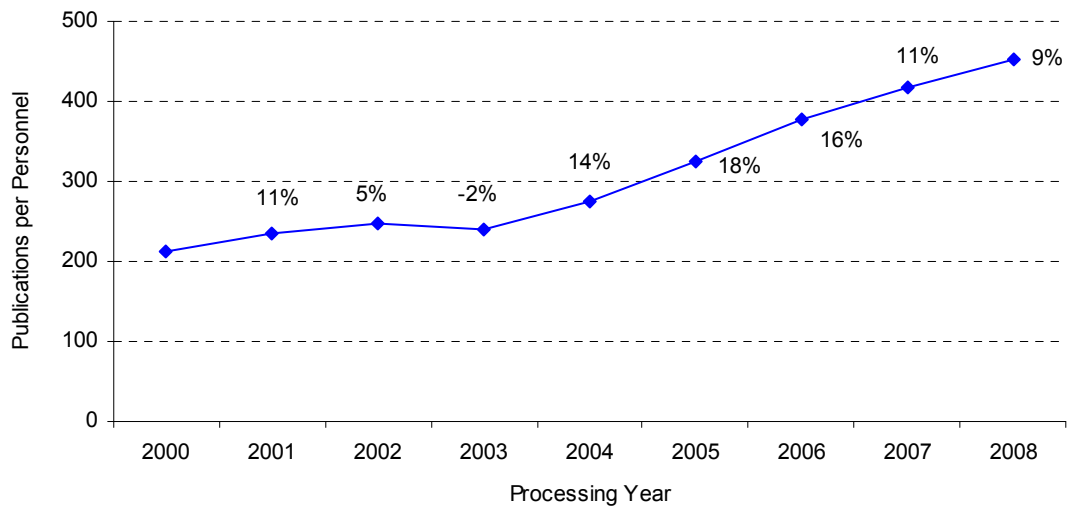
The definition of staff productivity is output divided by the number of available staff. This calculation is easy to apply as the definition of its two components remains static over time and comparison between different periods is straightforward.

This method does however provide a partial picture of performance gains, as the only resource taken into account is staff. Thus some managerial decisions, such as outsourcing part of the work, will result in an apparent increase in staff productivity whereas overall productivity (as measured by the unit cost) may increase or decrease.

$$\text{Staff productivity} = \frac{\text{Number of publications}}{\text{PCT Op. FTSE}}$$

In this calculation, the number of staff is the number of full time staff equivalent (FTSE) in PCT Operations. The unit of output chosen is a PCT publication.

Productivity Gains among the Personnel of the PCT Operations

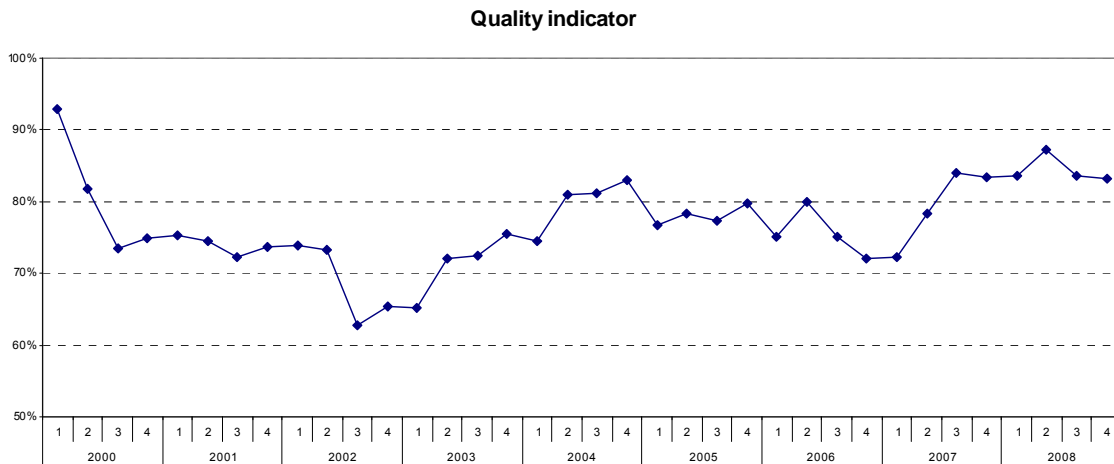


PCT Quality Indicator

In order to capture quality in a simple and comprehensive way, a single aggregate quality indicator has been developed, constructed from a set of four lead quality indicators.

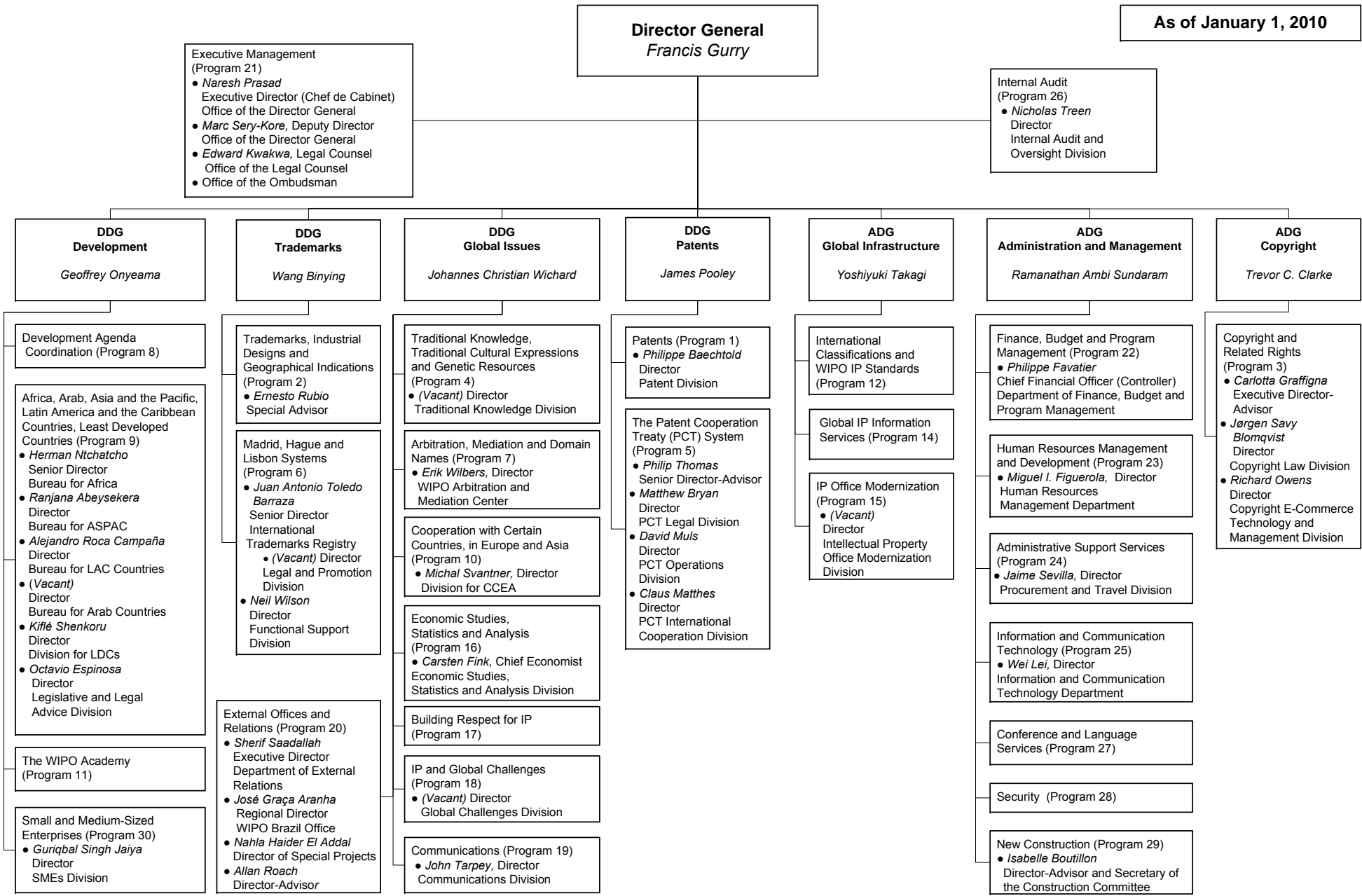
The quality indicator expressed as percentage of total possible quality, is decreasing when the quality of the PCT Operations decreases and *vice versa*.

The quality indicator is the average of four lead indicators, three of which are based on the timeliness of key transactions in the PCT system – acknowledgement of receipt of the record copy, publication and republication. The fourth indicator shows the number of quality defects resulting in republication code R5 (errors in bibliographical data, mostly due to manual data entry errors). Further refinements are possible in the future.



ANNEX VII WIPO ORGANIGRAM

As of January 1, 2010



In accordance with Financial Regulation 2.5, and Rule 102.2(d), the above "detailed organigram of the International Bureau, including names of Directors and Program Managers" is provided to Member States for their information. Please note, names do not include Acting Directors. A further detailed organigram showing organizational units may be consulted on the Program and Budget page of the WIPO website, which will be updated regularly.

ANNEX VIII

IMPLICATIONS OF IPSAS ADOPTION ON BUDGETING PRACTICES

I. INTRODUCTION

1. United Nations Organizations have been preparing their financial statements in accordance with the UN System Accounting Standards (UNSAS) since 1993. Given the rapid changes and developments in best accounting practices, a shift to improved, independent and universally accepted accounting standards has been proposed by various UN bodies and recommended by the Secretary General of the United Nations and approved by the UN General Assembly. Member States of WIPO have taken the decision to adopt International Public Sector Accounting Standards (IPSAS) developed by the International Public Sector Accounting Standards Board (IPSASB), which is part of the International Federation of Accounts (IFAC). This decision is in line with the United Nations High-Level Committee on Management (HLCM) decision of November 30, 2005. At their annual session in 2007 (A/43/5), WIPO's Assemblies approved the adoption of IPSAS effective January 1, 2010.

2. Similar steps have been taken in other government or not-for-profit agencies to start applying IPSAS while preparing financial statements, as this is widely acknowledged to result in financial statements of higher quality, transparency and reliability which will provide organizations with the opportunity for enhanced management of resources which can lead to better confidence and recognition among member States. Financial statements prepared in accordance with IPSAS will also provide a better comparison of the activities of WIPO and those of other entities/agencies.

3. Under IPSAS, financial statements shall be presented at least annually. A complete set of financial statements includes:

- a statement of financial position;
- a statement of financial performance;
- a statement of changes in net assets/equity;
- a statement of cash flow;
- a comparison of budget and actual amounts on the same basis of as budget;
- notes, comprising a summary of significant accounting policies and other explanatory notes.

II. IMPLICATIONS FOR WIPO

4. In the case of WIPO, the method used in the budget preparation will differ from the approach used in preparation of actual amounts on the financial statements; WIPO will need to include a comparison schedule between the adopted budgeted amounts, including any changes, supplementary and revised budget approved by the Assemblies, and actual amounts prepared on a budgetary basis as an additional financial statement.

5. All relevant information for the comparison of budget and actual amounts will be based on the budgetary accounting system. The comparison of budget and actual amounts will be presented in a separate financial statement ("statement of comparison of budget and actual amounts") included in the complete set of financial statements.

6. In addition, WIPO prepares its budget based on a modified accrual basis, while the actual amounts presented as part of the financial statements are prepared on a full accrual accounting basis. In practical terms this means that there will be some items of expenditure which will be different as

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presented in WIPO's budget and as presented in its financial statements. WIPO will therefore need to present a reconciliation between the actual amounts on a budgetary and full accrual basis as part of the note disclosures.

7. WIPO will present its financial statements annually, in addition to presenting biennial financial statements following the end of the second year of the biennium. In order to comply with the requirement of presenting the comparison of budget and actual amounts annually, the biennial budget will be broken down into annual components in order to fulfill the requirements for the preparation of annual financial statements. A two-year comparison schedule will be prepared at the end of the biennial budget as per the UN taskforce recommendation.

8. In order to ensure that WIPO is ready to present its first annual financial statements under IPSAS after the first year of the 2010/11 biennium, a methodology needs to be agreed by Member States for the annual presentation of the biennial approved budget.

9. Accordingly, it is proposed that the following presentation is adopted for WIPO's income projections and expenditure budget presented to Member States. In respect of the income projections, the underlying data is prepared on an annual basis, but has previously not been disclosed at this level. Such information would be included in all budget submissions in the future. Table 1 below provides this information, with historical comparatives alongside.

Table 1. Annual Income 2004-2011
(in millions of Swiss francs)

	2004 Actuals	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Balance (Revised 0809 less 08 Actuals)	2010 Estimated	2011 Estimated
A. Assessed Contributions	17.2	17.2	17.3	17.4	17.4	17.4	17.4	17.4
B. Fee Income								
PCT System	194.0	206.7	222.5	228.6	229.4	231.6	219.8	226.4
Madrid System	27.2	33.6	43.0	47.3	49.4	51.0	52.8	53.3
Hague System	2.6	2.4	2.4	2.6	2.8	3.0	3.4	4.0
Lisbon System	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sub-total Fee Income	223.7	242.7	268.0	278.5	281.7	285.6	276.0	283.6
C. Arbitration	1.0	1.4	1.6	1.6	1.6	1.2	1.3	1.3
D. Publications	2.2	2.2	1.5	1.2	0.6	0.6	0.5	0.5
E. Miscellaneous								
Bank Interest	4.3	4.7	6.4	9.4	10.1	8.0	8.2	8.2
Other	2.1	3.9	2.5	3.9	2.6	1.7	2.1	2.1
Sub-total Miscellaneous	6.3	8.6	9.0	13.3	12.6	9.7	10.3	10.3
TOTAL INCOME	250.6	272.2	297.3	312.0	313.9	314.5	305.5	313.1

10. In respect of WIPO's expenditure budget, the following annual presentation methodology is proposed. For personnel expenditures, standards costs are developed separately for the two individual years of the biennium. These can be disclosed and presented as annual figures accordingly. For non-personnel expenditures, however, the budget is prepared only on a biennial basis currently. Accordingly, it is proposed to apply a percentage split to the biennial non-personnel budget in order to present the annual budget figures which would be included in the Organization's financial statements. For the sake of ease and lacking consistency in the historical figures which could be applied to the budget presentation, a 50/50 split is proposed to be applied to the biennial non-personnel budget figures in order to establish the annual budget view. Table 2 below provides the proposed 2010/11 budget in an annual view in accordance with the above proposed splits, with historical comparatives alongside for information.

Table 2. Annual Expenditure 2004-2011
(in millions of Swiss francs)

	2004 Actuals	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Balance (Revised 0809 less 08 Actuals)	2010 Estimated	2011 Estimated
Personnel Resources								
Posts	142.9	157.9	153.6	159.6	165.3	174.8	176.5	170.3
Short-term Employees	25.6	23.6	23.8	23.2	22.5	25.8	21.4	19.3
Consultants	8.2	6.0	5.6	5.0	3.9	6.7	6.0	5.5
Special Service Agreements	1.8	2.4	2.6	2.7	2.3	3.8	2.3	2.3
Interns					0.3	0.1	0.2	0.2
Unallocated							0.7	0.7
	178.5	189.9	185.5	190.6	194.3	211.3	207.0	198.3
Non-personnel Resources								
Travel and Fellowships	7.2	12.7	13.4	21.5	18.0	24.8	19.3	19.3
Contractual Services	21.6	19.2	20.0	30.8	32.5	65.6	46.3	46.3
Operating Expenses	39.1	34.2	31.9	31.8	30.4	36.6	30.9	30.9
Equipment and Supplies	3.3	5.6	2.0	5.1	6.6	8.5	7.4	7.4
Unallocated							2.8	2.8
	71.2	71.6	67.3	89.2	87.4	135.4	106.6	106.6
GRAND TOTAL EXPENSES	249.7	261.5	252.9	279.8	281.7	346.7	313.7	305.0

11. The above presentation methodology, if endorsed by Member States, will form the basis for the "statement of comparison of budget and actual amounts" both at the aggregate level for the whole of the Organization as well as for individual programs.

ANNEX IX

DEVELOPMENT AGENDA LINKS FOR PROGRAM AND BUDGET 2010/11

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>1. WIPO technical assistance shall be, <i>inter alia</i>, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 5: The PCT System Program 6: Madrid, Hague and Lisbon Systems Program 7: Arbitration, Mediation and Domain Names Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 14: Global IP Information Services Program 15: IP Office Modernization Program 16: Economic Studies, Statistics and Analysis Program 17: Building Respect for IP Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 26: Internal Audit and Oversight Program 30: Small and Medium-sized Enterprises</p>
<p>2. Provide additional assistance to WIPO through donor funding, and establish Trust-in-Funds or other voluntary funds within WIPO specifically for LDCs, while continuing to accord high priority to finance activities in Africa through budgetary and extra-budgetary resources, to promote, <i>inter alia</i>, the legal, commercial, cultural, and economic exploitation of intellectual property in these countries.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 18: IP and Global Challenges Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises</p>
<p>3 Increase human and financial allocation for technical assistance programs in WIPO for promoting a, <i>inter alia</i>, development-oriented intellectual property culture, with an emphasis on introducing intellectual property at different academic levels and on generating greater public awareness on intellectual property.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 18: IP and Global Challenges Program 19: Communications Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>4. Place particular emphasis on the needs of small and medium-sized enterprises (SMEs) and institutions dealing with scientific research and cultural industries and assist Member States, at their request, in setting-up appropriate national strategies in the field of intellectual property.</p>	<p>Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises</p>
<p>5. WIPO shall display general information on all technical assistance activities on its website, and shall provide, on request from Member States, details of specific activities, with the consent of the Member State(s) and other recipients concerned, for which the activity was implemented.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 18: IP and Global Challenges Program 19: Communications Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 25: Information and Communication Technology Program 30: Small and Medium-sized Enterprises</p>
<p>6. WIPO's technical assistance staff and consultants shall continue to be neutral and accountable, by paying particular attention to the existing Code of Ethics, and by avoiding potential conflicts of interest. WIPO shall draw up and make widely known to the Member States a roster of consultants for technical assistance available with WIPO.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 5: The PCT System Program 6: Madrid, Hague and Lisbon Systems Program 7: Arbitration, Mediation and Domain Names Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 14: Global IP Information Services Program 15: IP Office Modernization Program 16: Economic Studies, Statistics and Analysis Program 17: Building Respect for IP Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 23: Human Resources Management and Development Program 26: Internal Audit and Oversight Program 30: Small and Medium-sized Enterprises</p>

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DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>7. Promote measures that will help countries deal with intellectual property-related anti-competitive practices, by providing technical cooperation to developing countries, especially LDCs, at their request, in order to better understand the interface between IPRs and competition policies.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>8. Request WIPO to develop agreements with research institutions and with private enterprises with a view to facilitating the national offices of developing countries, especially LDCs, as well as their regional and sub-regional intellectual property organizations to access specialized databases for the purposes of patent searches.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 12: International Classifications and WIPO IP Standards Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>9. Request WIPO to create, in coordination with Member States, a database to match specific intellectual property -related development needs with available resources, thereby expanding the scope of its technical assistance programs, aimed at bridging the digital divide.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 25: Information and Communication Technology</p>
<p>10. To assist Member States to develop and improve national intellectual property institutional capacity through further development of infrastructure and other facilities with a view to making national intellectual property institutions more efficient and promote fair balance between intellectual property protection and the public interest. This technical assistance should also be extended to sub-regional and regional organizations dealing with intellectual property.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 5: The PCT System Program 7: Arbitration, Mediation and Domain Names Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 14: Global IP Information Services Program 15: IP Office Modernization Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises</p>

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>11. To assist Member States to strengthen national capacity for protection of domestic creations, innovations and inventions and to support development of national scientific and technological infrastructure, where appropriate, in accordance with WIPO's mandate.</p>	<p>Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 15: IP Office Modernization Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises</p>
<p>12. To further mainstream development considerations into WIPO's substantive and technical assistance activities and debates, in accordance with its mandate.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises</p>
<p>13. WIPO's legislative assistance shall be, <i>inter alia</i>, development-oriented and demand-driven, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 17: Building Respect for IP Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>14. Within the framework of the agreement between WIPO and the WTO, WIPO shall make available advice to developing countries and LDCs, on the implementation and operation of the rights and obligations and the understanding and use of flexibilities contained in the TRIPS Agreement.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

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DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>15. Norm-setting activities shall:</p> <ul style="list-style-type: none"> • be inclusive and member-driven; • take into account different levels of development; • take into consideration a balance between costs and benefits; • be a participatory process, which takes into consideration the interests and priorities of all WIPO Member States and the viewpoints of other stakeholders, including accredited inter-governmental organizations (IGOs) and NGOs; and • be in line with the principle of neutrality of the WIPO Secretariat. 	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>16. Consider the preservation of the public domain within WIPO's normative processes and deepen the analysis of the implications and benefits of a rich and accessible public domain.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>17. In its activities, including norm-setting, WIPO should take into account the flexibilities in international intellectual property agreements, especially those which are of interest to developing countries and LDCs.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>18. To urge the IGC to accelerate the process on the protection of genetic resources, traditional knowledge and folklore, without prejudice to any outcome, including the possible development of an international instrument or instruments.</p>	<p>Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>19. To initiate discussions on how, within WIPO's mandate, to further facilitate access to knowledge and technology for developing countries and LDCs to foster creativity and innovation and to strengthen such existing activities within WIPO.</p>	<p>Program 1: Patents Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>20. To promote norm-setting activities related to IP that support a robust public domain in WIPO's Member States, including the possibility of preparing guidelines which could assist interested Member States in identifying subject matters that have fallen into the public domain within their respective jurisdictions.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 14: Global IP Information Services Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>21. WIPO shall conduct informal, open and balanced consultations, as appropriate, prior to any new norm-setting activities, through a member-driven process, promoting the participation of experts from Member States, particularly developing countries and LDCs.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>22. WIPO's norm-setting activities should be supportive of the development goals agreed within the United Nations system, including those contained in the Millennium Declaration. The WIPO Secretariat, without prejudice to the outcome of Member States considerations, should address in its working documents for norm-setting activities, as appropriate and as directed by Member States, issues such as: (a) safeguarding national implementation of intellectual property rules (b) links between intellectual property and competition (c) intellectual property -related transfer of technology (d) potential flexibilities, exceptions and limitations for Member States and (e) the possibility of additional special provisions for developing countries and LDCs.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>23. To consider how to better promote pro-competitive intellectual property licensing practices, particularly with a view to fostering creativity, innovation and the transfer and dissemination of technology to interested countries, in particular developing countries and LDCs.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 23: Human Resources Management and Development</p>
<p>24. To request WIPO, within its mandate, to expand the scope of its activities aimed at bridging the digital divide, in accordance with the outcomes of the World Summit on the Information Society (WSIS) also taking into account the significance of the Digital Solidarity Fund (DSF).</p>	<p>Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 11: The WIPO Academy Program 15: IP Office Modernization Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

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DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>25. To explore intellectual property -related policies and initiatives necessary to promote the transfer and dissemination of technology, to the benefit of developing countries and to take appropriate measures to enable developing countries to fully understand and benefit from different provisions, pertaining to flexibilities provided for in international agreements, as appropriate.</p>	<p>Program 1: Patents Program 8: Development Agenda Coordination Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>26. To encourage Member States, especially developed countries, to urge their research and scientific institutions to enhance cooperation and exchange with research and development institutions in developing countries, especially LDCs.</p>	<p>Program 1: Patents Program 8: Development Agenda Coordination Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>27. Facilitating intellectual property -related aspects of ICT for growth and development: Provide for, in an appropriate WIPO body, discussions focused on the importance of intellectual property -related aspects of ICT, and its role in economic and cultural development, with specific attention focused on assisting Member States to identify practical intellectual property -related strategies to use ICT for economic, social and cultural development.</p>	<p>Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 15: IP Office Modernization Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>28. To explore supportive intellectual property -related policies and measures Member States, especially developed countries, could adopt for promoting transfer and dissemination of technology to developing countries.</p>	<p>Program 1: Patents Program 8: Development Agenda Coordination Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>29. To include discussions on intellectual property -related technology transfer issues within the mandate of an appropriate WIPO body.</p>	<p>Program 1: Patents Program 8: Development Agenda Coordination Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>30. WIPO should cooperate with other IGOs to provide to developing countries, including LDCs, upon request, advice on how to gain access to and make use of intellectual property-related information on technology, particularly in areas of special interest to the requesting parties.</p>	<p>Program 8: Development Agenda Coordination Program 12: International Classifications and WIPO IP Standards Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>31. To undertake initiatives agreed by Member States, which contribute to transfer of technology to developing countries, such as requesting WIPO to facilitate better access to publicly available patent information.</p>	<p>Program 1: Patents Program 5: The PCT System Program 8: Development Agenda Coordination Program 12: International Classifications and WIPO IP Standards Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
32. To have within WIPO opportunity for exchange of national and regional experiences and information on the links between IPRs and competition policies.	Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management
33. To request WIPO to develop an effective yearly review and evaluation mechanism for the assessment of all its development-oriented activities, including those related to technical assistance, establishing for that purpose specific indicators and benchmarks, where appropriate.	Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 26: Internal Audit and Oversight
34. With a view to assisting Member States in creating substantial national programs, to request WIPO to conduct a study on constraints to intellectual property protection in the informal economy, including the tangible costs and benefits of intellectual property protection in particular in relation to generation of employment.	Program 8: Development Agenda Coordination Program 16: Economic Studies, Statistics and Analysis Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 30: Small and Medium-sized Enterprises
35. To request WIPO to undertake, upon request of Member States, new studies to assess the economic, social and cultural impact of the use of intellectual property systems in these States.	Program 8: Development Agenda Coordination Program 16: Economic Studies, Statistics and Analysis Program 21: Executive Management Program 22: Finance, Budget and Program Management
36. To exchange experiences on open collaborative projects such as the Human Genome Project as well as on intellectual property models.	Program 1: Patents Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 16: Economic Studies, Statistics and Analysis Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management
37. Upon request and as directed by Member States, WIPO may conduct studies on the protection of intellectual property, to identify the possible links and impacts between intellectual property and development.	Program 8: Development Agenda Coordination Program 16: Economic Studies, Statistics and Analysis Program 21: Executive Management Program 22: Finance, Budget and Program Management
38. To strengthen WIPO's capacity to perform objective assessments of the impact of the organization's activities on development.	Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 16: Economic Studies, Statistics and Analysis Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 26: Internal Audit and Oversight

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DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>39. To request WIPO, within its core competence and mission, to assist developing countries, especially African countries, in cooperation with relevant international organizations, by conducting studies on brain drain and make recommendations accordingly.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 16: Economic Studies, Statistics and Analysis Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>40. To request WIPO to intensify its cooperation on IP related issues with United Nations agencies, according to Member States' orientation, in particular UNCTAD, UNEP, WHO, UNIDO, UNESCO and other relevant international organizations, especially the WTO in order to strengthen the coordination for maximum efficiency in undertaking development programs.</p>	<p>Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 14: Global IP Information Services Program 18: IP and Global Challenges Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>41. To conduct a review of current WIPO technical assistance activities in the area of cooperation and development.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 11: The WIPO Academy Program 18: IP and Global Challenges Program 21: Executive Management Program 22: Finance, Budget and Program Management Program 26: Internal Audit and Oversight Program 30: Small and Medium-sized Enterprises</p>
<p>42. To enhance measures that ensure wide participation of civil society at large in WIPO activities in accordance with its criteria regarding NGO acceptance and accreditation, keeping the issue under review.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 17: Building Respect for IP Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>43. To consider how to improve WIPO's role in finding partners to fund and execute projects for intellectual property -related assistance in a transparent and member-driven process and without prejudice to ongoing WIPO activities.</p>	<p>Program 8: Development Agenda Coordination Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries Program 10: Cooperation with Certain Countries in Europe and Asia Program 20: External Offices and Relations Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

DEVELOPMENT AGENDA RECOMMENDATION	PROGRAM LINKS
<p>44. In accordance with WIPO's member-driven nature as a United Nations Specialized Agency, formal and informal meetings or consultations relating to norm-setting activities in WIPO, organized by the Secretariat, upon request of the Member States, should be held primarily in Geneva, in a manner open and transparent to all Members. Where such meetings are to take place outside of Geneva, Member States shall be informed through official channels, well in advance, and consulted on the draft agenda and program.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources Program 8: Development Agenda Coordination Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>
<p>45. To approach intellectual property enforcement in the context of broader societal interests and especially development-oriented concerns, with a view that "the protection and enforcement of intellectual property rights should contribute to the promotion of technological innovation and to the transfer and dissemination of technology, to the mutual advantage of producers and users of technological knowledge and in a manner conducive to social and economic welfare, and to a balance of rights and obligations", in accordance with Article 7 of the TRIPS Agreement.</p>	<p>Program 1: Patents Program 2: Trademarks, Industrial Designs and Geographical Indications Program 3: Copyright and Related Rights Program 8: Development Agenda Coordination Program 17: Building Respect for IP Program 21: Executive Management Program 22: Finance, Budget and Program Management</p>

[End of Annex IX, Appendices follow]

V. APPENDICES

APPENDIX A
MEMBER STATES' CONTRIBUTIONS

(in Swiss francs)

States Members of One or More Contribution-financed Unions	Contribution Class	Contribution Units 2010/11	Contribution ¹ 2010	Contribution ¹ 2011	Contributions 2010/11
Afghanistan ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Albania	IX	0.25	11,395	11,395	22,790
Algeria	S	0.125	5,697	5,697	11,394
Andorra	IX	0.25	11,395	11,395	22,790
Angola	<i>Ster</i>	0.03125	1,424	1,424	2,848
Antigua and Barbuda	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Argentina	<i>VIbis</i>	2	91,158	91,158	182,316
Armenia	IX	0.25	11,395	11,395	22,790
Australia	III	15	683,685	683,685	1,367,370
Austria	<i>IVbis</i>	7.5	341,842	341,842	683,684
Azerbaijan	IX	0.25	11,395	11,395	22,790
Bahamas	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Bahrain	S	0.125	5,697	5,697	11,394
Bangladesh	<i>Ster</i>	0.03125	1,424	1,424	2,848
Barbados	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Belarus	IX	0.25	11,395	11,395	22,790
Belgium	III	15	683,685	683,685	1,367,370
Belize	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Benin	<i>Ster</i>	0.03125	1,424	1,424	2,848
Bhutan	<i>Ster</i>	0.03125	1,424	1,424	2,848
Bolivia (Plurinational State of)	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Bosnia and Herzegovina	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Botswana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Brazil	<i>VIbis</i>	2	91,158	91,158	182,316
Brunei Darussalam	S	0.125	5,697	5,697	11,394
Bulgaria	<i>VIbis</i>	2	91,158	91,158	182,316
Burkina Faso	<i>Ster</i>	0.03125	1,424	1,424	2,848
Burundi	<i>Ster</i>	0.03125	1,424	1,424	2,848
Cambodia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Cameroon	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Canada	IV	10	455,790	455,790	911,580
Cape Verde	<i>Sbis</i>	0.0625	2,849	2,849	4,273
Central African Republic	<i>Ster</i>	0.03125	1,424	1,424	2,848
Chad	<i>Ster</i>	0.03125	1,424	1,424	2,848
Chile	IX	0.25	11,395	11,395	22,790
China	<i>IVbis</i>	7.5	341,842	341,842	683,684
Colombia	IX	0.25	11,395	11,395	22,790
Comoros	<i>Ster</i>	0.03125	1,424	1,424	2,848
Congo	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Costa Rica	S	0.125	5,697	5,697	11,394
Côte d'Ivoire	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Croatia	VIII	0.5	22,789	22,789	45,578
Cuba	S	0.125	5,697	5,697	11,394
Cyprus	S	0.125	5,697	5,697	11,394
Czech Republic	VI	3	136,737	136,737	273,474
Democratic People's Republic of Korea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Democratic Republic of the	<i>Ster</i>	0.03125	1,424	1,424	2,848

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States Members of One or More Contribution-financed Unions	Contribution Class	Contribution Units 2010/11	Contribution ¹ 2010	Contribution ¹ 2011	Contributions 2010/11
Congo					
Denmark	IV	10	455,790	455,790	911,580
Djibouti	<i>Ster</i>	0.03125	1,424	1,424	2,848
Dominica	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Dominican Republic	S	0.125	5,697	5,697	11,394
Ecuador	S	0.125	5,697	5,697	11,394
Egypt	S	0.125	5,697	5,697	11,394
El Salvador	S	0.125	5,697	5,697	11,394
Equatorial Guinea	<i>Ster</i>	0.03125	1,424	1,424	2,848
Eritrea ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Estonia	IX	0.25	11,395	11,395	22,790
Ethiopia ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Fiji	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Finland	IV	10	455,790	455,790	911,580
France	I	25	1,139,475	1,139,475	2,278,950
Gabon	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Gambia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Georgia	IX	0.25	11,395	11,395	22,790
Germany	I	25	1,139,475	1,139,475	2,278,950
Ghana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Greece	VI	3	136,737	136,737	273,474
Grenada	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Guatemala	S	0.125	5,697	5,697	11,394
Guinea	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guinea-Bissau	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guyana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Haiti	<i>Ster</i>	0.03125	1,424	1,424	2,848
Holy See	IX	0.25	11,395	11,395	22,790
Honduras	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Hungary	VI	3	136,737	136,737	273,474
Iceland	VIII	0.5	22,789	22,789	45,578
India	<i>Vlbis</i>	2	91,158	91,158	182,316
Indonesia	VII	1	45,579	45,579	91,158
Iran (Islamic Republic of)	VII	1	45,579	45,579	91,158
Iraq	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Ireland	IV	10	455,790	455,790	911,580
Israel	<i>Vlbis</i>	2	91,158	91,158	182,316
Italy	III	15	683,685	683,685	1,367,370
Jamaica	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Japan	I	25	1,139,475	1,139,475	2,278,950
Jordan	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Kazakhstan	IX	0.25	11,395	11,395	22,790
Kenya	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Kuwait ²	IX	0.25	11,395	11,395	22,790
Kyrgyzstan	IX	0.25	11,395	11,395	22,790
Lao People's Democratic Republic	<i>Ster</i>	0.03125	1,424	1,424	2,848
Latvia	IX	0.25	11,395	11,395	22,790
Lebanon	S	0.125	5,697	5,697	11,394
Lesotho	<i>Ster</i>	0.03125	1,424	1,424	2,848
Liberia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Libyan Arab Jamahiriya	S	0.125	5,697	5,697	11,394
Liechtenstein	VIII	0.5	22,789	22,789	45,578
Lithuania	IX	0.25	11,395	11,395	22,790
Luxembourg	VII	1	45,579	45,579	91,158

States Members of One or More Contribution-financed Unions	Contribution Class	Contribution Units 2010/11	Contribution ¹ 2010	Contribution ¹ 2011	Contributions 2010/11
Madagascar	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malawi	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malaysia	VIII	0.5	22,789	22,789	45,578
Maldives ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Mali	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malta	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mauritania	<i>Ster</i>	0.03125	1,424	1,424	2,848
Mauritius	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mexico	<i>IVbis</i>	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Monaco	VII	1	45,579	45,579	91,158
Mongolia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Montenegro	IX	0.25	11,395	11,395	22,790
Morocco	S	0.125	5,697	5,697	11,394
Mozambique	<i>Ster</i>	0.03125	1,424	1,424	2,848
Myanmar ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Namibia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Nepal	<i>Ster</i>	0.03125	1,424	1,424	2,848
Netherlands	III	15	683,685	683,685	1,367,370
New Zealand	VI	3	136,737	136,737	273,474
Nicaragua	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Niger	<i>Ster</i>	0.03125	1,424	1,424	2,848
Nigeria	S	0.125	5,697	5,697	11,394
Norway	IV	10	455,790	455,790	911,580
Oman	S	0.125	5,697	5,697	11,394
Pakistan	S	0.125	5,697	5,697	11,394
Panama	S	0.125	5,697	5,697	11,394
Papua New Guinea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Paraguay	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Peru	S	0.125	5,697	5,697	11,394
Philippines	S	0.125	5,697	5,697	11,394
Poland	VI	3	136,737	136,737	273,474
Portugal	<i>IVbis</i>	7.5	341,842	341,842	683,684
Qatar	S	0.125	5,697	5,697	11,394
Republic of Korea	V	5	227,895	227,895	455,790
Republic of Moldova	IX	0.25	11,395	11,395	22,790
Romania	<i>VIbis</i>	2	91,158	91,158	182,316
Russian Federation	IV	10	455,790	455,790	911,580
Rwanda	<i>Ster</i>	0.03125	1,424	1,424	2,848
Saint Kitts and Nevis	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Saint Lucia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Saint Vincent and the Grenadines	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Samoa	<i>Ster</i>	0.03125	1,424	1,424	2,848
San Marino	IX	0.25	11,395	11,395	22,790
Sao Tome and Principe	<i>Ster</i>	0.03125	1,424	1,424	2,848
Saudi Arabia	VII	1	45,579	45,579	91,158
Senegal	<i>Ster</i>	0.03125	1,424	1,424	2,848
Serbia	VIII	0.5	22,789	22,789	45,578
Seychelles	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Sierra Leone	<i>Ster</i>	0.03125	1,424	1,424	2,848
Singapore	IX	0.25	11,395	11,395	22,790
Slovakia	VI	3	136,737	136,737	273,474
Slovenia	VII	1	45,579	45,579	91,158

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States Members of One or More Contribution-financed Unions	Contribution Class	Contribution Units 2010/11	Contribution ¹ 2010	Contribution ¹ 2011	Contributions 2010/11
Somalia ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
South Africa	<i>IVbis</i>	7.5	341,842	341,842	683,684
Spain	<i>IV</i>	10	455,790	455,790	911,580
Sri Lanka	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Sudan	<i>Ster</i>	0.03125	1,424	1,424	2,848
Suriname	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Swaziland	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Sweden	<i>III</i>	15	683,685	683,685	1,367,370
Switzerland	<i>III</i>	15	683,685	683,685	1,367,370
Syrian Arab Republic	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Tajikistan	<i>IX</i>	0.25	11,395	11,395	22,790
Thailand	<i>IX</i>	0.25	11,395	11,395	22,790
The former Yugoslav Republic of Macedonia	<i>VIII</i>	0.5	22,789	22,789	45,578
Togo	<i>Ster</i>	0.03125	1,424	1,424	2,848
Tonga	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Trinidad and Tobago	<i>S</i>	0.125	5,697	5,697	11,394
Tunisia	<i>S</i>	0.125	5,697	5,697	11,394
Turkey	<i>VIbis</i>	2	91,158	91,158	182,316
Turkmenistan	<i>IX</i>	0.25	11,395	11,395	22,790
Uganda	<i>Ster</i>	0.03125	1,424	1,424	2,848
Ukraine	<i>IX</i>	0.25	11,395	11,395	22,790
United Arab Emirates	<i>IX</i>	0.25	11,395	11,395	22,790
United Kingdom	<i>I</i>	25	1,139,475	1,139,475	2,278,950
United Republic of Tanzania	<i>Ster</i>	0.03125	1,424	1,424	2,848
United States of America	<i>I</i>	25	1,139,475	1,139,475	2,278,950
Uruguay	<i>S</i>	0.125	5,697	5,697	11,394
Uzbekistan	<i>IX</i>	0.25	11,395	11,395	22,790
Venezuela (Bolivarian Republic of)	<i>IX</i>	0.25	11,395	11,395	22,790
Viet Nam	<i>S</i>	0.125	5,697	5,697	11,394
Yemen	<i>Ster</i>	0.03125	1,424	1,424	2,848
Zambia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Zimbabwe	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Total Contributions			17,414,016	17,414,016	34,828,032

¹ The value of one unit for the years 2010 and 2011 is 45,579 Swiss francs.

² States members of WIPO which are not members of any of the Unions.

APPENDIX B

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

- **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.
- **Short-term Employees:** remuneration and allowances paid to staff on short-term appointments and special labor contracts (SLCs).
- **Consultants:** remuneration and allowances paid to headquarters-based consultants.
- **Special Service Agreements:** remuneration paid to headquarters-based holders of special service agreements (SSAs).
- **Internships:** remuneration and allowances paid to headquarters-based interns.

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 and training and other fees in connection with trainees attending courses, seminars, fellowships.

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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 CD-ROMs, 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; external SSAs and other external contractual services.

Operating Expenses

- **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.
- **Communication and other expenses:** communication expenses such as telephone, internet, facsimile and mail, postage and carriage of documents; other expenses such as medical assistance, housing service, contributions to joint administrative activities within the United Nations system, Administrative Tribunal, Staff Association, hospitality; bank charges; interest on bank and other loans (except building loans); currency adjustments; and audit expenses;

Equipment and Supplies

- **Furniture and equipment:** purchase of office furniture, office machines, computer equipment (desktop, laptops, printers, servers, etc), conference servicing equipment, reproduction equipment and transportation equipment.
- **Supplies and materials:** stationery and office supplies; internal reproduction supplies (offset, microfilms, etc.); library books and subscriptions to reviews and periodicals; uniforms; computer supplies, software and licenses.

APPENDIX C FLEXIBILITY FORMULAS

General

The flexibility formulas are the mechanism which enables the levels of financial resources allocated to the global protection systems (PCT, Madrid, Hague) to be varied to reflect unbudgeted variations in the total volume of registration activities. The flexibility formulas for the PCT, Madrid and Hague systems were revised and approved by their respective Assemblies, which convened from September 24 to October 3, 2007.

PCT System

The revised flexibility formula for the PCT system is described in document PCT/A/36/5, and it was approved by the PCT Assembly as indicated in document PCT/A/36/13. As noted in these documents, the flexibility formula for PCT was revised to reflect a budget variation of 341,870 Swiss francs per 1,000 unbudgeted PCT international applications. The revised formula no longer linked the variations in the number of applications to variations in the number of staff posts as it was done before. Rather, the formula proposed to vary the total resources allocated to programs involved, allowing to use both personnel resources (such as posts, short-term employees, SSAs, etc.) and non-personnel resources (such as outsourcing contracts). The adjustments are allocated to the administration of the PCT system and support services at a 87.5:12.5 ratio.

Madrid System

The revised flexibility formula for the Madrid system is described in document MM/A/38/5, and it was approved by the Madrid Assembly as reflected in document MM/A/38/6. The new formula allows for adjustments in the Madrid Union budget by 197,060 Swiss francs for each variation of 500 registrations and/or renewals recorded as compared to the approved initial estimates. The formula no longer links the adjustments to staff posts only, but rather allows for adjustments in overall financial resources allocated to the programs directly involved in the processing of the resulting workload. These resources may be of personnel (posts, short-term employees, etc.) and non-personnel nature (e.g., outsourcing contracts). The adjustments are allocated to the administration of the International Trademark Registry and support services at a 87.5:12.5 ratio.

Hague System

The revised flexibility formula for the Hague system is described in document H/A/24/3, and it was approved by the Hague Assembly as reflected in document H/A/24/4. The new formula provides for adjustments of the Hague Union budget by an amount of 99,024 Swiss francs for each variation of 300 registrations and/or renewals recorded in the Hague Union Registry as compared to the approved initial estimates. The resources may be of personnel and non-personnel nature, and they are allocated to the administration of the Hague Union Registry and support services at a 87.5:12.5 ratio.

APPENDIX D
ACRONYMS AND ABBREVIATIONS
USED IN THE PRESENT DOCUMENT

ACE	Advisory Committee on Enforcement
AGICOA	Association of International Collective Management of Audiovisual Works
AIMS	Administrative Information Management System
ARIPO	African Regional Intellectual Property Organization
CBD	Convention on Biological Diversity
ccTLDs	country code Top-Level Domain
CDIP	Conference on Development and Intellectual Property
CLEA	Collection of Laws for Electronic Access
CMG	Crisis Management Group
CMOs	collective management organizations
CPAG	Common Procurement Activities Group of the United Nations
EAPO	Eurasian Patent Organization
EDMS	Electronic Document Management System
EIF	Enhanced Integrated Framework
EPO	European Patent Office
ERP	enterprise resource planning
EU	European Union
FAO	Food and Agricultural Organization
FIT	Fund-in-Trust
GR	genetic resources
gTLDs	generic Top-Level Domains
HLCM	High-Level Committee on Management
HR	Human Resources
HRMD	Human Resources Management Department
ICANN	Internet Corporation for Assigned Names and Numbers
ICSEI	International Cooperation for the Search and Examination of Inventions
ICPIP	Inter-State Council on the Protection of Industrial Property
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
IFAC	International Federation of Accountants
IFRRO	International Federation of the Right of Reproduction Organisations
IGC	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
IGOs	inter-governmental organizations
IP	Intellectual Property
IPACIS	Assembly of the CIS Member States
IPC	International Patent Classification
IPO	Intellectual Property Office
IPRs	Intellectual Property Rights

IPSAS	International Public Sector Accounting Standards
IPSASB	International Public Sector Accounting Standards Board
ISO	International Standards Organization
ISP	internet service providers
IT	Information Technology
ITC	International Trade Center
ITIL	Information Technology Infrastructure Library
ITU	International Telecommunications Union
KIPO	Korean Intellectual Property Office
LDCs	Least Developed Countries
MAPS	Madrid Agreement and Protocol System
MEA	Multilateral Environmental Agreements
MOSS	Minimum Operating Security Standards (of the United Nations)
MSMEs	micro- small and medium-sized enterprises
NGOs	non-governmental organizations
OAPI	<i>l'Organisation Africaine de la Propriété Intellectuelle</i> (African Intellectual Property Organization)
OMRS	Organization and Material Resources Section
PCD	Procurement Services Division
PCDA	Provisional Committee on Proposals Related to a WIPO Development Agenda
PCT	Patent Cooperation Treaty
PLT	Patent Law Treaty
PMDS	Performance Management and Development System
PPPs	partnerships between the public and private sectors
RMI	rights management information
RO	Receiving Office
SAN	storage area network
SCCR	Standing Committee on Copyright and Related Rights
SDWG	Standards and Documentation Working Group
SCP	Standing Committee on the Law of Patents
SCT	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications
SLAs	Service Level Agreements
SRP	Strategic Realignment Program
TCEs	Traditional Cultural Expressions/Folklore
TK	Traditional Knowledge
UDRP	Uniform Domain Name Dispute Resolution Policy
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	Framework Convention on Climate Change

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UNGM	United Nations Global Marketplace
UN-H-MOSS	UN Headquarters Minimum Operating Security Standards
UNIACB	UN Interagency Committee on Bioethics
UNICC	UN International Computing Centre
UNIDO	United Nations Industrial Development Organization
UN MDTF	UN Multi-donor Trust Funds
UNSAS	United Nations System Accounting Standards
UPOV	International Union for the Protection of New Varieties of Plants
WCO	World Customs Organization
WCT	WIPO Copyright Treaty
WHO	World Health Organization
WPPT	WIPO Performances and Phonograms Treaty
WTO	World Trade Organization

[End of appendices and of document]