

Assemblies of the Member States of WIPO

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PROPOSED PROGRAM AND BUDGET FOR THE 2014/15 BIENNIUM

presented by the Director General

1. The attached revised Proposed Program and Budget for the 2014/15 Biennium is submitted to the present session of the Member States of WIPO following discussions and decisions of the 21st session of the Program and Budget Committee (PBC) held from September 9 to 13, 2013.
2. At that session, the PBC took the following decision (see document A/51/14):
 - "1. The Program and Budget Committee (PBC) recommended to the Assemblies of the Member States of WIPO and of the Unions, each as far as it is concerned, the approval of the proposed Program and Budget for the 2014/15 Biennium as contained in document WO/PBC/21/8, subject to the following:
 - "(i) The increase of the overall budgetary envelope to address the agreed implementation of the WIPO Language Policy, in the amount of 793 thousand Swiss francs in Program 27;
 - "(ii) Reinstatement of Program 30 to include SMEs and innovation, with no change to the content and resources for SMEs and innovation in Program 10;
 - "(iii) Agreement by Member States, in the course of the meeting of the Assemblies, during discussions on the proposed Program and Budget, on Program 20 related to External Offices; and
 - "(iv) Reflection of the agreed changes in respect of paragraph 44 of the Financial Overview and Programs 1, 2, 3, 8, 9, 11, 15, 17, 23, 27, and 30.

“2. The PBC referred to the Assemblies of the Member States of WIPO and of the Unions, each as far as it is concerned, to decide on:

"(i) Program 18;

"(ii) The target for Program 2 in respect of Diplomatic Conference; and

"(iii) The target for Program 4 in respect of Diplomatic Conference.”

3. The attached Proposed Program and Budget for the 2014/15 Biennium reflects revisions agreed under points 1 (i), (ii) and (iv) of the above recommendation.

4. 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 Proposed Program and Budget for the 2014/15 Biennium.

[Proposed Program and Budget for the 2014/15 Biennium follows]

PROPOSED PROGRAM AND BUDGET FOR THE 2014/15 BIENNIUM

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FOREWORD BY THE DIRECTOR GENERAL

The planning of the Program and Budget for the 2014/15 Biennium is taking place in an economic context that is distressingly similar to that which prevailed when we were planning the program and budget for the current biennium. The world economy continues to underperform. Recovery from a prolonged period of recession and stalled or limited growth remains fragile and visibility is still poor.

Under the shadow of this lingering downswing, however, demand for intellectual property (IP) titles, which form the basis of the revenue of the Organization, has outperformed the world economy. After a decrease of 4.8 per cent in 2009, international patent applications under the Patent Cooperation Treaty (PCT), which account for approximately 75 per cent of the revenue of the Organization, increased by 5.7 per cent in 2010, 11.0 per cent in 2011 and 6.3 per cent in 2012 and are on track to rise again in 2013. This growth results from a number of factors, including reliance on innovation as a strategy for future growth, a very rapid increase in demand in China and a greater emphasis on international protection (protection in multiple countries) in a context of the increasingly global nature of competition.

On the basis of these trends, as well as the steady expansion of our other global IP systems and a hesitant recovery, we are estimating that the income of the Organization will increase by 4.5 per cent in the coming biennium. Naturally, this rise in revenue will not involve any increase in Member States' contributions, which will remain constant, with zero nominal growth.

While revenue will rise, there are strong cost pressures that will necessarily entail higher expenditure levels. Among these cost pressures are staff costs, which are predicted to increase by 8.8 per cent. A major component of the increase in staff costs is provision for long-term liabilities in accordance with International Public Sector Accounting Standards (IPSAS), particularly after-service health insurance (ASHI). In addition, the unit cost of translation in the PCT service is rising as Asian languages assume a higher portion of overall demand.

The Organization is now dependent on information and communication technologies (ICT) for the delivery of services in the Global IP Systems and, increasingly, in other areas, such as distance learning, promotion and sensitization courses delivered through webinars and the facilitation of Member-State fora in support of various committees. Investment in ICT for the improved delivery of services (such as the ePCT system) and for assistance for developing countries in business modernization (IPAS, or Industrial Property Automation System, and WIPOCOS, or the WIPO-provided IT system for collective administration of creative works), as well as for assurance of business continuity, disaster recovery and IT security, is another major cost pressure.

These cost pressures push our projected expenditure level almost to the level of increased revenue. Overall, the draft budget provides for only a very small surplus (2 million Swiss francs). No new posts are being requested - the draft Program and Budget maintains the same head count. Despite increased demand, the Organization is, as a consequence of improved productivity, operating with a lower head count than in 2008.

The continued growth in IP demand reflects the importance, if not centrality, of intangible assets and intellectual capital in the contemporary economy. That importance has also increased the complexity of both the governmental and the economic environment in which IP operates. Active government agendas exist at the national, bilateral, plurilateral, regional and multilateral levels. The innovation ecosystem (or our understanding of it) has grown more sophisticated. The nature of the marketplace for creative works has been radically transformed and remains highly dynamic.

This increased complexity highlights the importance of positioning the Organization. It is obvious that the Organization cannot do everything in such a complex world. We are fortunate to be a well-resourced Organization, but it would be a mistake to confound being largely self-funded with being rich. The claims on the limited resources are many and varied.

In this context, in order to achieve the greatest impact, we believe that it is more important than ever to focus the programs and activities of the Organization on delivering on its strategic goals, particularly on those relating to our Global IP Systems, the global legal framework, global infrastructure, world reference resources and development. These are the areas where the Organization has a comparative advantage and where it can make its mark and contribution in a complex world with many actors. The Results Framework reflects this endeavor to sharpen focus and to heighten impact. The number of results has been lowered from 60 to 38.

A particular example of the emphasis on focus and consolidation is the WIPO Academy. We have tried to identify more precisely the comparative advantages of the Academy and to channel the available resources towards activities that build upon those comparative advantages. In line with this approach, the Academy will be the specialist center of the Organization for human capacity building. As such, it will work closely with the regional bureaux and with the specialized programs.

Cost pressures and the highly dynamic external world are causing changes in our business model. There are three examples that may be cited in this regard.

The first is a heightened emphasis on sustainability of the products and services that we deliver. We need to ensure that those products and services are sustainable not only for the Organization, but also for the beneficiaries of the products or services. Thus, our very popular programs of technology and innovation support centers (TISCs), IPAS, WIPOCOS and the summer schools jointly run by the WIPO Academy and national offices or institutions all need to become, ultimately, self-sustaining. This will liberate resources that can, in turn, be applied to other countries that have not yet benefited from those programs (and the demand on the part of such other countries is high).

A second example of change in business model is externalization of services. We use external, as opposed to internal, resources to deliver most of our translation services (both generally and in the PCT). In the area of ICT, our model is increasingly to internalize R&D and project design and management and to externalize software development. Staff costs, the opportunity provided by global competitive bidding and the rapidity of technological change, which makes it increasingly difficult to match internally the expertise that is available externally, are driving this change. We are vigilant for opportunities presented by externalization, while remaining conscious that we obviously do not wish to externalize the whole Organization.

A third example is external offices. A continuing conversation has been held in the Organization on this subject for the past three years. The demand for external offices is high and certainly exceeds our capacity to supply. Many good reasons for new external offices have been advanced, including bringing the Organization and its services closer to its Member States, expanding the markets for our Global IP Systems, providing in a 24-hour service network, delivering capacity-building services from a field base and assisting in dealing with the challenges of business continuity, disaster recovery, IT security and the availability of equal performance levels (latency) around the globe. On the other hand, it is clear that the Organization cannot have as many external offices as it has Member States. It must have a limited network of strategically placed external offices. In addition, it must be recognized that external offices involved *changed* service delivery, not *new* service delivery. For the 2014/15 biennium, we are proposing to establish five new external offices – two in Africa and one each in China, Russian Federation and the United States of America. This will bring us closer to representation in all regions.

The changing business model requires cooperation within the Secretariat to a much greater extent than has previously been the case. Externalization requires greater cooperation between the specialized program concerned and administrative services, particularly human resources management and procurement. External offices require matrix reporting, as officials working in them need to report functionally to the hierarchy administering the external offices and substantively to the various specialized programs whose services they are delivering. The progress made during the Strategic Realignment Program (SRP), particularly with respect to the value of “Working as One”, has been invaluable in this regard.

In terms of program delivery, some specific highlights of the draft program and budget are:

- (i) The expansion of the ePCT service in the PCT System to a broader range of both functionalities and user groups, with consequent productivity advantages for WIPO, IP Offices and patent filers, as well as a higher level of quality in services provided;
- (ii) The expected expansion of geographical coverage of both the Madrid System, which it is expected that a number of Latin American countries and members of the Association of South East Asian Nations (ASEAN) will join, and the Hague System, where positive indications of intention to join have been given by China, Japan, Republic of Korea, Russian Federation, United States of America and the ASEAN countries;
- (iii) The maturity and positive conclusion of a number of projects in the normative program, notably in the areas of broadcasting; design law formalities; traditional knowledge, traditional

cultural expressions and intellectual property in relation to genetic resources; and the revision of the Lisbon Agreement on the International Registration of Appellations of Origin;

(iv) A sustainable basis for continuing the work of the Stakeholders Platform established under the Standing Committee on Copyright and Neighboring Rights (SCCR) to increase the practical availability of published works in accessible formats, a project that is complementary to the Marrakesh Treaty, adopted in June 2013;

(v) Very significant progress in a number of projects in the area of global infrastructure, including increased buy-in and use of global platforms such as the digital access service for priority documents and WIPO CASE (centralized access to search and examination results); improved functionalities provided under, and a greater number of countries benefiting from, IPAS and WIPOCOS; further expansion of the coverage and functionality of the PATENTSCOPE database and the Global Brands Database, as well as the commencement of a global designs database; and expanded participation in our access to knowledge services provided through the TISC project and the free databases of scientific literature and technological and patent information that are made available in cooperation with publishers and commercial information providers; and

(vi) A more focused provision of a suite of training programs for human capacity building through the WIPO Academy.

The coming biennium will also see the consolidation of the benefits derived from the Strategic Realignment Program (SRP) and the completion of the enterprise resource planning (ERP) system, enabling the Organization to be better placed to deliver the program initiatives highlighted in the previous paragraph. As always, the Organization will only achieve real delivery and create real value if it has the continued commitment and engagement of its Member States, on which we have been fortunate to be able to count and for which I should like to express our deep gratitude.



Francis Gurry

Director General

I. RESULTS OVERVIEW

1. This Program and Budget provides the planning for the biennium 2014/15 within the overall strategic context of the Medium Term Strategic Plan (MTSP) and guided by the inputs received from Member States.

2. The demand for the Organization's products and services continues to increase. The current proposal therefore ensures that the Organization's resources continue to be deployed towards the achievement of results that are of highest value to our Member States and stakeholders. In this context, some of the highest priorities in the 2014/15 biennium are:

(i) Ensuring a more widespread and better use of the services provided by WIPO's global registration systems, in particular, the PCT, Madrid and the Hague, remains a key priority in 2014/15 being the main foundation for the Organization's long term financial sustainability. This will require meeting the challenges of the changing geographical composition of demand for such services including the associated language skills requirements. Operational efficiency of the registration systems will also be enhanced by continuing to improve the electronic environment, in particular the e-PCT and Madrid modernization.

(ii) The Organization continues to rely on the PCT fees for approximately 75% of its revenue, which is a high dependence on one income stream. In response to this strategic risk, the Organization will continue to explore opportunities to improve financial sustainability through the expansion of other revenue streams.

(iii) Facilitating enhanced cooperation and agreement among Member States on the further development of a balanced international normative framework for IP will remain one of the key priorities in 2014/15:

- WIPO will aim at achieving progress in the development of a balanced international legal framework for brands and designs that is conducive for innovation and economic growth, in particular with regard to an international treaty for industrial design registration procedures. Subject to a decision by the WIPO General Assembly, this work is going to result in the holding of a Diplomatic Conference for the adoption of a design law treaty during the biennium.
- Advancement of the normative agenda on copyright and related rights will focus on facilitating work related to the proposed broadcasting treaty and discussions of copyright norms related to other exceptions and limitations currently being held in the SCCR.
- Under the mandate of the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC), the Secretariat will focus on providing an environment conducive to focused negotiations among Member States and other IGC participants, which could lead to shared understandings and a convergence of views and, then, the adoption of an international legal instrument(s).
- Following progress made towards a revision of the Lisbon Agreement that would modernize the Lisbon system, the Lisbon Working Group has agreed that a recommendation be made to the Lisbon Union Assembly for convening a Diplomatic Conference for the adoption of a Revised Lisbon Agreement in 2015, with the exact dates and venue to be decided by the Preparatory Committee.
- Provision has been made in the Program and Budget proposal for the possibility of Diplomatic Conferences should Member States decide to convene them in the biennium 2014/15.

(iv) Enhancing access to, and use of, IP information by IP institutions and the public to promote innovation and creativity. Firstly, WIPO will continue to expand global databases in

terms of their geographical coverage of national data collections and to improve the quality of data in collaboration with interested IP offices. This will include the development of a global database for designs to complete all major types of industrial property data. Secondly, enhanced access to IP knowledge content will be facilitated through the creation of sustainable Technology Innovation Support Center (TISCs) networks through the mainstreaming of the completed two phased DA project. Thirdly, the strengthening of the technical infrastructure of IP offices through a revised technical assistance model, focusing on sustainable results at the country level, with WIPO moving towards increasingly functioning as a service provider. A new strategy for 2014/15 will be to apply the accumulated skills and knowledge of the Organization to the business of Collective Management Organizations (CMOs). The standard model for implementation of outward facing infrastructure projects and activities contributing to Strategic Goal IV will consist of the specialized Programs taking the business lead and the Global Infrastructure related Programs taking responsibility for the development and implementation of the associated technical IT components.

(v) Better coordinated and targeted human resource capacity building in developing countries, least developed countries (LDCs) and countries with economies in transition to effectively use IP for development with Programs 9 and 10 being in the lead. Meetings and events will be planned based on an assessment of demonstrable contribution to the results to be achieved. Organizational abilities to better respond to the specificities of LDCs, in accordance with the WIPO relevant deliverables in the Istanbul Action Plan, will be strengthened.

(vi) In order to achieve a more integrated planning and delivery of WIPO training and capacity building activities, enhance quality and cost-effectiveness, the WIPO Academy will be strategically repositioned with a view to carving out the WIPO strategic niche for training and capacity building activities. Efforts will be undertaken in the biennium to review and gradually regroup such activities in a single operational unit in accordance with the following principles:

- (a) an implementing agency for the direct delivery of professional training;
- (b) a catalyst of networks and partnerships to expand the range and impact of training opportunities in countries;
- (c) an in-house center of excellence on training;
- (d) an open-access on-line clearing house of information on all WIPO training activities, tools and services; and,
- (e) a hub of virtual network of partners, experts and teachers in development-oriented IP training.

(vii) With the guiding principles of value addition and more effective and efficient delivery of results given the advantage of geographical proximity to target stakeholders, the proposed new and existing external offices will focus particularly on services in support of WIPO's Global IP Services (Strategic Goal II), facilitating the use of IP for Development (Strategic Goal III), enhancing global IP infrastructure (Strategic Goal IV), and more effective communication to a broad public and stakeholders in the respective country and region (Strategic Goal VIII).

(viii) Strengthening the WIPO brand, enhancing quality, delivery of and access of WIPO content including through the website will be key priorities in the biennium. WIPO must improve its understanding of the needs and expectations of its many different stakeholders and continue to build on foundations laid in the previous biennium to foster a culture of service orientation supported by improved technical infrastructure.

(ix) Efforts to provide effective and efficient and customer-oriented services to external stakeholders and internal clients will continue to be pursued under Strategic Goal IX. Following the comprehensive overhaul of the Staff Regulations and Rules (SRR) in 2012, further adjustments will continue to be made to the SRR, as necessary, to ensure a clear, modern and up-to-date regulatory framework, in line with best practices in the UN common system. The structure and profile of the Organization's workforce presents a risk that requirements evolve at such a pace that staff skills do not remain fully aligned to the new demands. Human resources priorities in the biennium will therefore include skills alignment, gender balance at all levels, geographical diversity, recruitment lead time, and clear policies aligned with the business needs

and best practice in the UN Common System. Investment in staff development will be increased with a focus on the critical collective and individual training needs to ensure effective achievement of organizational expected results.

(x) In the next biennium, the Secretariat will work towards the full implementation of the WIPO Language Policy, in a phased and cost effective manner, including in respect of coverage of languages and the length of documents.

(xi) Continued strengthening of organizational performance management will remain a key priority. The 2014/15 biennium will focus on ensuring that the implementation monitoring and assessment processes are strengthened to provide enhanced visibility and understanding of on-going implementation trends to further improve Program delivery. The deployment of the main functionalities of the ERP system and the full integration of WIPO's financial, human resources and RBM systems will ensure that coherent and mutually supportive systems are developed to integrate programmatic and financial planning, monitoring and reporting.

(xii) All nine Strategic Goals of WIPO are highly dependent on reliable and effective ICT infrastructure and services for Program delivery. With increasing importance, comes increasing expectations and responsibility. Global clients expect WIPO's ICT services to be more responsive to their needs, increasingly reliable, accessible and secure against nature and man-made disasters including cyber attacks. Information security therefore takes highest priority and will continue to be strengthened through the next biennium. Better accessibility will be assured through failover, recovery and redundancy measures.

3. Development continues to be a priority in the biennium 2014/15 in line with the MTSP and Member States' expectations. This is reflected by a stable development share in the next biennium (Results Framework Chart and Table 8) with an absolute increase in development expenditure of 4.5 per cent compared to 2012/13.

4. The mainstreaming of development across all substantive Strategic Goals and all relevant Programs of the Organization in line with the Development Agenda (DA) recommendations continues to be reflected in the consolidated results framework for 2014/15 (Results Framework Chart: see development share budget by result). The biennium will therefore see further mainstreaming of WIPO's activities related to a) national IP regulatory frameworks that promote creativity and innovation and reflect the level of development of the different WIPO Member States; and b) the strengthening of the institutional and technical infrastructure of IP institutions into the substantive Strategic Goals I and IV, respectively, and the relevant specialized Programs 1, 2, 3, 14 and 15. This will result in an improved capacity to deliver development oriented activities to developing countries, LDCs and countries with economies in transition in terms of effectiveness, efficiency, better coordination and coherence with an ultimate higher development impact building on progress made in 2012/13. The delivery model will thus be further strengthened, with, on the one hand, specialized Programs providing the substantial and technical expertise for the implementation of development activities. On the other hand, the Regional Bureaus and the Certain Countries in Europe and Asia and LDCs Divisions continue to be the custodians of planning and programming at the national level, in close cooperation with all countries concerned, and responsible for the overall coordination of activities at the country level as articulated in the country plans.

5. The DA recommendations continue to guide WIPO development activities. Program linkages to the DA recommendations continue to be substantively reflected in each relevant Program narrative. DA projects have been mainstreamed, both in terms of substance and resources, in each program in line with the Budgetary Process for Projects Proposed by the Committee on Development and Intellectual Property (CDIP) for the Implementation of the DA recommendations approved by the WIPO Assemblies in 2010¹. Applying a consistent project management and review methodology to DA projects will continue to ensure that lessons from the projects are adequately learned before embarking on subsequent project phases, subject to the approval of the CDIP, or mainstreaming project activities into the regular work of the Organization.

6. WIPO will continue to support the implementation of the Millennium Declaration. It will also step up its engagement with the UN system and other stakeholders in the Post-2015 DA process to ensure

¹ Review of Budgetary Process Applied to Projects Proposed by the Committee on Development and Intellectual Property (CDIP) for the Implementation of the Development Agenda Recommendations (A/48/5 REV.)

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that the post-2015 framework reflects appropriately the contribution that science, technology and innovation can make to sustainable development.

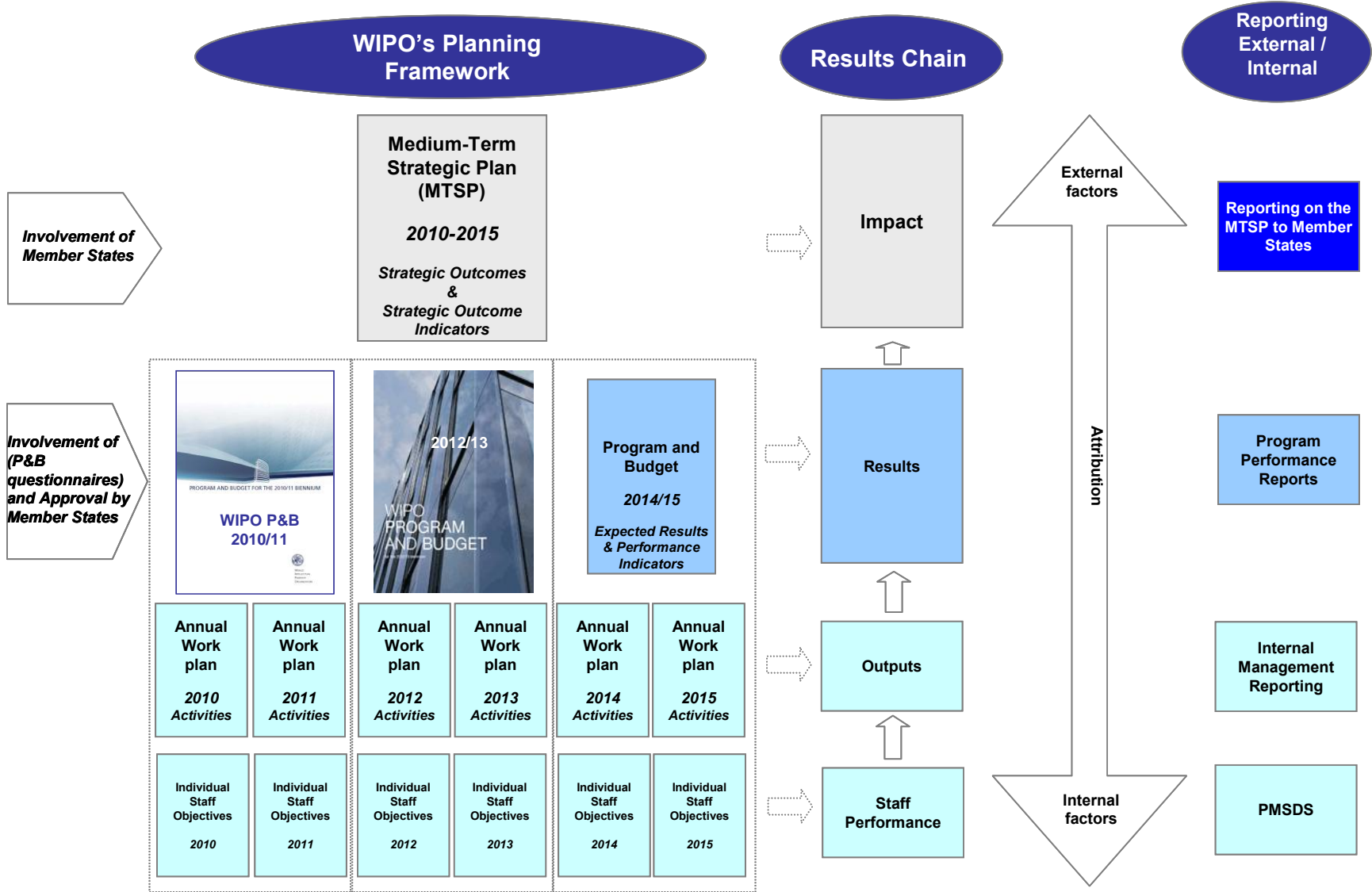
7. Organizational expected results have undergone further refinement and consolidation compared to 2012/13. The results framework for 2014/15 now sets out 38 organizational expected results at a consistent level providing a clearer mandate and enhanced focus to Programs contributing to these results. The Results Framework Chart also provides the results-based view of the budget for the biennium 2014/15 and the development share of resources for each result. Furthermore, a breakdown of the extra-budgetary resources potentially available under each Program is reflected at the program level and in Annex VIII.

8. Further improvements have been made to the measurements metrics, i.e. performance indicators, baselines and targets in line with the recommendations made by the independent validation carried out by Internal Audit and Oversight Division (IAOD) and the call for improvements made by Member States in respect of the PPR.

9. The implementation of a structured and periodical Risk Management process across the Organization has resulted in improved planning and understanding of events that could hinder the achievement of Expected Results. All Programs now undertake risk assessments as part of biennial planning and annual work planning. Throughout this document, the key risks and mitigation strategies for each Program are detailed at the end of each Program narrative.

10. Over the past two biennia, the Organization has invested significant efforts in the Strategic Realignment Program (SRP), designed to ensure that the Organization is a responsive, efficient and effective entity. Such an ambitious change plan inherently requires a change in organizational culture as well as capacity to absorb that change. The Organization will need to ensure that the benefits and improvements realized from the implementation are sustained and built upon through continuous improvement and a high level of staff engagement.

WIPO Results Based Management Framework



| Strategic Goal VIII - A Responsive Communications Interface between WIPO, its Member States and All Stakeholders | | | | | | | |
|--|---|--|--|--|---|---|---|
| | VIII.1. More effective communication to a broad public about intellectual property and WIPO's role <i>Proposed Budget 14/15: 12,882</i> <i>Development share: 4,963</i> | VIII.2. Improved service orientation and responsiveness to inquiries <i>Proposed Budget 14/15: 5,536</i> <i>Development share: 2,024</i> | VIII.3. Effective engagement with Member States <i>Proposed Budget 14/15: 6,747</i> <i>Development share: -</i> | VIII.4. Open, transparent and responsive interaction with non-governmental stakeholders <i>Proposed Budget 14/15: 1,771</i> <i>Development share: -</i> | VIII.5. WIPO effectively interacts and partners with UN and other IGO processes and negotiations <i>Proposed Budget 14/15: 5,949</i> <i>Development share: 2,778</i> | | <i>Total proposed budget SG VIII: 32,885</i> <i>Total development share SG VIII: 9,765</i> |
| Strategic Goal I: Balanced Evolution of the International Normative Framework for IP | Strategic Goal II: Provision of Premier Global IP Services | Strategic Goal III: Facilitating the Use of IP for Development | Strategic Goal IV: Coordination and Development of Global IP Infrastructure | Strategic Goal V: World Reference Source for IP Information and Analysis | Strategic Goal VI: International Cooperation on Building Respect for IP | Strategic Goal VII: Addressing IP in Relation to Global Policy Issues | |
| I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed <i>Proposed Budget 14/15: 15,734</i> <i>Development share: 8,772</i> | II.1. Increased use of the PCT route for filing international patent applications <i>Proposed Budget 14/15: 24,327</i> <i>Development share: 5,112</i> | III.1. National innovation and IP strategies and plans consistent with national development objectives <i>Proposed Budget 14/15: 13,616</i> <i>Development share: 13,616</i> | IV.1. Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world <i>Proposed Budget 14/15: 7,317</i> <i>Development share: 1,181</i> | V.1. Wider and better use of WIPO IP statistical information <i>Proposed Budget 14/15: 2,141</i> <i>Development share: -</i> | VI.1. Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda <i>Proposed Budget 14/15: 429</i> <i>Development share: 305</i> | VII.2. IP-based platforms and tools are used for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges <i>Proposed Budget 14/15: 4,401</i> <i>Development share: 3,081</i> | |
| I.2. Tailored and balanced IP legislative, regulatory and policy frameworks <i>Proposed Budget 14/15: 7,899</i> <i>Development share: 7,899</i> | II.2. Improvement of the PCT system <i>Proposed Budget 14/15: 3,106</i> <i>Development share: 206</i> | III.2. Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition <i>Proposed Budget 14/15: 37,372</i> <i>Development share: 36,799</i> | IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity <i>Proposed Budget 14/15: 18,046</i> <i>Development share: 14,991</i> | V.2. Wider and better use of WIPO economic analysis in policy formulation <i>Proposed Budget 14/15: 4,261</i> <i>Development share: 2,270</i> | VI.2. Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP <i>Proposed Budget 14/15: 1,124</i> <i>Development share: 843</i> | VII.3. Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy <i>Proposed Budget 14/15: 2,032</i> <i>Development share: 2,032</i> | |
| I.3. Increased protection of State emblems and names and emblems of International Intergovernmental Organizations <i>Proposed Budget 14/15: 439</i> <i>Development share: -</i> | II.3. Improved productivity and service quality of PCT operations <i>Proposed Budget 14/15: 172,856</i> <i>Development share: -</i> | III.3. Mainstreaming of the DA recommendations in the work of WIPO <i>Proposed Budget 14/15: 4,199</i> <i>Development share: 4,199</i> | IV.3. Broad geographical coverage of the content and use of WIPO Global IP Databases <i>Proposed Budget 14/15: 2,810</i> <i>Development share: 702</i> | | | | |
| | II.4. Wider and better use of the Hague system, including by developing countries and LDCs <i>Proposed Budget 14/15: 5,953</i> <i>Development share: 354</i> | III.4. Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs <i>Proposed Budget 14/15: 5,398</i> <i>Development share: 5,398</i> | IV.4. Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders <i>Proposed Budget 14/15: 17,284</i> <i>Development share: 14,704</i> | | | | |
| | II.5. Improved productivity and service quality of the Hague operations <i>Proposed Budget 14/15: 2,351</i> <i>Development share: -</i> | III.5. Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders <i>Proposed Budget 14/15: 509</i> <i>Development share: 509</i> | | | | | |
| | II.6. Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs <i>Proposed Budget 14/15: 15,878</i> <i>Development share: 6,377</i> | III.6. Increased capacity of SMEs to successfully use IP to support innovation <i>Proposed Budget 14/15: 4,419</i> <i>Development share: 4,231</i> | | | | | |
| | II.7. Improved productivity and service quality of Madrid & Lisbon operations <i>Proposed Budget 14/15: 40,932</i> <i>Development share: 958</i> | | | | | | |
| | II.8. International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods <i>Proposed Budget 14/15: 3,557</i> <i>Development share: 291</i> | | | | | | |
| | II.9. Effective intellectual property protection in the gTLDs and the ccTLDs <i>Proposed Budget 14/15: 7,889</i> <i>Development share: 169</i> | | | | | | |
| <i>Total proposed budget SG I: 24,072</i> <i>Total development share SG I: 16,671</i> | <i>Total proposed budget SG II: 276,849</i> <i>Total development share SG II: 13,467</i> | <i>Total proposed budget SG III: 65,513</i> <i>Total development share SG III: 64,752</i> | <i>Total proposed budget SG IV: 45,457</i> <i>Total development share SG IV: 31,578</i> | <i>Total proposed budget SG V: 6,402</i> <i>Total development share SG V: 2,270</i> | <i>Total proposed budget SG VI: 1,553</i> <i>Total development share SG VI: 1,148</i> | <i>Total proposed budget SG VII: 6,433</i> <i>Total development share SG VII: 5,113</i> | |
| Strategic Goal IX - Efficient Administrative and Financial Support Structure to enable WIPO to Deliver its Programs | | | | | | | |
| | IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and external stakeholders <i>Proposed Budget 14/15: 150,797</i> <i>Development share: -</i> | IX.2. An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results <i>Proposed Budget 14/15: 36,603</i> <i>Development share: -</i> | IX.3. An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns <i>Proposed Budget 14/15: 2,971</i> <i>Development share: -</i> | IX.4. An environmentally and socially responsible organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure <i>Proposed Budget 14/15: 13,992</i> <i>Development share: -</i> | IX.8. Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight <i>Proposed Budget 14/15: 6,641</i> <i>Development share: 937</i> | | <i>Total proposed budget SG IX: 211,004</i> <i>Total development share SG IX: 937</i> |

Mainstreaming Strategic Goal III - Facilitating the Use of IP for Development & Development Agenda

¹ The proposed budget by results does not include the proposed budget for unallocated: 3,827
² Development share: Expenditure is qualified as development expenditure only where the beneficiary is a developing country and the equivalent expenditure is not available for developed countries (consistent with past practice, countries with economies in transition are included for the purposes of the Program and Budget)
³ The figures for Development Share include Development Agenda project resources
⁴ Figures might not add up to total budget due to rounding

Total proposed budget 2014/15: 673,993
Total development share: 145,699

II. FINANCIAL OVERVIEW

11. This section provides an overview of the key assumptions and parameters underlying the income estimates and proposed spending authority, as presented to Member States for their consideration for the 2014/15 biennium.

Table 1. Proposed Budget for 2014/15 and Key Planning Parameters

| Proposed Budget for 2014/15 and Key Planning Parameters | |
|--|---------------|
| <i>(in millions of Swiss francs)</i> | |
| INCOME FORECAST FOR 14/15 | 713.3 |
| Estimated IPSAS adjustment to income (deferral) | <u>(20.3)</u> |
| INCOME after IPSAS adjustment | 693.0 |
| EXPENDITURE - BUDGET 14/15 | 674.0 |
| Estimated IPSAS adjustment to expenditure (depreciation, employee liability) | <u>17.0</u> |
| TOTAL EXPENDITURE | 691.0 |
| Operating Result | |
| Surplus/(Deficit) | 2.0 |
| REGISTRATION ACTIVITIES | |
| <i>Number of PCT applications</i> | 422,500 |
| <i>Number of Madrid Registrations and Renewals</i> | 141,500 |
| <i>Number of Hague Registration and Renewals</i> | 13,302 |

12. WIPO's financial statements are prepared in accordance with IPSAS, on a full accrual basis, since 2010. The budget, or spending authority by program, however, continues to be proposed, approved and administered on a modified accrual basis ("budgetary basis"), in accordance with the Organization's Financial Regulations and Rules. Accordingly,

- (a) while all the proposed expenditure figures for the 2014/15 biennium have been set out on a budgetary basis, due care has been taken to establish WIPO's overall budgetary envelope for planning purposes in a manner and at a level which is prudent and takes appropriate consideration of the adjustments which are foreseen to be required under IPSAS in respect of operating expenditures. This approach has resulted in a conservative and prudent level for the overall spending authority proposed under the regular budget, which is limited by the foreseen income levels to be generated in the coming biennium, as adjusted down by the estimated IPSAS adjustments.
- (b) WIPO's budget continues to be presented and adopted by the Assemblies on a biennial basis. While all differences between IPSAS and budgetary basis reporting are disclosed and reconciled in the Organization's financial statements, the IPSAS requirement for annual reporting also requires that the Organization present its budget on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure under Annex IX of this document.

13. No new posts or headcount increases are proposed for the next biennium. The Secretariat proposes to complete the process of regularization, through the use of the remaining regularization posts approved by Member States for this purpose.

14. The Organization has identified the critical need for a number of capital expenditures and investments in the areas of premises, ICT and security, proposed to be funded from available

Proposed Program and Budget for 2014/15

reserves. To ensure full transparency and to provide a complete picture of the Organization's resource needs over the coming biennia, these proposed expenditures are presented in a separate document A/51/16 entitled Capital Master Plan.

15. The proposed budget for the 2014/15 biennium is presented at 674.0 million Swiss francs, which takes due account of the estimated IPSAS adjustments on both income and expenditure for the following biennium, and in turn results in a small surplus as operating result of approximately 2.0 million Swiss francs.

16. Income is also projected by Union, together with expenditures allocated to the same. It is highlighted that estimated IPSAS adjustments to both income and expenditure have also been included in the table below. Further details of the allocation of income and expenditure by Union are provided in Annex III.

Table 2. Financial Overview by Union 2014/15
(in thousands of Swiss francs)

| | CF Unions | | PCT Union | | Madrid Union | | Hague Union | | Lisbon Union | | Total | |
|---|---------------|------|----------------|------|----------------|------|----------------|------|--------------|-----|----------------|------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| Income 2014/15 | 36,199 | | 549,834 | | 117,282 | | 9,289 | | 694 | | 713,296 | |
| Estimated IPSAS adjustment to income | - | | (19,800) | | (400) | | (100) | | - | | (20,300) | |
| Total Income after IPSAS adjustment | 36,199 | | 530,034 | | 116,882 | | 9,189 | | 694 | | 692,996 | |
| Expenditure 2014/15 | 35,504 | | 507,795 | | 114,519 | | 14,610 | | 1,564 | | 673,993 | |
| Estimated IPSAS adjustment to expenditure | 896 | | 12,808 | | 2,888 | | 369 | | 39 | | 17,000 | |
| Total Expenditure after IPSAS adjustment | 36,400 | | 520,603 | | 117,407 | | 14,979 | | 1,604 | | 690,993 | |
| Operating Result | (201) | | 9,430 | | (526) | | (5,790) | | (910) | | 2,003 | |
| RWCF, Target | 17,752 | 50.0 | 76,169 | 15.0 | 28,630 | 25.0 | 2,192 | 15.0 | - | n/a | 124,743 | 18.5 |

*RWCF targets are calculated as percent of the biennial budgetary expenditure for each union

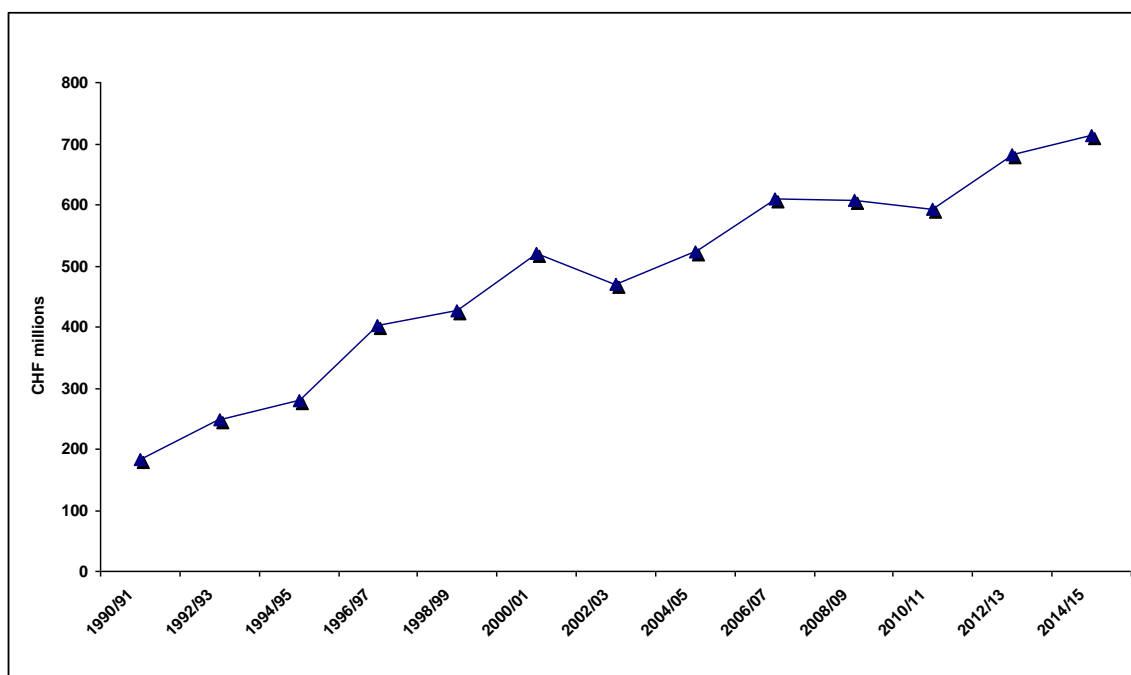
INCOME

17. Overall income in 2014/15 is projected at the level of 713.3 million Swiss francs, representing an increase of 4.5 per cent over the estimated income levels foreseen for the current biennium. As illustrated in the table below, the 2014/15 estimates represent increases for all registration systems as well as for publications income, with a small decrease for arbitration and Miscellaneous income, and a more significant and continued downturn for interest income, reflecting the ongoing depressed interest rate levels in the financial markets.

Table 3. Evolution of the Income of the Organization from 2004/05 to 2014/15
(in millions of Swiss francs)

| | 2004/05 | 2006/07 | 2008/09 | 2010/11 | 2012/13 | 2014/15 | Difference 2014/15 vs. 2012/13 | |
|------------------|--------------|--------------|--------------|--------------|---------------------|--------------|--------------------------------------|-------------|
| | Actual | | | | Current Estimate | Estimate | Amount | % |
| Contributions | 34.4 | 34.7 | 34.8 | 34.8 | 35.1 | 35.2 | 0.1 | 0.2% |
| Fees | | | | | | | | |
| PCT System | 400.6 | 451.1 | 443.6 | 434.8 | 524.6 | 545.6 | 21.0 | 4.0% |
| Madrid System | 60.8 | 90.3 | 94.8 | 99.6 | 105.8 | 114.6 | 8.8 | 8.3% |
| Hague System | 5.0 | 5.0 | 5.4 | 5.9 | 6.2 | 8.6 | 2.4 | 37.9% |
| Lisbon System | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0% |
| Sub-total, Fees | 466.5 | 546.5 | 543.8 | 540.3 | 636.7 | 668.8 | 32.1 | 5.0% |
| Arbitration | 2.5 | 3.2 | 3.3 | 3.3 | 3.0 | 2.8 | (0.2) | -7.1% |
| Publications | 4.4 | 2.7 | 1.1 | 1.1 | 1.1 | 1.2 | 0.1 | 7.0% |
| Other | | | | | | | | |
| Interest | 8.9 | 15.8 | 17.8 | 9.4 | 2.8 | 1.5 | (1.2) | -44.5% |
| Miscellaneous | 6.0 | 6.4 | 6.5 | 3.9 | 4.1 | 3.8 | (0.3) | -8.4% |
| Sub-total, Other | 14.9 | 22.2 | 24.3 | 13.3 | 6.9 | 5.3 | (1.6) | -22.8% |
| TOTAL | 522.7 | 609.3 | 607.4 | 592.8 | 682.8 | 713.3 | 30.5 | 4.5% |

Chart 1. Evolution of Income from 1990/91 to 2014/15*

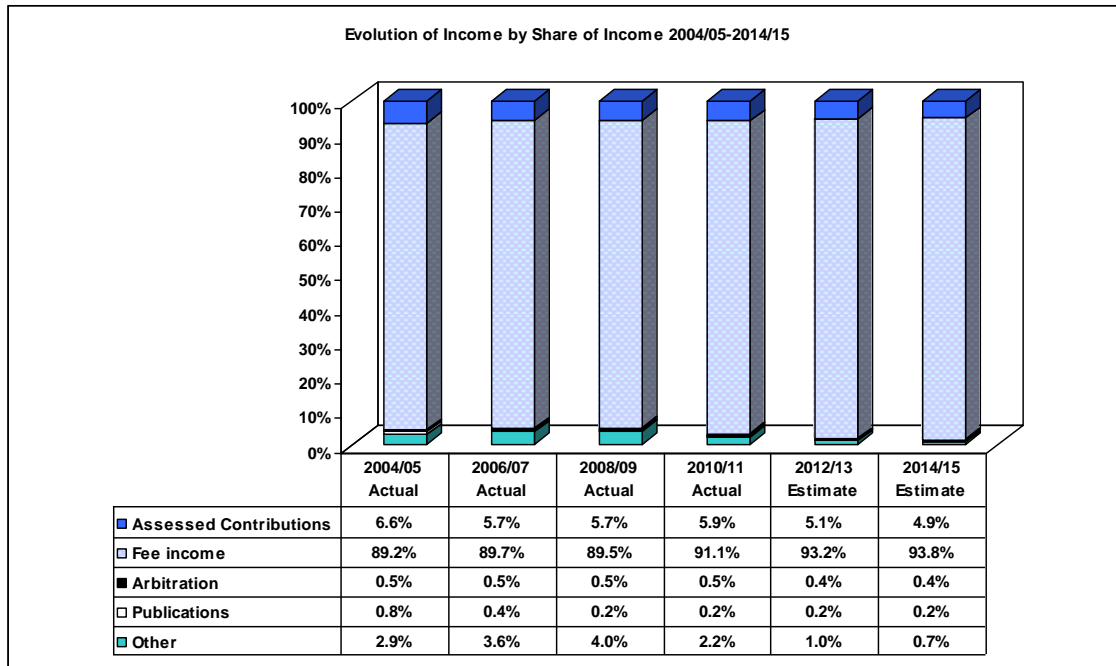


*Figures for 2012/13 and 2014/15 are forecasts

Income from the international registration systems

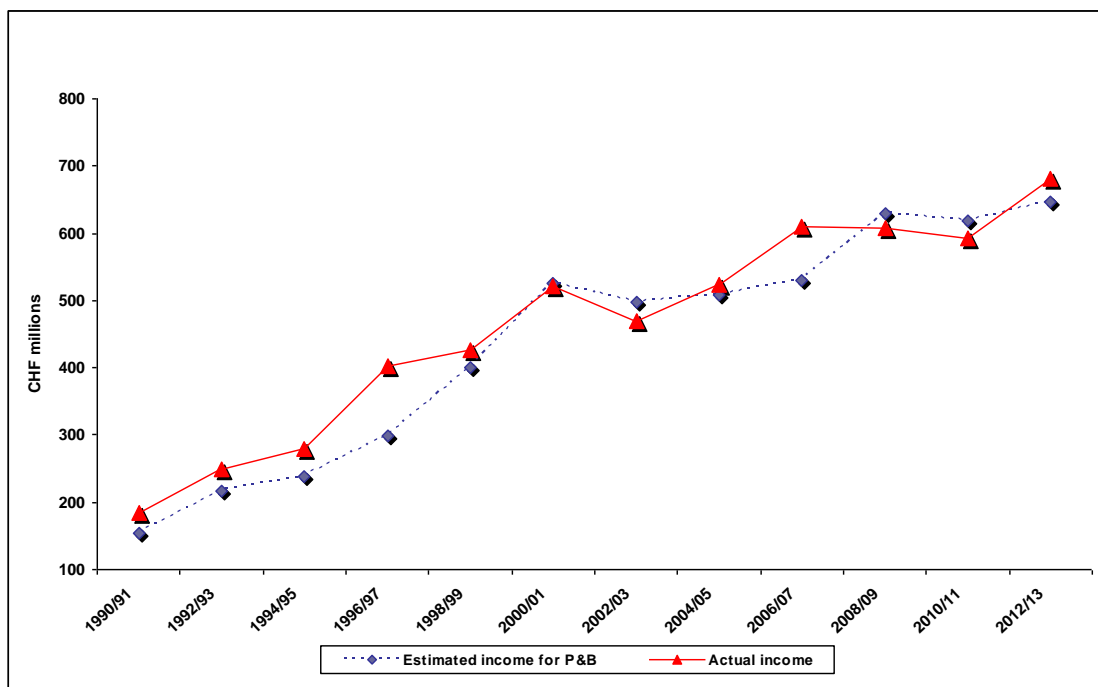
18. The main source of income for the Organization remains fees from services provided under the PCT, Madrid and Hague systems. Overall income levels have continued to increase steadily over the past decade, and the share of fee income has continued to grow within these. Fee income continues to represent over 90 per cent of the Organization's total income, as the chart below illustrates. With the downturn in interest and Miscellaneous income over the past biennia, the importance and weight of fee income has continued to grow, representing just under 94 per cent of total income in 2014/15.

Chart 2. Share of Income by Income Type - from 2004/05 to 2014/15



19. Estimates for fee income are based on the forecast models developed by the Secretariat, as detailed in Annex IV of this document. The mid-point (or “base case”) estimate for registration volumes (international applications, registrations, renewals) was historically selected for planning purposes as the most appropriate assumption on which to build the fee income estimates of the registration systems. These projections and estimates have resulted in quite prudent and conservative income projections, as the chart below illustrates, with actual income figures mostly exceeding the forecasts.

Chart 3. Income Forecast vs Actual Income 1990/91 to 2012/13



*Figure for 2012/13 is a forecast (Line Actual Income)

20. In establishing the 2014/15 planning parameters related to registration levels and fee income, as in previous biennia, the Office of the Chief Economist prepared an expanded set of the economic and statistical projections for each registration system, which are based on multiple statistical forecast

models, including autoregressive, econometric and transfer models. The combination of data produced by these models results in a series of ranges for workload volumes forecast, with specific probabilities assigned to each. These forecasts are provided in Annex IV.

21. An in-depth business and cross-functional validation process was carried out with the business areas concerned in respect of the underlying assumptions of, as well as the results generated by the models. As a result, the base case figures were confirmed as registration levels estimated for the PCT and Hague registration systems, while the Madrid system confirmed estimated registration and renewal volumes at slightly below the base case projected by the models. The table below presents the respective registration volumes, which serve as the planning parameters for the 2014/15 budget.

Table 4. Estimates for Demand for Services (Workload) under the PCT, Madrid and Hague Systems*

| | 2010 | 2011 | 2010/11 | 2012 | 2013 | 2012/13 | 2014 | 2015 | 2014/15 | Difference from 2012/13 | |
|--------------------------|---------|---------|---------|---------|------------------|------------------|----------|----------|----------|-------------------------|-------|
| | Actual | Actual | Actual | Actual | Current Estimate | Current Estimate | Estimate | Estimate | Estimate | Amount | % |
| 1. PCT | | | | | | | | | | | |
| IAs filed | 164,338 | 182,369 | 346,707 | 193,800 | 202,200 | 396,000 | 208,000 | 214,500 | 422,500 | 26,500 | 6.7% |
| 2. Madrid | | | | | | | | | | | |
| Registrations | 37,533 | 40,711 | 78,244 | 41,954 | 43,500 | 85,454 | 45,600 | 46,900 | 92,500 | 7,046 | 8.2% |
| Renewals | 21,949 | 21,754 | 43,703 | 21,859 | 22,000 | 43,859 | 24,000 | 25,000 | 49,000 | 5,141 | 11.7% |
| Registrations & Renewals | 59,482 | 62,465 | 121,947 | 63,813 | 65,500 | 129,313 | 69,600 | 71,900 | 141,500 | 12,187 | 9.4% |
| 3. Hague | | | | | | | | | | | |
| Registrations | 2,216 | 2,363 | 4,579 | 2,440 | 2,585 | 5,025 | 3,462 | 4,271 | 7,733 | 2,708 | 53.9% |
| Renewals | 2,793 | 2,821 | 5,614 | 3,120 | 2,791 | 5,911 | 2,710 | 2,859 | 5,569 | (342) | -5.8% |
| Registrations & Renewals | 5,009 | 5,184 | 10,193 | 5,560 | 5,376 | 10,936 | 6,172 | 7,130 | 13,302 | 2,366 | 21.6% |

*Actual figures are as of January 2013

Income from Other Sources

22. Income from the Contributions of Member States remains almost unchanged at 35.2 million Swiss francs for the 2014/15 biennium, compared to 35.1 million Swiss francs in 2012/13.

23. Income from the services provided by the Arbitration and Mediation Center is estimated at 2.8 million Swiss francs for the 2014/15 biennium. This compares with the estimate of 3.0 million Swiss francs in 2012/13. The decrease in estimates is due to uncertainties associated with trademark owners' shrinking enforcement budgets and developments with regard to UDRP dispute resolution providers as well as alternatives to the UDRP for new top-level domains.

24. Income from Publications sales is estimated at 1.2 million Swiss francs compared to 1.1 million Swiss francs for 2012/13. WIPO currently distributes more than 95 per cent of all WIPO paper publications free of charge. The Publications' income is derived primarily from the sale of and online subscriptions to PatentScope CD-ROMs, the sale of some paper publications and revenue from advertising in WIPO Magazine.

25. Interest income is estimated at 1.5 million Swiss francs, compared to an estimate of 2.8 million Swiss francs. The reduction is mainly due to lower interest rates, reflecting the ongoing depressed interest rate levels in financial markets.

26. Miscellaneous income is estimated at 3.8 million Swiss francs for the 2014/15 biennium, compared to 4.1 million Swiss francs in 2012/13. Miscellaneous income includes payments by UPOV to WIPO for administrative support services; rental income; support charges in respect of extra-budgetary activities executed by WIPO and financed by trust funds; registration fees for conferences and training programs.

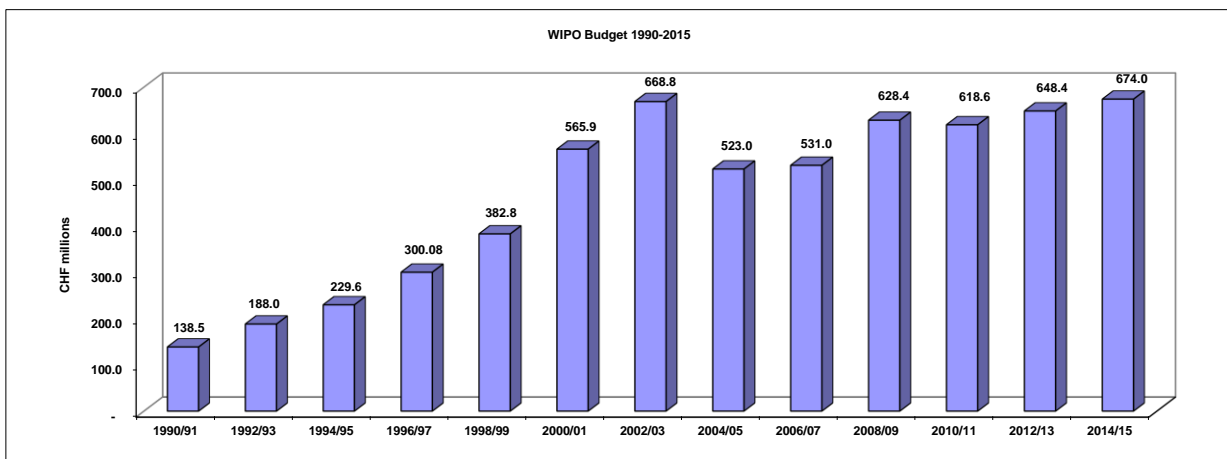
EXPENDITURE

OVERALL EXPENDITURE

27. The total proposed expenditure for the 2014/15 biennium is 674.0 million Swiss francs, representing an increase of 25.6 million Swiss francs or 3.9 per cent over the 2012/13 budget after transfers. Personnel costs are proposed to increase by 36.3 million Swiss francs or 8.8 per cent, and non-personnel costs are proposed to decrease by 10.7 million Swiss francs or 4.5 per cent.

28. The graph below provides an indication of the context within which WIPO's 2014/15 budget evolution can be placed. Since 1990, the total budget has shown a measured increase, in line with the growth of the Organization and the increased demand for its services.

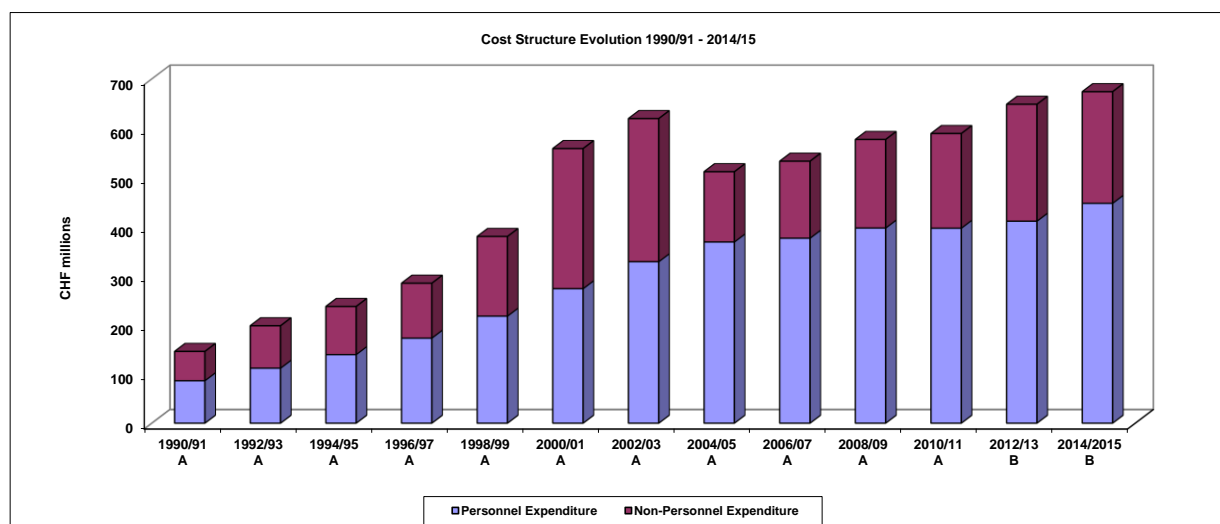
Chart 4. Evolution of WIPO's Expenditure Budget 1990/91 to 2014/15



29. The structure of the Organization's expenditure over the same period has remained relatively stable, and is very much in line with that of a service organization, whose largest expenses relate to staff costs. As indicated in the chart below, these have been relatively steady over the past 20 years or so in WIPO, remaining with the range of 60-72 per cent, depending on the overall expenditures in a given biennium, with the upward pressure exercised by the contract reform, as well as the need to recognize costs related to the Organization's future liabilities clearly impacting the overall personnel costs.

30. The Organization has expended significant efforts to continue to improve and strengthen financial management, and to introduce cost efficiencies and thus contain the increase of its non-personnel costs. In 2012/13, the share of budgeted personnel costs was 63.3 per cent, which has increased slightly to 66.3 per cent in 2014/15 as a result of the continued containment of increases on non-personnel costs. Cost efficiency measures will remain a central feature of the Secretariat's efforts in the coming biennium as well.

Chart 5. Evolution of WIPO's Cost Structure 1990/91 to 2014/15*



*A: Actual; B: Budgeted

31. As indicated in paragraph 14, the Secretariat has drawn up a Capital Master Plan (“CMP”), which is a comprehensive and sustainable plan for capital expenditure projects foreseen to be implemented over the following three biennia, from 2014 to 2019. The CMP provides an overview of capital expenditure projects regardless of the source of funding, clearly differentiating between the one-time investment costs and the operating/recurring cost implications of the project.

32. As indicated in the table below, projects proposed for implementation starting in 2014 are proposed for reserve funding in the total amount of 11.2 million Swiss francs. Additional operating/recurring costs of 3.97 million Swiss francs are envisaged to require funding over the next three biennia from the regular budget. For those projects to be implemented in 2014/15, the related operating/recurring costs in the amount of 170 thousand Swiss francs have been included in the 2014/15 Program and Budget proposals.

Table 5. Projects Proposed for Reserve Funding Under the Capital Master Plan
(in thousands of Swiss francs)

| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | TOTAL |
|---|--------------|--------------|--------------|------------|----------|----------|---------------|
| ICT related projects | 1,150 | 1,224 | 394 | - | - | - | 2,768 |
| Buildings related projects | 1,960 | 4,050 | 2,000 | - | - | - | 8,010 |
| Safety/Security related projects | 100 | 100 | 100 | 100 | - | - | 400 |
| Total One-time cost by year | 3,210 | 5,374 | 2,494 | 100 | - | - | 11,178 |

| | | | | | | | |
|---|----|----|-----|-------|-----|-----|-------|
| <i>Total Operating/recurring cost by year</i> | 76 | 94 | 825 | 1,035 | 995 | 945 | 3,970 |
|---|----|----|-----|-------|-----|-----|-------|

Proposed Program and Budget for 2014/15

33. The details of the 2014/15 proposed budget by cost categories, in comparison with the 2012/13 budget after transfers, are shown in the table below. The proposed allocation of the 2014/15 proposed budget by program is provided in Annex II, while the comparison of the 2012/13 budget after transfers with the 2012/13 initial budget is provided in Annex I.

Table 5bis. Budget for 2014/15 – by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|-----------------|------------------------|-----------------|-------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 359,535 | 363,565 | 399,256 | 35,691 | 9.8% |
| Temporary Staff | 46,725 | 44,788 | 45,394 | 606 | 1.4% |
| Other Staff Costs | 2,350 | 2,350 | 2,350 | -- | 0.0% |
| Total, A | 408,610 | 410,703 | 447,000 | 36,297 | 8.8% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | 1,100 | 647 | 644 | (3) | -0.5% |
| WIPO Fellowships | 3,962 | 3,279 | 5,361 | 2,082 | 63.5% |
| <i>Sub-total</i> | 5,062 | 3,926 | 6,005 | 2,079 | 53.0% |
| Travel and Fellowships | | | | | |
| Staff Missions | 15,721 | 15,415 | 12,389 | (3,026) | -19.6% |
| Third-party Travel | 21,333 | 19,092 | 16,286 | (2,806) | -14.7% |
| Course Fellowships | 3,482 | 3,073 | 3,315 | 242 | 7.9% |
| <i>Sub-total</i> | 40,536 | 37,580 | 31,990 | (5,590) | -14.9% |
| Contractual Services | | | | | |
| Conferences | 9,507 | 8,669 | 8,824 | 155 | 1.8% |
| Publishing | 1,618 | 758 | 435 | (323) | -42.6% |
| Individual Contractual Services | 30,584 | 31,031 | 25,140 | (5,891) | -19.0% |
| Other Contractual Services | 86,024 | 101,906 | 97,591 | (4,315) | -4.2% |
| <i>Sub-total</i> | 127,732 | 142,364 | 131,990 | (10,373) | -7.3% |
| Operating Expenses | | | | | |
| Premises & Maintenance | 46,058 | 37,331 | 39,046 | 1,715 | 4.6% |
| Communication | 6,386 | 5,702 | 6,561 | 859 | 15.1% |
| Representation | 1,200 | 985 | 777 | (208) | -21.1% |
| Admin & Bank Charges | 508 | 520 | 964 | 444 | 85.4% |
| UN Joint Services | 1,340 | 1,522 | 1,722 | 200 | 13.1% |
| <i>Sub-total</i> | 55,492 | 46,061 | 49,070 | 3,009 | 6.5% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 4,675 | 3,769 | 1,671 | (2,098) | -55.7% |
| Supplies & Materials | 5,324 | 4,008 | 6,265 | 2,257 | 56.3% |
| <i>Sub-total</i> | 9,999 | 7,778 | 7,937 | 159 | 2.0% |
| Total, B | 238,820 | 237,708 | 226,993 | (10,716) | -4.5% |
| TOTAL | 647,430 | 648,411 | 673,993 | 25,581 | 3.9% |
| POSTS | 1,104 | 1,109 | 1,205 | 96 | 8.7% |

Notes:

(1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.

(2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5 as well as flexibility adjustments in line with Financial Regulation 5.6. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). For details on the Flexibility formulas please refer to Appendix D of this document. Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.

(3) For further details on posts for the Program please refer to the Table in Annex II. The difference between the proposed number of posts in 2014/15 compared to the 2012/13 Budget after transfers is the 96 regularization posts proposed for utilization under paragraph 41.

34. The naming and groupings of objects of expenditure have been refined and revised in order to (i) align the reporting of staff costs with the recently implemented contract reform, and (ii) further enhance efficiency and transparency in overall reporting on resource utilization. In order to facilitate the comparison of resources across biennia, the 2012/13 Approved Budget and Budget after transfers have been restated in line with the 2014/15 proposed objects of expenditure. Appendix B provides an overview of the Definition of Budget Headings.

35. The changes introduced in the next biennium are summarized below:

- (a) Following the implementation of the contract reform, the objects of expenditure under staff resources have been revised to include Posts and Temporary Positions, while non-staff resources have been moved out of this category. The relevant new categories of expenditures are the following:
 - (i) **Posts** – this category covers the resources foreseen for staff who hold fixed term, continuing or permanent contracts against regular budget approved posts in the Professional and General Services categories.
 - (ii) **Temporary positions** – this category covers the resources foreseen for staff whose previously held short term contracts were converted to temporary staff contracts, as well as newly issued temporary staff contracts under the new Staff Regulations and Rules of WIPO. The contracts of some short term contract holders were converted to WIPO fellowships within the context of the implementation of the contract reform, and these are accordingly shown under non-personnel resources.
 - (iii) **Internship** – this category continues to cover the same types of contract holders, i.e., interns, but has been moved from personnel to non-personnel resources, to appropriately reflect the nature of the relationship of these individuals with the Organization. Since they are not covered by the Staff Regulations and Rules of the Organization, they are shown as non-staff resources and therefore appear under non-personnel costs.
 - (iv) **WIPO vs Course Fellowships** – Previously only a single Fellowship category was available under non-personnel costs to reflect the cost of fellows. Following the implementation of the contract reform, further granularity has been introduced in both the contract forms and in reporting, providing two fellowship categories to recognize:
 - (1) WIPO Fellowships – such fellowships aim to provide individuals with experience to strengthen their knowledge and professional competence, which they can apply in their professional field upon return to their respective countries;
 - (2) Course Fellowships – this category reflects the various expenses incurred by the Organization in connection with trainees (non-staff) attending courses and seminars.
- (b) The category of Other Staff Costs has been introduced to illustrate the different types of costs common to both Posts and Temporary Positions under this heading. Other Staff Costs include the budgeted provisions for professional accident insurance, the Closed Pension Fund and litigation costs.
- (c) The existing categories under Contractual Services have been re-grouped into:
 - (1) Individual Contractual Services, which includes costs budgeted for all such contracts (previously shown as Special Service Agreements (SSAs) and Expert's Honoraria); and
 - (2) Other Contractual Services, which includes all contractual services with both commercial and non-commercial service providers.

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PERSONNEL EXPENDITURE

36. Personnel costs for 2014/15 are projected to increase by 36.3 million Swiss francs, representing an increase of 8.8 per cent over the 2012/13 budget after transfers. This net increase is the result of the following key changes.

37. **Re-costing – 12.6 million Swiss francs net increase:** This includes for posts and temporary positions (i) applicable mandatory ICSC adjustments, such as step increases and changes to pensionable remuneration levels; and (ii) changes to common staff costs, including education grant, dependency allowances, home leave, etc. and (iii) the full financial impact of the re-classifications completed in 2012/13.

38. **Contract reform and regularizations – approximately 4 million Swiss francs:** The staff costs budgeted for 2014/15 include the full impact of the implementation of the contract reform as well as the regularization in 2012/13 of 60 long serving short term employees.

39. **ASHI – 16.3 million Swiss francs:** It is recalled that as a short term measure, a downward adjustment was made for the purposes of the Program and Budget for the 2012/13 biennium in respect of the percentage applied to post costs for the funding of the provision for after service employee benefits, including ASHI (from 6 per cent to 2 per cent). This percentage is proposed to be reinstated to its previous level

40. **Re-classification – 2 million Swiss francs:** In the context of the mainstreaming of Organizational Design (“OD”), an OD review has been conducted prior to the Program & Budget process, to refine the human resource needs of each Sector for the coming biennium, based on organizational priorities and business needs. The review has resulted in sector specific workforce plans, validated by the Director General, where changes in the work requirements may justify submission to a reclassification exercise. A provision of 2 million Swiss francs has been set aside for this purpose.

41. **Regularizations – 1.4 million Swiss francs:** This amount has been earmarked for the use of the remaining 96 posts, within the framework of the utilization of the 156 regularization posts approved in principle by Member States at their Assemblies in 2010 (reference document WO/CC/63/5). The 1.4 million Swiss francs will essentially be used to cover the cost differential between temporary positions and posts in the professional category. This is due to the fact that, as a result of the implementation of the contract reform, there is no material difference in the benefits and entitlements between temporary positions and posts in the general services category. It is proposed that the remaining 96 posts are authorized by Member States for use in 2014/15 for the regularization of (i) the remaining long serving short term employees, and (ii) for functions assessed through the OD to be continuing, which are currently performed by temporary staff. By the end of biennium, the Secretariat will have completed, through a competitive process, the regularization of both categories referred to above, which will ensure that risk of the recurrence of the problem of long serving temporary employees is mitigated.

42. As in previous biennia, it is highlighted that the proposed personnel expenditures for the 2014/15 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, to be accommodated later in the biennium. This mainly includes any decisions which may be taken by the International Civil Service Commission (ICSC) in the course of 2014/15 in respect of mandatory adjustments to salary scales or other elements of the UN system’s compensation and benefits package.

NON-PERSONNEL EXPENDITURE

43. Non-personnel resources are proposed to decrease by 10.7 million Swiss francs, representing a decrease of 4.5 per cent, to 227.0 million Swiss francs in 2014/15, as compared to 237.7 million Swiss francs under the 2012/13 budget after transfers. The overall difference reflects the following main changes.

44. Subject to the decision of the Member States on the possible holding of Diplomatic Conferences in 2014/15, provisions have been made for Diplomatic Conferences.

45. Appropriate resources have been set aside for the proposed establishment of new external offices.

46. Additional resources have been provided to cater for the increasing levels of outsourced translation work under the PCT system (Program 5). Overall, the Organization is budgeting approximately 51 million Swiss francs for the translation of PCT abstracts, International Search Reports (ISRs) and International Preliminary Reports on Patentability (IPRPs) in the 2014/15 biennium, which represents an increase of around 10 million Swiss francs under the 2012/13 budget after transfers. Most of these increases in the translation workload are forecasted in Japanese, Chinese and Korean languages.

47. Increased resources have been budgeted for the further development and strengthening of global IP infrastructure. These include resources for the increased sustainability of the Technology Innovation Support Centers (TISCs) (total of 0.7 million Swiss francs under Program 14) and the development and support of software platforms for the Copyright Collective Management Organizations, including support for regional and international networks of organizations (total of 2 million Swiss francs under Program 15).

48. Resources are proposed to be increased for WIPO Fellowships to 5.4 million Swiss francs, primarily under

- (a) Programs 5, 6 and 31 in order to strengthen the exchange programs between the International Bureau and national IP offices. These programs would enable the staff from participating national offices to gain first-hand knowledge and working experience of the international examination procedures and current developments in PCT, Madrid and Hague areas; and
- (b) Program 7, in the Arbitration and Mediation Center, where a specific fellowship program was created within the context of the implementation of the contract reform, to recognize the arrangement through which the Organization provides young professionals with case management experience.

49. Resources for Staff Missions and Third Party Travel are projected to decrease by a combined 17 per cent in 2014/15 from 2012/13. The introduction of the Online Booking Tool (OBT) planned for early 2014 is expected to generate savings in the travel costs in the range of 8-10 per cent. The cost efficiency gains expected to be made specific to the Travel related costs have already been taken into account in the preparation of the 2014/15 budget. Reductions in these categories are also due to the fact that the 2012/13 budget after transfers includes 2.2 million Swiss francs under Staff Missions and Third Party Travel related to ongoing Developing Agenda projects which are expected to be completed in 2013.

50. Overall non-personnel resources for publishing are expected to decrease from 0.8 million Swiss francs in 2012/13 to about 0.4 million Swiss francs in 2014/15. This is due to the increase of in-house publishing activities, as well as the increase of online publishing in the share of total publications.

51. Expenditures under the Premises and Maintenance category are foreseen to increase by 1.7 million Swiss francs, to a total of 39.0 million Swiss francs in 2014/15. The increases are mainly in: (i) Program 25 in respect of enhanced business continuity, disaster recovery, and reinforced information security; (ii) Program 5 in the area of PCT Information Systems for the maintenance of IT equipment; (iii) Program 13 for the lease of IT equipment in relation to the IP database search engine development; and (iv) Program 20 for the proposed new external offices.

52. As in the previous biennium, the contribution to the cost of various UN bodies, initiatives and activities have been earmarked in the budget, amounting to a total of 1.7 million Swiss francs. The budget provisions for related items, such as the contribution to JIU, CEB, Security related Jointly Financed activities etc. have been assigned to the specific responsible program areas.

53. The provision for investment in staff development has been increased this biennium to ensure effective achievement of organizational expected results. In further support of this, the collective and individual training needs submitted through programs have been carefully reviewed and centralized within HRMD for overall management.

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DEVELOPMENT ACTIVITIES AND DEVELOPMENT AGENDA RESOURCES

54. Development continues to be a priority in the biennium 2014/15. The table below provides details of proposed development expenditure for 2014/15 by Program. Expenditure is qualified as *development expenditure*, only where the beneficiary is a developing country and the equivalent expenditure is not available for developed countries. These amounts exclude foregone revenues resulting from the fee reductions accorded under the international registration systems for applicants from developing countries². If such expenditure were to be included, the overall figure for *development expenditure* would be higher.

Table 6. Development Expenditures in 2014/15 (relevant shares of program resources)
(in thousands of Swiss francs)

| Programs (2014/15 structure) | 2012/13 Approved Budget | | | 2012/13 Budget after transfers | | | 2014/15 Proposed Budget | | |
|--|-------------------------|--------------|---------------------|--------------------------------|--------------|---------------------|-------------------------|--------------|---------------------|
| | Approved Budget | DA Projects | Total w/DA Projects | Budget after transfers | DA Projects | Total w/DA Projects | Proposed Budget | DA Projects | Total w/DA Projects |
| 1 Patent Law | 2,953 | 128 | 3,081 | 3,510 | 50 | 3,560 | 4,139 | - | 4,139 |
| 2 Trademarks, Industrial Designs and Geographical Indications | 2,486 | - | 2,486 | 1,979 | - | 1,979 | 3,157 | 487 | 3,644 |
| 3 Copyright and Related Rights | 14,492 | - | 14,492 | 14,568 | 264 | 14,832 | 12,812 | 283 | 13,095 |
| 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 6,322 | - | 6,322 | 5,603 | - | 5,603 | 5,576 | - | 5,576 |
| 5 The PCT System | 5,453 | - | 5,453 | 5,026 | - | 5,026 | 4,727 | - | 4,727 |
| 6 Madrid, and Lisbon Systems | 4,821 | - | 4,821 | 5,309 | - | 5,309 | 6,889 | - | 6,889 |
| 7 WIPO Arbitration and Mediation Center | 303 | - | 303 | 282 | - | 282 | 188 | - | 188 |
| 8 Development Agenda Coordination | 4,788 | - | 4,788 | 4,132 | - | 4,132 | 4,341 | - | 4,341 |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 34,024 | 1,078 | 35,102 | 32,614 | 512 | 33,126 | 32,325 | - | 32,325 |
| 10 Cooperation with Certain Countries in Europe and Asia | 6,439 | - | 6,439 | 6,348 | - | 6,348 | 7,518 | - | 7,518 |
| 11 The WIPO Academy | 9,822 | 510 | 10,332 | 11,346 | 510 | 11,856 | 11,883 | - | 11,883 |
| 12 International Classifications and Standards | 1,213 | - | 1,213 | 1,058 | - | 1,058 | 1,181 | - | 1,181 |
| 13 Global Databases | 1,126 | - | 1,126 | 1,075 | - | 1,075 | 1,173 | - | 1,173 |
| 14 Services for Access to Information and Knowledge | 5,140 | 1,898 | 7,038 | 5,706 | 1,928 | 7,634 | 7,293 | - | 7,293 |
| 15 Business Solutions for IP Offices | 5,221 | - | 5,221 | 6,451 | 50 | 6,501 | 9,323 | - | 9,323 |
| 16 Economics and Statistics | 359 | 1,149 | 1,508 | 125 | 1,486 | 1,611 | 404 | 801 | 1,205 |
| 17 Building Respect for IP | 2,437 | - | 2,437 | 2,384 | - | 2,384 | 3,550 | - | 3,550 |
| 18 IP and Global Challenges | 4,538 | - | 4,538 | 4,497 | - | 4,497 | 5,426 | - | 5,426 |
| 19 Communications | 7,376 | - | 7,376 | 7,648 | - | 7,648 | 6,481 | - | 6,481 |
| 20 External Relations, Partnerships and External Offices | 4,563 | - | 4,563 | 4,055 | - | 4,055 | 5,621 | - | 5,621 |
| 21 Executive Management | 2,102 | - | 2,102 | 2,082 | - | 2,082 | 1,939 | - | 1,939 |
| 22 Program and Resource Management | 605 | - | 605 | 435 | 256 | 691 | - | - | - |
| 24 General Support Services | - | - | - | - | - | - | 738 | - | 738 |
| 26 Internal Oversight | 1,741 | - | 1,741 | 1,753 | - | 1,753 | 937 | - | 937 |
| 30 Small and Medium-Sized Enterprises (SMEs) and Innovation | 9,609 | 1,652 | 11,261 | 7,670 | 2,147 | 9,816 | 6,507 | - | 6,507 |
| TOTAL | 137,932 | 6,415 | 144,347 | 135,656 | 7,203 | 142,859 | 144,128 | 1,571 | 145,699 |
| Development Expenditure as % of total budget | 21.3% | | | 20.9% | | | 21.4% | | |

55. The methodology applied to estimate the development share of the proposed budget for 2014/15 is fully in line and consistent with the methodology adopted in 2012/13. The estimated development expenditure in 2014/15 by Program has thus been compiled by applying the above development expenditure definition to Program activities in close consultation with Program Managers.

56. For the implementation of DA projects, a total of 1.6 million Swiss francs have been specifically earmarked within the proposed Program and Budget 2014/15, subject to approval by the CDIP.

² Consistent with past practice, countries with economies in transition are included for the purpose of the Program and Budget.

Table 7. Development Agenda Projects - Summary Resource Requirements 2014/15
(in thousands of Swiss francs)

| Projects | Programs | 2014/15 Total Budget | | | |
|--|------------|----------------------|------------|---------------|--------------|
| | | Project Personnel | | Non-Personnel | Total |
| | | Number | Cost | | |
| Intellectual Property and Design Creation for Business Development in Developing and Least Developed Countries (LDCs) ² | Program 2 | 1 | 237 | 250 | 487 |
| Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries ¹ | Program 3 | 1 | 53 | 230 | 283 |
| Intellectual Property and Socio-Economic Development ³ | Program 16 | 1 | 316 | 485 | 801 |
| Total | | 3 | 606 | 964 | 1,571 |
| Reserve funded Development Agenda Projects | | | | | 7,902 |
| 2010/11 Regular Budget funded Development Agenda projects | | | | | 6,109 |
| 2012/13 Regular Budget funded Development Agenda projects | | | | | 6,415 |

¹Approved by CDIP.

²Subject to CDIP approval.

³Subject to evaluation of Phase 1 and subject to CDIP approval of Phase 2.

57. In addition, the following DA projects, implemented in the previous biennium, are proposed to be mainstreamed in the work of relevant Programs as follows subject to the evaluation of the projects:

- National Start up Academies in Program 11 (The WIPO Academy). Total resources: 400,000 Swiss francs.
- Specialized Databases Access and Support in Program 14 (Services for Access to IP Information and Knowledge). Total resources: 1.7 million Swiss francs.
- Developing Tools for Access to Patent Information in Program 14. Total resources 100 thousand Swiss francs
- IP and Product Branding in Program 9 (Regional Bureaus). Total resources: approximately 1 million Swiss francs.

III. PROGRAM NARRATIVES BY STRATEGIC GOAL

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

- Program 1 Patent Law
- 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 and Lisbon Systems
- Program 31 The Hague System
- Program 7 WIPO Arbitration and Mediation Center

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 10 Cooperation with Certain Countries in Europe and Asia
- Program 11 The WIPO Academy
- Program 30 Small and Medium Sized Enterprises (SMEs) and Innovation

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

- Program 12 International Classifications and Standards
- Program 13 Global Databases
- Program 14 Services for Access to Information and Knowledge
- Program 15 Business Solutions for IP Offices

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

- Program 16 Economics and Statistics

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 Relations, Partnerships and External Offices

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

- Program 21 Executive Management
- Program 22 Program and Resource Management
- Program 23 Human Resources Management and Development
- Program 24 General Support Services
- Program 25 Information and Communication Technology
- Program 26 Internal Oversight
- Program 27 Conference and Language Services
- Program 28 Safety and Security
- Program 29 New Conference Hall

STRATEGIC GOAL I

BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

This Strategic Goal aims to ensure that the development of international IP law keeps pace with the rapidly evolving global technological, geo-economic, social and cultural environment, while taking into account implementation of the recommendations of the Development Agenda on norm-setting. A balanced evolution is critical to ensuring that the international intellectual property system 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; and that it strikes the right balance between (i) the rights of creators and IP owners and the rights of users and the public; and (ii) the encouragement of innovation and creativity and the diffusion of the social benefit of innovation and creative works.

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | Progress on the implementation of SCP agreed steps/plans | Program 1 |
| | % of satisfied participants in targeted workshops/seminars/conferences held on specific patent-related topics | Program 1 |
| | Agreement on a normative framework for industrial design registration and maintenance procedures | Program 2 |
| | Progress towards agreement on current issues on the SCT Agenda | Program 2 |
| | No. of ratifications/ accessions to the Singapore Treaty | Program 2 |
| | Progress towards agreement on current issues on the SCCR agenda | Program 3 |
| | Agreement in the IGC's negotiations on an international legal instrument(s) on TK, TCEs and GRs. | Program 4 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. and % of Member States which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful | Program 1 |
| | % of satisfied participants in targeted workshops/seminars/conferences held on specific patent-related topics | Program 1 |

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| Expected Results | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| | No. and % of Member States which were satisfied with the quality of legal advice related to patents, utility models, trade secrets and integrated circuits | Program 1 Program 9 |
| | Subject to approval by Member States, progress on the revision of the Patent Model Law for developing countries and LDCs | Program 1 |
| | No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications | Program 2 Program 9 |
| | No. of countries that have ratified the Beijing Treaty | Program 3 |
| | No. and % of countries that have provided positive feedback about WIPO's legislative advice | Program 3 Program 9 |
| | No. of ratifications to the WIPO Internet Treaties | Program 3 |
| | No. of countries that have ratified the Marrakesh Treaty on the VIP | Program 3 |
| | No. of countries with updated laws and/or regulations | Program 10 |
| | No. of countries that have adopted or amended relevant frameworks (or are in the process of doing so) further to WIPO assistance | Program 17 |
| I.3 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations | No. of requests for communication under Article 6ter dealt with | Program 2 |
| | No. of signs published in Article 6ter database | Program 2 |

PROGRAM 1 PATENT LAW

PLANNING CONTEXT

1.1. Key challenges addressed by this Program include ensuring that the development of international patent law keeps pace with the rapidly evolving technological, economic and social environment. Program 1 covers issues relating to patents, utility models, undisclosed information/trade secrets and integrated circuits. The most important challenges anticipated for the 2014/15 biennium are as follows:

- The pace of technological change, which poses a challenge to the development of the international patent system;
- A continuing call for better information about the role, impact and implementation of the international patent system, including flexibilities, in both multilateral fora and through legislative and policy advice to Member States;
- The existence of alternative approaches to norm-setting outside of the multilateral context;
- The impact of the patent system on increasingly complex and globalized innovation mechanisms, and different perceptions as to its role, including its benefits for society at large;
- The tension inherent in public policy choices relating to the appropriate scope and application of the patent system;
- The need for better dissemination of technologies through the patent system;
- Insufficient capacities for preparing, filing, and prosecuting patent applications;
- The increasing demand for legislative and policy assistance to Member States;
- The accelerated pace at which complex technologies are developed and how they are brought to market, implicating the role of essential patents in the implementation of technical standards; and
- The need to address patent law in the context of other closely related categories of intellectual property, such as trade secrets.

IMPLEMENTATION STRATEGIES

1.2. As the normative process is Member State driven, the Program will focus its efforts on providing reliable information and supporting an environment conducive to engagement and dialogue among Member States regarding areas of common interest. The Program will continue to improve its responsiveness and efficiency in legislative and policy assistance. The relevant DA recommendations will be taken into account in the context of all activities of this Program during the biennium. In particular, provision of patent-related information and legislative advice fully take into account Recommendations 15, 17, 20 and 22, thus supporting the DA objectives of “evidence-based international and national policy and decision making on IP” and “national and international IP regulatory frameworks that promote creativity and innovation and reflect the level of development of the different WIPO member States”. In addition, the Program will take into consideration the work undertaken under the completed DA projects related to IP and the Public Domain and Patents and the Public Domain implementing Recommendations 16 and 20.

1.3. Specifically, during the next biennium the Program expects to:

- Organize up to four meetings of the SCP;

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- Organize, upon request, information meetings for Member State representatives, to provide information on topics related to patent policy, law and practices taking duly into account DA Recommendation 15 and 16;
- Continue to provide, upon request, legislative advice to Member States relating to patents, utility models, trade secrets, and layout designs of integrated circuits in line with DA Recommendations 17, 20 and 22;
- Continue to support and assist Member States regarding the Paris Convention, the Budapest Treaty, and the Patent Law Treaty;
- Continue to assist Member States in respect of utility models, undisclosed information/trade secrets and integrated circuits;
- Enhance capacities of inventors, and those providing services to them, to prepare and file patent applications and promote effective and efficient use of patents through providing empirical information and organizing training and seminars;
- Address the interplay between patent law and other categories of intellectual property law, in particular, trade secrets, in relation to promotion of innovation and dissemination of technology;
- Develop activities that assist Member States and other stakeholders in mitigating potential conflicts between the patent system and the standardization system;
- Continue to support the work of the Development Sector relating to issues pertinent to this Program, including the provision of studies relevant to DA recommendations 12, 13 and 14 and 16, as requested by the CDIP ; and
- Continue to work with Programs 2 (Trademarks, Industrial Designs and Geographical Indications), 3 (Copyright and Related Rights), 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), 5 (PCT System), 7 (WIPO Arbitration and Mediation Center), 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), 12 (International Classifications and Standards), 13 (Global Databases), 14 (Services for Access to Information and Knowledge), 15 Business Solutions for IP Offices), 16 (Economics and Statistics), 18 (IP and Global Challenges) and 20 (Communications) on issues pertinent to this Program.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| Reduced relevance of the Standing Committee on the Law of Patents as a multilateral forum. | <p>Provision of impartial and professional guidance.</p> <p>Provision of an inclusive and neutral environment for dialogue amongst Member States.</p> <p>Provision of timely, accurate and relevant information needed by Member States.</p> |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|------------------|------------------------|-----------|---------|
|------------------|------------------------|-----------|---------|

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|------------------|--|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | Progress on the implementation of SCP agreed steps/plans | To be determined | Advancement on issues of common interest at the SCP |
| | % of satisfied participants in targeted workshops/seminars/conferences held on specific patent-related topics | Surveys 2012 | 90% |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. and % of Member States which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful | To be determined | 90% |
| | % of satisfied participants in targeted workshops/seminars/conferences held on specific patent-related topics | To be determined | 90% |
| | No. and % of Member States which were satisfied with the quality of legal advice related to patents, utility models, trade secrets and integrated circuits | Surveys 2012 | 90% |
| | Subject to approval by Member States, progress on the revision of the Patent Model Law for developing countries and LDCs | To be determined | Advancement in the preparatory work for updating the WIPO Patent Model Law |

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RESOURCES FOR PROGRAM 1

1.4. The reduction in respect of Result I.1 (Development of balanced international normative frameworks for IP) below is due to cost efficiencies under Staff Missions and Third-party Travel.

1.5. The increase in respect of Result I.2 (Legislative advice) is due to increase in personnel costs and Individual Contractual Services.

1.6. No resources are allocated to Result VII.2 (Widespread adoption of platforms addressing global challenges) in 2014/15, due to the completion of the DA project on Patents and Public Domain.

Program 1: Resources by Result (in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|------------------------------------|---|--|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 3,105 | 2,815 | 2,285 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,611 | 2,298 | 2,665 |
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | 128 | 50 | - |
| Total | 4,843 | 5,163 | 4,950 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 1: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|----------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,107 | 3,511 | 3,746 | 235 | 6.7% |
| Temporary Staff | -- | 161 | -- | (161) | -100.0% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 3,107 | 3,672 | 3,746 | 74 | 2.0% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 250 | 313 | 153 | (160) | -51.1% |
| Third-party Travel | 890 | 599 | 531 | (69) | -11.5% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,140</i> | <i>912</i> | <i>684</i> | <i>(229)</i> | <i>-25.1%</i> |
| Contractual Services | | | | | |
| Conferences | 383 | 337 | 323 | (14) | -4.2% |
| Publishing | 40 | 23 | 5 | (18) | -77.8% |
| Individual Contractual Services | 139 | 158 | 154 | (4) | -2.6% |
| Other Contractual Services | -- | 15 | 10 | (5) | -31.0% |
| <i>Sub-total</i> | <i>562</i> | <i>532</i> | <i>492</i> | <i>(40)</i> | <i>-7.5%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 10 | 9 | -- | (9) | -100.0% |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>10</i> | <i>9</i> | <i>--</i> | <i>(9)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 12 | 20 | 14 | (6) | -29.4% |
| Supplies & Materials | 12 | 19 | 16 | (3) | -16.4% |
| <i>Sub-total</i> | <i>24</i> | <i>38</i> | <i>29</i> | <i>(9)</i> | <i>-23.1%</i> |
| Total, B | 1,736 | 1,491 | 1,204 | (286) | -19.2% |
| TOTAL | 4,843 | 5,163 | 4,950 | (213) | -4.1% |
| POSTS | 8 | 9 | 9 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 2 TRADEMARKS, INDUSTRIAL DESIGNS AND GEOGRAPHICAL INDICATIONS

PLANNING CONTEXT

2.1. Increasingly, brands are considered as a major source of competitive advantage. They are critical to the commercialization of new products (including services), and provide information about products to customers in a fast-moving economy. A growing number of economic studies assess the role of brands for innovation and their overall economic importance. Likewise, the role of designs in the world economy is constantly gaining importance and evidence on the function of designs as a source of innovation and economic growth is emerging. Against this background, policy makers need to keep the legal framework for the protection of brands and designs under continued scrutiny with a view to fostering innovation and business performance, and to developing informed responses to newly emerging challenges. Traditional legal IP norms and concepts at the national, regional and international levels need to be scrutinized as to their continued relevance and adequacy for responding to the needs of today's globalized and heavily brands-based economy. Importantly, the concept of brand transcends the well-established legal categories of IP rights such as patents, copyrights, trademarks, industrial designs and geographical indications. Program 2 will endeavor to produce outcomes, which will allow WIPO to advance a balanced evolution of the international framework for brands and designs and enable the establishment of a legal environment that responds to the specific needs and requirements of Member States' brand and design industries.

IMPLEMENTATION STRATEGIES

2.2. Progress in the development of a balanced international legal framework for brands and designs that is conducive for innovation and economic growth is the Program's main objective. With regard to an international regulatory framework for industrial design registration procedures, the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) has significantly advanced work on a draft Design Law Treaty, aiming at simplifying design registration procedures. Subject to a decision by the WIPO General Assembly, this work is going to result in the holding of a Diplomatic Conference for the adoption of a design law treaty during the biennium. Moreover, the SCT will continue to service Member States' work on agreed topical subjects in the area of trademarks, industrial designs and geographical indications. The SCT will continue to observe developments in the domain name system (DNS) (in cooperation with Program 7) and in the area of Nonproprietary Names for Pharmaceutical Substances (INNs). Due consideration will be given to cluster B of the DA recommendations (Recommendations 15 to 17 and 20 to 22) ensuring that account is taken of the different levels of development of WIPO Member States; flexibilities of interest to developing countries and LDCs; the views of all Member States and other stakeholders; and development goals agreed within the UN system. WIPO will also deliver the appropriate legal and administrative support to Member States and certain international intergovernmental organizations for the protection of certain of their emblems under Article 6*ter* of the Paris Convention. In addition, the Program will assume responsibility for the implementation – in close consultation with Program 9 - of specific DA projects in the area of brands and designs³. Also the Program will take into due consideration the agreed outcomes of the completed DA project on IP and Public Domain.

2.3. The implementation of Program 2 will be based on sessions of the SCT with the main purpose of initiating and advancing work on agreed areas of trademarks, industrial designs and geographical indications, including the identification of possible future courses of action. In line with DA Recommendation 15, sessions of the SCT will be open to all Member States and accredited observers. The SCT will present the outcome of its work in appropriate cases to the relevant WIPO Assemblies for further action.

2.4. The Secretariat will continue to ensure the efficient administration of Article 6*ter* Paris Convention communication procedures and produce biannual electronic publications containing all signs to be communicated under Article 6*ter*(3). As regards Strategic Goal III - Facilitating the Use of

³ Subject to the approval by the CDIP of the DA project IP and Design Creation for Business Development in Developing and Least Developed Countries (LDCs).

IP for Development - Program 2 will provide country-specific advice to Member States in accordance with country plans and in response to priorities identified within their national IP strategies. The provision of legal advice will be coordinated with Programs 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries) and 10 (Cooperation with Certain Countries in Europe and Asia) taking duly into account DA Recommendations 1, 6, 12, 13 and 14.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States' commitment to define mutually agreed outcomes. | This is an inherent risk of every norm developing activity which, by its nature, will have to be retained by the Program. Nevertheless, specific program activities, in particular sessions of the SCT, will allow ongoing dialogue and exchange of views with a view to identifying common areas of common understanding and potential agreed outcomes. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | Agreement on a normative framework for industrial design registration and maintenance procedures | No normative framework for industrial design registration and maintenance procedures | Adoption of a Design Law Treaty by Diplomatic Conference |
| | Progress towards agreement on current issues on the SCT Agenda | Draft Reference Document on the Protection of Country Names Against Registration and Use of Trademarks | SCT agreed Outcomes |
| | No. of ratifications/accessions to the Singapore Treaty | 29 Contracting Parties (end 2012) | Eight new ratifications/accessions |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications | 11 Member States/regional organizations received legislative advice out of which three provided positive feedback on legislative advice received in 2012 | Legislative advice provided to 10 Member States/regional organizations. 90% of respondents satisfied with the advice offered. |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|---|--|
| I.3 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations | No. of requests for communication under Article 6ter dealt with | 70 requests for communication under Article 6ter dealt with in 2012 | 140 requests for communication under Article 6ter dealt with |
| | No. of signs published in Article 6ter database | 75 signs published in Article 6ter database in 2012 | 150 signs published in Article 6ter database |

RESOURCES FOR PROGRAM 2

2.5. The increased resources for Result I.1 (Development of balanced international normative frameworks for IP) are the net effect of (i) a provision for a possible Diplomatic Conference for the adoption of a design law treaty, and (ii) reductions on account of cost efficiencies in Staff Missions and Third-party Travel.

2.6. The expected intensity of work related to a possible Diplomatic Conference has resulted in a decrease in the resources for Result I.2 (Legislative advice).

2.7. Resources for Result III.4 (Strengthened cooperation mechanisms) are on account of the proposed DA project on IP and Design Creation for Business Development in Developing Countries and LDCs, subject to approval by the CDIP, primarily under Staff Missions, Conferences and Individual Contractual Services.

Program 2: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 3,753 | 3,211 | 3,808 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,744 | 1,725 | 1,429 |
| I.3 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations | 556 | 718 | 439 |
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | - | - | 487 |
| Total | 6,053 | 5,654 | 6,162 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 2: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|---------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,361 | 3,695 | 3,359 | (336) | -9.1% |
| Temporary Staff | 574 | 561 | 763 | 202 | 36.1% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 3,934 | 4,255 | 4,122 | (133) | -3.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Courses Fellowships | | | | | |
| Staff Missions | 424 | 179 | 395 | 216 | 120.7% |
| Third-party Travel | 1005 | 735 | 806 | 71 | 9.6% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,429</i> | <i>914</i> | <i>1,200</i> | <i>286</i> | <i>31.4%</i> |
| Contractual Services | | | | | |
| Conferences | 470 | 262 | 435 | 173 | 66.0% |
| Publishing | -- | 10 | 50 | 40 | 400.0% |
| Individual Contractual Services | 150 | 160 | 310 | 151 | 94.4% |
| Other Contractual Services | -- | 15 | -- | (15) | -100.0% |
| <i>Sub-total</i> | <i>620</i> | <i>447</i> | <i>795</i> | <i>348</i> | <i>78.0%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 10 | 5 | -- | (5) | -100.0% |
| Representation | 5 | 4 | 45 | 41 | 1053.8% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>15</i> | <i>8</i> | <i>45</i> | <i>37</i> | <i>435.7%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 20 | 9 | -- | (9) | -100.0% |
| Supplies & Materials | 35 | 21 | -- | (21) | -100.0% |
| <i>Sub-total</i> | <i>55</i> | <i>30</i> | <i>--</i> | <i>(30)</i> | <i>-100.0%</i> |
| Total, B | 2,119 | 1,399 | 2,040 | 641 | 45.9% |
| TOTAL | 6,053 | 5,654 | 6,162 | 508 | 9.0% |
| POSTS | 9 | 9 | 9 | -- | 0.0% |

of which:

| | |
|-----------------------------------|------------|
| Development Agenda Project | 487 |
|-----------------------------------|------------|

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.
- (4) Includes DA project on "Intellectual Property and Design Creation for Business Development in Developing and Least Developed Countries (LDCs)"

PROGRAM 3 COPYRIGHT AND RELATED RIGHTS

PLANNING CONTEXT

3.1. The MTSP 2010-2015 highlighted critical changes in the global environment and the resulting challenges and opportunities for WIPO. This is considered to be most evident in the area of copyright and related rights where digital technology and especially the Internet have irreversibly altered the face of the culture and creative industries.

3.2. The following issues and challenges are relevant and will continue to be so in the next biennium.

Normative and policy related work

3.3. The normative agenda has been identified by Member States and a number of outstanding issues remain to be resolved. As each treaty negotiation is completed, the Secretariat is required to respond to Member States' requests for legislative assistance to bring their national law into compliance with WIPO treaty provisions.

Technical assistance to developing countries and LDCs

3.4. Facilitating the use of IP for development is one of WIPO's strategic goals. Meeting the challenge of using the copyright and related rights system to exploit their culture is extremely attractive to developing countries. WIPO will accelerate its effort to respond to this increasing demand.

Advancing the development of copyright and related rights infrastructure

3.5. In order for developing countries to realize the economic potential of their culture, effective use of the copyright and related rights system in the digital environment is absolutely necessary. This presents a challenge to WIPO to meet training needs and to provide access to global data management systems.

IMPLEMENTATION STRATEGIES

3.6. Against this background, the Program will focus on the following priorities in the next biennium.

Normative and policy related work

3.7. Advancement of the normative agenda on copyright and related rights will focus on facilitating treaty negotiations, responding to Member State requests regarding implementation of new treaties and providing legislative advice. The new treaties to be implemented are the Beijing Treaty on Audiovisual Performances and the Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired or Otherwise Print Disabled, each of which is also likely to lead to significant numbers of legislative advice requests as part of Member State ratification and implementation initiatives. The facilitation work will relate to the proposed broadcasting treaty and discussions on an appropriate international legal instrument or instruments on exceptions and limitations for libraries, archives, educational, teaching and research institutions, and persons with other disabilities currently being held in the SCCR. In the policy area, particular attention will be paid to the continuing opportunities and challenges posed for the copyright system by the Internet and digital technologies.

Technical assistance to developing countries and LDCs

3.8. Technical assistance to developing countries and LDCs will continue to be focused on encouraging developing countries to use the copyright and related rights system to exploit the economic potential of their culture. The MTSP, Strategic Goals, DA and the organizational Expected Results all recognize the importance of technical assistance to developing countries. Greater efforts will be made to ensure sustainability of practical and measurable results in developing countries and LDCs.

3.9. The technical assistance will be based on country needs which are being identified in collaboration with the Regional Bureaus. The biennium will see a greater use of regional consultants for the implementation of national and regional activities with more time devoted by WIPO staff to developing strategic approaches in line with individual country needs.

Advancing the development of copyright and related rights infrastructure

3.10. Work in this area will focus on strengthening collective management and its role in the digital marketplace. The activities which aim to encourage developing countries to use the copyright and related rights system to exploit their culture will require strengthening of their legal frameworks, their copyright offices and particularly their collective management societies.

3.11. The evaluation of the economic contribution of copyright-based industries to GDP will continue with greater reliance on outsourcing. Online training modules are being developed and an ambitious program to have CMOs improve their Transparency, Accountability and Governance (TAG) is in the planning stage, while the enhancement of the WIPOCOS software to improve the back office management of CMOs has been initiated.

3.12. In addition, the initial work being done towards the possibility of global data management in music is to be broadened to embrace all content on the Internet, e.g. music, films, photographs, books, etc.

3.13. Work will be undertaken to speed up the entry into force of the Marrakesh Treaty and its implementation, in coordination with representatives of associations of the beneficiaries of the Treaty, authorized entities and Member States.

3.14. Work will continue on progressing the implementation of an IT infrastructure and an organizational framework for the TIGAR project. This work will be enhanced and restructured under a multi-stakeholder entity, subject to Member State approval.

3.15. The Secretariat will continue to ensure that the implementation of these activities duly take into account DA Recommendations 1, 6, 12 to 17, 19 and 20.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| Technology and Innovation: Inability of the copyright system to adapt to rapid technological and media changes threatens to undermine the relevance of the copyright system. | Continuation of awareness-raising activities and initiatives to demonstrate the importance of copyright and to confirm its value and 'fit' in the evolving technological landscape. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|--|---|
| 1.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | Progress towards agreement on current issues on the SCCR agenda | Two Treaties adopted in biennium 2012/13 (as to date). Two Diplomatic Conferences convened during the biennium 2012/13 | One Diplomatic Conference convened and one Treaty adopted in the biennium 2014/15 |
| 1.2 Tailored and balanced IP legislative, regulatory and | No. of countries that have ratified the Beijing Treaty | None | 30 countries |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|---|---|
| policy frameworks | No. and % of countries that have provided positive feedback about WIPO's legislative advice | Data not available | 15 countries |
| | No. of ratifications to the WIPO Internet Treaties | 181 (end 2012) | 190 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | No. of countries that have ratified the Marrakesh Treaty on the VIP | None | 20 countries |
| | No. of governments and CMOs signing an agreement with WIPO to develop a new transparency, accountability and governance quality assurance standard | n/a | Four governments and six CMOs |
| | % of creators satisfied with the training provided on using copyright data and information for the efficient management of their copyright | Not yet started | 60% |
| | % of participants' positive rating of the usefulness of copyright related capacity building meetings and workshops | 70% satisfactory rate | 70% agree or strongly agree |
| | No. of Member States that take initiatives to improve their use of the copyright and related rights system to exploit the economic potentials of their cultural works and products | 60% of countries that requested technical assistance | 60% of countries that received assistance |
| | IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of trusted intermediaries (TIs) and rights holders (RHs) having joined the TIGAR system network, including from developing countries and LDCs | 19 TIs and 40 RHs |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | No. of copyright protected works distributed among TIs and made accessible to VIPs across borders through the TIGAR system network | 400 | 1,000 cumulative |
| | % of individuals satisfied with the capacity building support on copyright infrastructure | Data not available | 60% |
| | No. of institutions using GDA | 15 | 15 |
| | Use of the WIPO Collective Management Reference Database | Data not available | 100 users |
| | No. of legal instruments, guidelines, statements of principles other than Treaties agreed to or endorsed by the stakeholders concerned in areas such as IP and Sports and Copyright in the Digital Environment | One (WIPO Review of Contractual Considerations in the Audiovisual Sector) | One |
| | No. of governments and CMOs signing an agreement with WIPO to re-engineer WIPOCOS | Not yet started | Four governments and five NGOs |
| | No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO | 0 (zero) | 10 |
| % of governments that report positively on the improved effectiveness (and governance) of copyright offices and other institutions in the country | 80% satisfactory rate | 80% of countries that received technical assistance | |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|--|--|
| V.2 Wider and better use of WIPO economic analysis in policy formulation | Use of WIPO economic studies on copyright by governments and NGOs in decision-making | Eight governments or NGOs using WIPO studies | 12 governments or NGOs using WIPO studies (cumulative) |
| | National initiatives to develop further statistics on the creative industries based upon WIPO's work in the field | 10 national initiatives | 15 national initiatives (cumulative) |

RESOURCES FOR PROGRAM 3

3.16. The 2014/15 resources for Result I.1 (Development of balanced international normative frameworks for IP) are lower than in the 2012/13 Budget after transfers, since no provision has been made for a Diplomatic Conference in this Program for the next biennium. This results in a decrease under Staff Missions, Third-party Travel and Conferences.

3.17. The proposed resources for Result I.2 (Legislative advice) are higher due to the expected increase in request for legislative advice on the implementation of the Beijing Treaty and the Marrakesh Treaty.

3.18. The increase in resources for Result III.2 (Enhanced human resource capacities) are primarily due to the continuation of the DA project Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries in 2014/15 and an enhanced focus on strengthening collective management. This leads to a slight increase in Course Fellowships.

3.19. The decrease in resources for Result IV.4 (Enhanced technical and knowledge infrastructure) is a result of the implementation of the standard model for implementation of outward facing infrastructure projects and activities contributing to Strategic Goal IV with the specialized Programs taking the business lead and the Global Infrastructure related Programs taking responsibility for the development and implementation of the associated technical IT components. This has led to a re-deployment of personnel resources as well as a decrease in non-personnel resources under Other Contractual Services.

3.20. The decrease in proposed resources for copyright studies under Result V.2 (Wider and better use of WIPO economic analysis) reflects a slight decrease in the number of such studies targeted in the next biennium as compared to 2012/13. This results in a decrease primarily under Staff Missions.

Program 3: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|------------------------------------|---|--|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 3,364 | 5,685 | 3,916 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,733 | 1,115 | 1,841 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 3,475 | 3,619 | 4,188 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 3,595 | 2,709 | 2,536 |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | 3,673 | 3,956 | 2,883 |
| V.2 Wider and better use of WIPO economic analysis in policy formulation | 2,754 | 2,341 | 1,065 |
| Total | 18,593 | 19,425 | 16,430 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 3: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|---------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers | % |
| A. Personnel Resources | | | | | |
| Posts | 9,698 | 9,411 | 8,847 | (564) | -6.0% |
| Temporary Staff | 1,168 | 1,122 | 1,468 | 346 | 30.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 10,866 | 10,533 | 10,315 | (218) | -2.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 1,185 | 1,276 | 698 | (578) | -45.3% |
| Third-party Travel | 1,739 | 2,393 | 1,757 | (636) | -26.6% |
| Course Fellowships | 630 | 574 | 660 | 87 | 15.1% |
| <i>Sub-total</i> | 3,554 | 4,242 | 3,115 | (1,127) | -26.6% |
| Contractual Services | | | | | |
| Conferences | 1,035 | 1,710 | 1,045 | (665) | -38.9% |
| Publishing | 205 | 95 | 60 | (35) | -36.5% |
| Individual Contractual Services | 1,811 | 1,971 | 1,795 | (176) | -8.9% |
| Other Contractual Services | 563 | 587 | 50 | (537) | -91.5% |
| <i>Sub-total</i> | 3,613 | 4,363 | 2,950 | (1,413) | -32.4% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 10 | 5 | -- | (5) | -100.0% |
| Representation | 90 | 79 | 25 | (54) | -68.3% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 100 | 83 | 25 | (58) | -70.0% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 435 | 193 | -- | (193) | -100.0% |
| Supplies & Materials | 25 | 11 | 25 | 14 | 122.2% |
| <i>Sub-total</i> | 460 | 204 | 25 | (179) | -87.8% |
| Total, B | 7,727 | 8,892 | 6,114 | (2,778) | -31.2% |
| TOTAL | 18,593 | 19,425 | 16,430 | (2,996) | -15.4% |
| POSTS | 23 | 21 | 20 | (1) | -4.8% |

of which:

| | |
|-----------------------------------|------------|
| Development Agenda Project | 283 |
|-----------------------------------|------------|

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.
- (4) Includes DA project on "Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries".

Proposed Program and Budget for 2014/15

Fund-in-Trust Resources Potentially Available for Programming in 2014/15*
(in thousands of Swiss francs)**

| <i>Program</i> | <i>Projected Balance end 2013</i> | <i>Estimated Contributions 2014/15***</i> | <i>Estimated Available for Programming in 2014/15****</i> |
|------------------|---|---|---|
| Program 3 | 1,131 | 2,098 | 3,229 |

* For information only. For further details please refer to Annex VIII.

** 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.

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

**** This figure 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.

PROGRAM 4 TRADITIONAL KNOWLEDGE, TRADITIONAL CULTURAL EXPRESSIONS AND GENETIC RESOURCES

PLANNING CONTEXT

4.1. This Program aims at enabling a more effective use of IP principles and systems, current and emerging, for the balanced protection of traditional knowledge (TK) and traditional cultural expressions (TCEs) against misappropriation, and for the appropriate regulation of the relationship between IP and genetic resources (GRs), in particular access to and equitable benefit-sharing in GRs. Working towards the achievement of these objectives would enable Member States, indigenous peoples and local communities and other stakeholders to consider further the connections between, on the one hand, their policies on IP and TK, TCEs and GRs, and, on the other, their national development strategies as well as innovation and cultural policies. In line with the DA, achieving these objectives would enhance the capacity of developing countries, LDCs and indigenous peoples and local communities to benefit economically, technologically and culturally.

4.2. The international negotiations take place within the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC). Under its mandate for the 2012/13 biennium, the IGC was requested to submit to the WIPO General Assembly in September 2013, the text of such an instrument (or instruments) for the General Assembly to decide on convening a Diplomatic Conference. In the event that the General Assembly in September 2013 decides to convene a Diplomatic Conference, such a Conference would likely take place in the 2014/15 biennium and be preceded by continuing negotiations and other preparatory meetings. The 2014/15 biennium is, therefore, likely to see continued international negotiations and an ancillary need for complementary practical support and capacity-building, which may include assistance with implementation, in national and regional systems, of any international instrument(s) that may be adopted.

4.3. International outcomes depend on decisions by Member States. Divergent views remain on a number of issues. A further challenge relates to participation and representation, as indigenous peoples and local communities, in particular, face challenges in advancing their IP-related interests in intergovernmental fora.

IMPLEMENTATION STRATEGIES

4.4. As a Member State-driven process, progress towards international outcomes is largely dependent on external factors, particularly decisions by Member States. The WIPO Secretariat aims to play a responsive, supportive and facilitatory role, and to do so in a professional, efficient and neutral manner. The results of the Program include, first, an environment conducive to focused negotiations among Member States and other IGC participants, which could lead to shared understandings and a convergence of views as to objectives and core issues and, then, the adoption of an international legal instrument(s). A second result relates to greater awareness among States, indigenous peoples and local communities and other stakeholders of how the relationship between IP and TK, TCEs and GRs is integral to national development strategies and innovation and cultural policies, and, more specifically, greater capacity to use IP principles and systems for the effective protection of TK and TCEs and for managing the interface between IP and access to and equitable benefit-sharing in GRs.

4.5. In addressing the objectives, challenges and issues set out above, and in order to achieve these results, the Program will seek to implement the following three inter-related and complementary strategies:

- providing professional and neutral administrative and substantive support for the negotiations of the IGC and any related meetings and a possible Diplomatic Conference; administrative support for initiatives aimed at enhancing the effective participation of representatives of indigenous peoples and local communities in WIPO's work, including logistical management of the WIPO Voluntary Fund for Accredited Indigenous and Local Communities; and, close coordination and cooperation with other intergovernmental organizations and fora;

Proposed Program and Budget for 2014/15

- developing and applying, on request, a streamlined and integrated suite of relevant practical resources, programs and tools for effective capacity building and legal technical assistance, in line with national development strategies and innovation and cultural policies; and
- advising, on request, on the IP aspects of the establishment of ICT and other organizational infrastructure at the national, regional and international levels, such as databases, inventories, registers and other platforms, as well as institutions, authorities and agencies, to complement and implement legal and policy frameworks that States and communities may develop.

4.6. The successful conclusion of the IGC's negotiations is the subject of DA Recommendation 18. The norm-setting activities in the IGC are Member State-led, participatory and based upon open and balanced consultations (Recommendations 15, 21 and 42), take into account the public domain (Recommendations 16 and 20) and flexibilities in international IP agreements (Recommendations 12, 14 and 17), and are supportive of the UN's development goals (Recommendation 22). This Program contributes directly and explicitly to development and the attainment of other DA's Recommendations, notably ensuring development-oriented and demand-driven technical assistance (Recommendations 1 and 12), assisting regional groupings to develop and/or implement regional policies and frameworks (Recommendations 10, 11, 13 and 14), providing legislative and policy advice on national legislation to some Member States (Recommendations 11, 13 and 14), raising awareness on TK, TCE and GR related IP issues (Recommendation 3), and cooperating on IP related issues with UN agencies (Recommendation 40).

4.7. The Expected Results of Program 4 will also be achieved through cooperation and coordination, where relevant, with other WIPO Programs, especially Program 1 (Patent Law), Program 3 (Copyright and Related Rights), Program 7 (WIPO Arbitration and Mediation Center), Program 8 (Development Agenda Coordination), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, and Least Developed Countries), Program 10 (Cooperation with Certain Countries in Europe and Asia), Program 14 (Services for Access to Information and Knowledge) and Program 18 (IP and Global Challenges).

MAJOR RISK AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| The IGC unable to reach agreement on an international legal instrument(s). | The Secretariat is committed, within the scope of its resources, to facilitate and create conducive environment for the negotiations, for example, through providing clear and objective information about the issues being discussed at the IGC, providing an efficient and neutral Secretariat service and providing efficient and neutral support to the IGC Chair. |
| Loss of relevance of the IGC if Member States de-prioritize TK, TCEs and GRs as IP issues and/or believe other fora are more likely to deliver desirable outcomes. | The Secretariat raises awareness of the importance for IP policy of TK, TCEs and GRs issues. The Secretariat follows closely the negotiations in other fora, in order to be able to provide neutral information about the IGC to Member States in those other fora, and coordinates with other Secretariats to try to avoid duplication of efforts among Secretariats which can cause confusion among the Member States. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|---|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | Agreement in the IGC's negotiations on an international legal instrument(s) on TK, TCEs and GRs. | Negotiations underway under IGC mandate for 2012-2013 and workprogram for 2013 | Adoption of an international legal instrument(s) by a Diplomatic Conference |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | % of participants in WIPO activities which report enhanced capacity to understand and use IP principles, systems and tools for the protection of TK and TCEs, and for management of the interface between IP and GRs | Not yet available | 80% |

RESOURCES FOR PROGRAM 4

4.8. The increased resources for Result I.1 (Development of balanced international normative frameworks for IP) are primarily related to a provision that has been made for a possible Diplomatic Conference in 2014/15 (increase in Third Party Travel and Conferences).

4.9. The intensity of and focus on the IGC process has resulted in a decrease in resources for Result III.2 (Enhanced human resource capacities).

Program 4: Resources by Result
(in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|---|-------------------------|--------------------------------|-------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 5,034 | 3,883 | 5,725 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 2,946 | 2,747 | 2,139 |
| Total | 7,980 | 6,630 | 7,864 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 4: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,719 | 2,900 | 3,122 | 223 | 7.7% |
| Temporary Staff | 1,281 | 1,039 | 1,311 | 272 | 26.2% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 4,000 | 3,939 | 4,434 | 495 | 12.6% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | 110 | 112 | 150 | 39 | 34.5% |
| <i>Sub-total</i> | <i>110</i> | <i>112</i> | <i>150</i> | <i>39</i> | <i>34.5%</i> |
| Travel and Fellowships | | | | | |
| Staff Missions | 601 | 368 | 562 | 194 | 52.7% |
| Third-party Travel | 1,595 | 1,044 | 1,394 | 350 | 33.5% |
| Course Fellowships | -- | -- | -- | -- | 0.0% |
| <i>Sub-total</i> | <i>2,196</i> | <i>1,412</i> | <i>1,956</i> | <i>544</i> | <i>38.5%</i> |
| Contractual Services | | | | | |
| Conferences | 1,315 | 941 | 1,174 | 233 | 24.8% |
| Publishing | 40 | -- | 5 | 5 | n/a |
| Individual Contractual Services | 125 | 184 | 116 | (68) | -37.0% |
| Other Contractual Services | 30 | 17 | - | (17) | -100.0% |
| <i>Sub-total</i> | <i>1,510</i> | <i>1,142</i> | <i>1,295</i> | <i>153</i> | <i>13.4%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 15 | 7 | -- | (7) | -100.0% |
| Representation | 4 | 4 | 5 | 1 | 38.9% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>19</i> | <i>10</i> | <i>5</i> | <i>(5)</i> | <i>-51.7%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 130 | 11 | 12 | 1 | 9.1% |
| Supplies & Materials | 15 | 4 | 12 | 8 | 220.0% |
| <i>Sub-total</i> | <i>145</i> | <i>15</i> | <i>24</i> | <i>9</i> | <i>62.7%</i> |
| Total, B | 3,980 | 2,691 | 3,430 | 739 | 27.5% |
| TOTAL | 7,980 | 6,630 | 7,864 | 1,234 | 18.6% |
| POSTS | 6 | 7 | 7 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

STRATEGIC GOAL II

PROVISION OF PREMIER GLOBAL IP SERVICES

This Strategic Goal addresses the core services of WIPO, which are also the income-generating businesses of the Organization. The aim is to make WIPO's global systems and alternative dispute resolution services the systems of first choice for users through attractive, cost-effective services which provide added value for users.

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|---|------------------------|
| II.1 Increased use of the PCT route for filing international patent applications | Level of satisfaction of PCT users with user-focused information and training services | Program 5 |
| | Satisfaction of Offices and International Authorities with PCT cooperative activities | Program 5 |
| | No. of PCT applications originating from transition and developed countries | Program 10 |
| | % of PCT filings | Program 20 |
| | % of policy makers, government officials, and IP Practitioners and participants in targeted workshops with enhanced understanding of the PCT and related topics | Program 20 |
| II.2 Improvement of the PCT system | Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States | Program 5 |
| | Improved electronic services for applicants, third parties, Offices and Authorities | Program 5 |
| II.3 Improved productivity and service quality of PCT operations | Application unit cost | Program 5 |
| | Aggregate quality of formalities examination (including timelines) | Program 5 |
| | Quality of translation | Program 5 |
| | Timelines of report translation | Program 5 |
| | Quality of software development (QSD) | Program 5 |
| | Information systems service levels | Program 5 |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | No. of Hague system applications originating from transition and developed countries | Program 10 |
| | No. of countries that have formulated and/or are engaged in policies outlining their accession to the Hague Agreement | Program 20 |
| | % of policy makers, government officials, and IP Practitioners and participants in targeted workshops with enhanced understanding of the Hague System | Program 20 |
| | No. of contracting parties to the Hague in the Asia Pacific Region | Program 20 |
| | Membership of the Geneva (1999) Act | Program 31 |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|------------------------|
| | Share of Offices concerned providing information on the Hague system | Program 31 |
| | Hague filings and renewals | Program 31 |
| II.5 Improved productivity and service quality of the Hague operations | Predominance of the Geneva (1999) Act in the Hague system | Program 31 |
| | Progress towards the enhancement of the legal framework | Program 31 |
| | Flexibility of data recorded in the International Register | Program 31 |
| | No. of automated processes | Program 31 |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | Expansion of geographical coverage (Madrid) | Program 6 |
| | Expansion geographical coverage (Lisbon) | Program 6 |
| | Adoption of provisions streamlining or modernizing the Lisbon system legal framework | Program 6 |
| | No. of International Applications (Madrid) | Program 6 |
| | Share of Offices concerned providing updated information on the Madrid System | Program 6 |
| | % of participants in Lisbon system events satisfied and reporting enhanced awareness post an event | Program 6 |
| | No. and proportion of Lisbon registrations in force from developing countries and LDCs | Program 6 |
| | Decrease in the number of irregularities (Madrid) | Program 6 |
| | No. of Madrid & Lisbon system applications originating from transition and developed countries | Program 10 |
| | No. of countries that have formulated and/or are engaged in policies outlining their accession to the Madrid Protocol | Program 20 |
| | % of satisfied participants in targeted workshops/seminars held on Madrid related topics | Program 20 |
| | No. of Contracting Parties to the Madrid Protocol | Program 20 |
| | No. of new registrations (Madrid System) | Program 20 |
| | No. of renewals (Madrid System) | Program 20 |
| II.7 Improved productivity and service quality of Madrid & Lisbon operations | Progress towards streamlining and simplification of the Madrid system legal framework | Program 6 |
| | No. of registrations No. of renewals processed No. of modifications, including subsequent designations (Madrid) | Program 6 |

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|-------------------------|
| | Translation of applications in a timely manner (Madrid) | Program 6 |
| | Decrease in the number of corrections (Madrid) | Program 6 |
| | Improved client satisfaction (Madrid) | Program 6 |
| | Increased use of electronic exchange (Madrid) | Program 6 |
| | Refinement of the electronic International Register of the Lisbon system | Program 6 |
| | Refinement of the electronic means of communication and publication under the Lisbon procedures | Program 6 |
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures | Program 7 Program 20 |
| | Alternative dispute resolution policies to the development and implementation of which policies the Center has contributed | Program 7 |
| | No. of users in transition and developed countries using the AMC services | Program 10 |
| II.9 Effective intellectual property protection in the gTLDs and the ccTLDs | No. of gTLD UDRP cases administered | Program 7 |
| | No. of ccTLD UDRP based cases administered | Program 7 |
| | Dispute resolution policies in the Domain Name System to the development and implementation of which policies the Center has contributed | Program 7 |
| | No. of ccTLD administrators with WIPO assisted design or administration of intellectual property protection mechanisms in accordance with international standards | Program 7 |

PROGRAM 5 THE PCT SYSTEM

PLANNING CONTEXT

5.1. The PCT system accounts for 75 per cent of WIPO's income. Necessarily, the vast majority of program expenditures are allocated to operating it. The PCT also accounts for 54 per cent of multinational applications filed. However, to maintain and reinforce the PCT as the preferred route for users of the international patent system in the next biennium, it will be necessary to ensure that Program 5 meets the challenges of an increasingly dynamic global market for patent services, characterized by:

- Concerns over quality and timeliness of international reports;
- Increasingly diverse geographical composition of patent protection;
- Increasing linguistic diversity of prior art;
- Limited participation in the PCT by most developing and least developed countries (LDCs);
- Growing demands from existing and new PCT users for training;
- Variation in how, and the extent to which, customers use the PCT over other methods;
- Availability of new information and communication technologies.

IMPLEMENTATION STRATEGIES

5.2. The engagement of all stakeholders is crucial for the optimum functioning of the PCT system. Therefore, the Program will focus on communication and cooperation among stakeholders. The following implementation strategies will be pursued:

- Support efforts by the International Authorities to improve the quality and timeliness of their work products, including the development of quality metrics and investigation of collaborative search and examination of PCT applications;
- Improve and expand the “ePCT” web-based platform for interaction with the PCT system by applicants, Offices and Authorities;
- Continue to study additional ways to improve the PCT system, while implementing specific measures already approved by the Member States;
- Continue coordination with Programs 9, 10, 12, 13 and 14, concerning PCT technical assistance and capacity building for least developed and developing countries;
- Increase focus on marketing the PCT to under-utilizing actual and potential customers;
- Enhance communications with PCT customers and stakeholders, through surveys and other outreach to identify needs and to improve effectiveness of PCT service;
- Deliver training to more PCT users, employing technological methods such as webinars and video conferencing;
- Streamline preparation and dissemination of PCT information;
- Continue adjustments to staff composition and overall resource allocation to align with changing geographical patterns in PCT demand;
- Continue to study and implement cost control and efficiency measures within PCT operations.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| Decrease in PCT filings, in absolute terms or relative to Paris route filings | Continued promotion of the PCT to all users as the most valuable and efficient way to protect innovation in international markets |
| Prolonged Breakdown of PCT Operations | Implementation and regular testing of Business Continuity Management (BCM) plan |
| If the International Bureau is unable to process documents, even for a short period of time, backlogs grow extremely quickly. A few days of business disruption can lead to many weeks of backlog | The objective of the Business Continuity Management plan is to ensure that the International Bureau's work can proceed sufficiently during periods of disruption so as to avoid unacceptable degradation in quality of service provided to PCT applicants and offices |
| Malicious or unintentional disclosure of confidential information | Continued awareness program for staff concerned: continue to implement cutting-edge controls in the physical and electronic environment; continue to improve strategic surveillance; maintain high level of oversight with outsourced translation service providers |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|--|
| II.1 Increased use of the PCT route for filing international patent applications | Level of satisfaction of PCT users with user-focused information and training services | 2009 level of user PCT satisfaction with PCT user information and training services | Maintain or increase 2009 level of PCT user satisfaction |
| | Satisfaction of Offices and International Authorities with PCT cooperative activities | 59 respondents expressed satisfaction with the activities in 2011 (95% out of 62 involved in the activities/ 86% out of 69 respondents). | Maintain the 2011 level of satisfaction of Offices and International Authorities |
| II.2 Improvement of the PCT system | Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States | Decisions by appropriate PCT bodies up to the end of 2013. | Decisions by appropriate PCT bodies up to the end of 2015. |
| | Improved electronic services for applicants, third parties, Offices and Authorities | No. of transactions carried out using ePCT services at the end of 2013 for: -- applicants; -- third parties; -- Offices; and -- Authorities | Increased no. of transactions carried out using ePCT services for: -- applicants; -- third parties; -- Offices; and -- Authorities |
| II.3 Improved productivity and service quality of PCT operations | Application unit cost | Unit cost in 2013 | Lower unit cost |
| | Aggregate quality of formalities examination (including timelines) | Average of last three years | Higher quality |
| | Quality of translation | Average of last three years | Higher quality |
| | Timelines of report translation | Timeliness in 2013 | Improvement |
| | Quality of software development (QSD) | QSD for latest build of ePCT and eDossier in 2013 | Higher QSD |
| | Information systems service levels | Information systems service levels for 2013 | Higher information systems service levels |

RESOURCES FOR PROGRAM 5

5.3. The proposed increase for Result II.3 (Improved productivity and service quality of PCT operations) is due to: (i) an increase of 10.3 million Swiss francs in Other Contractual Services on account of the forecasted increase in outsourced translation volume of PCT abstracts, International Search Reports (ISRs) and International Preliminary Reports on Patentability (IPRPs) in the next biennium, and (ii) an increase in non-personnel costs of 0.4 million Swiss francs under WIPO Fellowships, which reflects the resource requirement of a new fellowship program between the International Bureau and national IP Offices for the global registration systems. The program will allow staff of participating national Offices to gain in-depth knowledge of the work of the IB and acquire first-hand knowledge and working experience of the formalities examination procedures as well as current developments in the field. The increase in Premises and Maintenance of 0.3 million Swiss francs pertains to the area of PCT Information Services for the maintenance of IT equipment.

Program 5: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|------------------------------------|---|--|
| II.1 Increased use of the PCT route for filing international patent applications | 23,277 | 21,697 | 22,011 |
| II.2 Improvement of the PCT system | 3,225 | 3,263 | 3,106 |
| II.3 Improved productivity and service quality of PCT operations | 152,098 | 150,933 | 172,856 |
| Total | 178,600 | 175,893 | 197,973 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 5: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 106,365 | 107,003 | 120,361 | 13,358 | 12.5% |
| Temporary Staff | 12,339 | 10,524 | 8,963 | (1,561) | -14.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 118,705 | 117,527 | 129,325 | 11,797 | 10.0% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | 848 | 1,203 | 1,594 | 391 | 32.5% |
| <i>Sub-total</i> | <i>848</i> | <i>1,203</i> | <i>1,594</i> | <i>391</i> | <i>32.5%</i> |
| Travel and Fellowships | | | | | |
| Staff Missions | 2037 | 1,853 | 1,545 | (308) | -16.6% |
| Third-party Travel | 2956 | 2,374 | 2,323 | (51) | -2.1% |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>4,993</i> | <i>4,226</i> | <i>3,868</i> | <i>(358)</i> | <i>-8.5%</i> |
| Contractual Services | | | | | |
| Conferences | 265 | 257 | 375 | 118 | 45.7% |
| Publishing | 30 | 27 | 8 | (19) | -70.4% |
| Individual Contractual Services | 6008 | 5,797 | 6,161 | 364 | 6.3% |
| Other Contractual Services | 42816 | 42,788 | 53,124 | 10,336 | 24.2% |
| <i>Sub-total</i> | <i>49,119</i> | <i>48,869</i> | <i>59,668</i> | <i>10,799</i> | <i>22.1%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 30 | 64 | 345 | 282 | 443.3% |
| Communication | 1,900 | 1,678 | 1,445 | (233) | -13.9% |
| Representation | 30 | 27 | 9 | (18) | -66.7% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,960</i> | <i>1,768</i> | <i>1,799</i> | <i>31</i> | <i>1.8%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 765 | 683 | 89 | (594) | -87.0% |
| Supplies & Materials | 2210 | 1,616 | 1,630 | 14 | 0.9% |
| <i>Sub-total</i> | <i>2,975</i> | <i>2,298</i> | <i>1,719</i> | <i>(579)</i> | <i>-25.2%</i> |
| Total, B | 59,895 | 58,365 | 68,648 | 10,283 | 17.6% |
| TOTAL | 178,600 | 175,893 | 197,973 | 22,080 | 12.6% |
| POSTS | 345 | 365 | 363 | (2) | -0.5% |

Notes:

(1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.

(2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5 as well as flexibility adjustments in line with Financial Regulation 5.6. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). For details on the Flexibility formulas please refer to Appendix D of this document. Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.

(3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 6 MADRID AND LISBON SYSTEMS

A. MADRID SYSTEM

PLANNING CONTEXT

6.1. Since 2011, and despite global economic uncertainty, the Madrid system has continued to grow in terms of the number of international applications filed and in the number of Contracting Parties in which the Madrid Protocol has entered into force. Such further growth is expected throughout the next biennium.

IMPLEMENTATION STRATEGIES

6.2. Special attention in the biennium 2014/15 will continue to be paid to increasing the geographical scope of the Madrid system among developed, developing and least developed countries (LDCs), encouraging increased use of the system in existing as well as new Contracting Parties. In addition, opportunities presented by having all members of the Madrid Union as Contracting Parties to the Madrid Protocol will be capitalized on. This will enable the Madrid system to obtain its full potential as the premier means for enterprises of all sizes to protect their marks in export markets.

6.3. The Madrid system will be further improved by increasing the simplicity, efficiency and the cost-effectiveness in the administration of the international registration procedure. This involves, in particular, an ongoing search for ways to simplify the operations of the International Bureau within the limits imposed by the international legal framework. This will include streamlined operational processes, further expansion of electronic communication facilities between the International Bureau, the Offices and the users, and the use of modern IT tools for the benefits of both right holders and the Offices.

6.4. With a view to improving customer service and providing quicker and easier access to basic information, the International Bureau will continue to encourage electronic communication between the International Bureau, on the one hand, and Offices and users, on the other hand. In particular, existing on-line services will be improved, including the Madrid Goods and Services Manager (MGS), which is a multilingual, on-line tool for compiling an acceptable list of goods and services for use in the filing process.

6.5. The Working Group on the Legal Development of the Madrid system will continue to meet on a biannual basis, or as appropriate, and explore possible improvements to the international legal framework. Upon recommendation of the Working Group, proposed amendments to the Common Regulations will be submitted for adoption by the Assembly of the Madrid Union during the 2014/15 biennium.

6.6. With respect to information and promotion, a special effort will be made to determine the possible reasons for underutilization of the system in specific countries. Addressing such reasons may significantly intensify the use of the Madrid system.

6.7. To the extent that synergies exist, promotional activities will continue to involve the competent authorities of Contracting Parties, intergovernmental organizations, non-governmental organizations, and interested parties, including IP owners and trademark practitioners. Special focus will also continue to be placed on the development of training initiatives and capacity building activities, in consultation with other key sectors of the Organization.

6.8. In addition, outreach programs that more effectively communicate the actual impact of an eventual accession to the Protocol in a particular national context will be created in accordance with the DA Recommendation 1.

B. LISBON SYSTEM

PLANNING CONTEXT

6.9. The main focus in the biennium as regards the Lisbon system will be the possible conclusion of the review of the Lisbon system. The Working Group on the Development of the Lisbon System is preparing a revision of the 1958 Lisbon Agreement, with a view to making the system more attractive for governments to accede and for right holders to use, while preserving the principles and objectives of the Lisbon Agreement. The main objectives of the Working Group are to specify that the Lisbon system is also applicable in respect of geographical indications, to introduce the possibility for intergovernmental organizations to accede and to refine its legal framework.

Since 1997, the membership of the Lisbon system has increased from 17 to 28 States.

IMPLEMENTATION STRATEGIES

6.10. In view of the progress made towards a revision of the Lisbon Agreement that would modernize the Lisbon system and allow for a significant increase of its membership, including by intergovernmental organizations, the Working Group has agreed that a recommendation be made to the Lisbon Union Assembly for convening a Diplomatic Conference for the adoption of a Revised Lisbon Agreement in 2015, with the exact dates and venue to be decided by the Preparatory Committee.

6.11. The information and promotion activities of the International Bureau will incorporate, as an important component, questions concerning the international registration of appellations of origin and geographical indications, including the planned revision of the Lisbon system.

6.12. Also in this context, the International Bureau will provide technical assistance for the benefit of interested developing countries and LDCs. In addition, maximizing efficiency under the procedures of the Lisbon system with the help of electronic tools will be further pursued.

6.13. Following completion of the automation of the International Register and the establishment of electronic means of communication under the Lisbon procedures between the International Bureau and the competent authorities of all Lisbon member States, both expected to be achieved by 2013, the International Bureau will work towards further refinement of the notification and registration procedures in the biennium, as appropriate.

6.14. The average number of international applications and other requests for recording in the International Register under the Lisbon system since 1967 has amounted to approximately 25 such transactions per year, with large variations, however, between years (for example, seven transactions were received in 2009 and 596 in 2007).

MAJOR RISKS AND MITIGATIONS STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| <p>The use of the Madrid system decreased in 2009 and since then has increased. However, a second 'dip' is a possibility that would result in underutilization of the Madrid system and a lower income for WIPO. Other factors could also contribute to underutilization of the Madrid system, such as political or social instability or lack of the appropriate legal infrastructure.</p> | <p>The risks may be mitigated by intensive promotional activities to maximize the potential use of the Madrid system by users – and thereby reducing the underutilization – to take advantage of the increased efficiency and cost-effectiveness of the system. However, where a change in trademark policy or law at the national, regional or even international level would be required, this may take considerable time to be resolved, if at all.</p> |

Proposed Program and Budget for 2014/15

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| A number of challenges may hinder the transformation of the Lisbon system into a system that enjoys wide international participation. In particular, doubts may continue to exist among stakeholders on the benefits of the system. | The review takes account of how appellations of origin and geographical indications are protected in various jurisdictions, without losing sight of the principles and objectives of the Lisbon system. The information and promotion activities have the same focus, while underlining the benefits of the Lisbon system and the available flexibilities to be specified in the Revised Lisbon Agreement. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|--|
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | Expansion of geographical coverage (Madrid) | The number of Contracting Parties at the end of 2013 | A total of 100 contracting parties by end of 2015 |
| | Expansion geographical coverage (Lisbon) | 28 (April 2013) | 32 |
| | Adoption of provisions streamlining or modernizing the Lisbon system legal framework | Lisbon Agreement, Regulations and Administrative Instructions in force at the end of 2013 | Revision of the Lisbon Agreement and amendments to the Regulations and Administrative Instructions |
| | No. of International Applications (Madrid) | The number of International Applications at the end of 2013 | 8.1% increase by end of 2015 |
| | Share of Offices concerned providing updated information on the Madrid System | Share of Offices providing such information | Increased share |
| | % of participants in Lisbon system events satisfied and reporting enhanced awareness post an event | No. of events and % of satisfied participants in 2013 | At least eight events with 85% of participants satisfied |
| | No. and proportion of Lisbon registrations in force from developing countries and LDCs | 67 (out of 809) (April 2013) | 80 (out of 825) |
| Decrease in the number of irregularities (Madrid) | Irregular applications 34% (in 2012). | Decrease in the number of irregularities by 10% | |
| II.7 Improved productivity and service quality of Madrid & Lisbon operations | Progress towards streamlining and simplification of the Madrid system legal framework | Madrid system Common Regulations and Administrative Instructions in force at the end of 2013 | Amendments to the Madrid system Common Regulations and Administrative Instructions |

| Expected Results | Performance Indicators | Baselines | Targets |
|------------------|---|---|---|
| | No. of registrations No. of renewals processed No. of modifications, including subsequent designations (Madrid) | Registrations, renewals (see Annex VII). 97,500 modifications were inscribed in the Registry (2012) | 2014: 6.3% increase in registrations and renewals 2015: 3.3% increase in registrations and renewals Total registrations 92,500. Total renewals 49.000 Total modifications 200.000, including 35.000 subsequent designations |
| | Translation of applications in a timely manner (Madrid) | data not available | Four weeks |
| | Decrease in the number of corrections (Madrid) | Corrections figures in 2012 (5,000 requests) | Decrease corrections by 10% |
| | Improved client satisfaction (Madrid) | Customer Service Orientation Survey 2012. Service Orientation Index 79. | Higher satisfaction rate in the next Survey, focusing on responsiveness and timeliness |
| | Increased use of electronic exchange (Madrid) | 60% of documents received electronically; 85,000 marks notified by email; 200 clients using the MPM; 17 offices sending applications in XML | 70% of documents received electronically; 110,000 marks notified by email; 1,000 clients using the MPM; 23 offices sending applications in XML |
| | Refinement of the electronic International Register of the Lisbon system | The electronic International Register (to be) established in 2013 | Electronic system linking International Register and Lisbon Express database on the WIPO website |
| | Refinement of the electronic means of communication and publication under the Lisbon procedures | The electronic means in place at the end of 2013 | Electronic filing system and incorporation of the Lisbon Bulletin into the Lisbon Express database |

RESOURCES FOR PROGRAM 6

6.15. The increase in resources for Result II.6 (Wider and better use of the Madrid and Lisbon system) is due to: (i) the proposed internal re-deployment of resources needed to support the expansion of the Madrid system; (ii) the provision for a possible Diplomatic Conference for the adoption of a Revised Lisbon Agreement subject to the decision by the Lisbon Assembly (reflected under Conferences), and, (iii) an increase of 1.2 million for a new fellowship program between the IB and national IP offices for the global registration systems.

6.16. The Fellowship Program will allow the staff of participating national offices to gain in-depth knowledge of the work of the IB and acquire first-hand knowledge and working experience of the formalities exchange procedures as well as current developments in the field.

6.17. The reduction in resources for Result II.7 (Improved productivity and service quality – Madrid and Lisbon) is primarily due to a reduction in overall translation costs and unit cost through changes in the outsourcing strategy, which will replace individual contractual service arrangements with commercial contractual services. The related change in cost categories is reflected in the table below.

Program 6: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|--------------------------------|---------------------------------------|--------------------------------|
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | 8,649 | 8,439 | 14,313 |
| II.7 Improved productivity and service quality of Madrid & Lisbon operations | 43,445 | 42,183 | 40,932 |
| Total | 52,094 | 50,622 | 55,245 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 6: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 35,160 | 35,364 | 39,914 | 4,550 | 12.9% |
| Temporary Staff | 3,457 | 3,264 | 3,451 | 187 | 5.7% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 38,617 | 38,628 | 43,365 | 4,737 | 12.3% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | 1,200 | 1,200 | n/a |
| <i>Sub-total</i> | -- | -- | 1,200 | 1,200 | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 930 | 937 | 581 | (356) | -38.0% |
| Third-party Travel | 1,879 | 1,559 | 1,517 | (42) | -2.7% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>2,809</i> | <i>2,496</i> | <i>2,098</i> | <i>(398)</i> | <i>-15.9%</i> |
| Contractual Services | | | | | |
| Conferences | 120 | 240 | 410 | 170 | 70.8% |
| Publishing | 20 | 18 | -- | (18) | -100.0% |
| Individual Contractual Services | 4,749 | 5,731 | 1,525 | (4,206) | -73.4% |
| Other Contractual Services | 3,280 | 1,260 | 4,477 | 3,217 | 255.3% |
| <i>Sub-total</i> | <i>8,169</i> | <i>7,249</i> | <i>6,412</i> | <i>(836)</i> | <i>-11.5%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 120 | 108 | 90 | (18) | -16.7% |
| Communication | 2,240 | 2,016 | 2,050 | 34 | 1.7% |
| Representation | 30 | 27 | 30 | 3 | 11.1% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>2,390</i> | <i>2,151</i> | <i>2,170</i> | <i>19</i> | <i>0.9%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 10 | 9 | -- | (9) | -100.0% |
| Supplies & Materials | 100 | 90 | -- | (90) | -100.0% |
| <i>Sub-total</i> | <i>110</i> | <i>99</i> | <i>--</i> | <i>(99)</i> | <i>-100.0%</i> |
| Total, B | 13,477 | 11,994 | 11,880 | (114) | -1.0% |
| TOTAL | 52,094 | 50,622 | 55,245 | 4,623 | 9.1% |
| POSTS | 107 | 111 | 113 | 2 | 1.8% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 31 THE HAGUE SYSTEM

PLANNING CONTEXT

31.1. Efforts to expand the geographic scope of the Hague system by encouraging accession to the 1999 (Geneva) Act of the Hague Agreement started to bear fruit during the 2012/13 biennium. It is expected that countries representing some of the world's major trading areas will soon join. In as much as they will be new to the Hague system, they are amongst the world's largest sources of design filings and are likely to stimulate further accessions. As such, the number of international applications filed during the 2014/15 biennium is expected to increase considerably. Furthermore, some of the countries which are expected to join are those for which a number of features of the 1999 Act were developed, particularly in view of the thorough novelty examination undertaken by their Offices. These features are among the more complex and have yet to be tested in practice.

31.2. In view of the above, the challenges for the 2014/15 biennium will consist of coping with the expected growth, successfully implementing the features of the Geneva Act not yet put in practice and ensuring that the system remains attractive to users.

IMPLEMENTATION STRATEGIES

31.3. WIPO aims at making the Hague system the first choice for design registrations. To achieve this, WIPO will enhance awareness of the Hague system and promote its wider and better use, while, at the same time, improve its administration in the face of rising complexity and workloads.

31.4. Coordinated actions will take place on three fronts: visibility, geographical scope and system development.

(i) **Visibility:** promotion will continue in the existing membership where there is significant untapped. Promotion will also start in countries whose accession is imminent so as to foster immediate usage of the system after accession.

(ii) **Geographical scope:** promotion and technical assistance to foster expansion of the Hague system through new accessions to the Geneva Act will continue in cooperation with relevant Programs. Priority will be given to countries whose accession is likely to make the system more attractive to users or to prompt further accessions.

(iii) **System development:** as the system grows, the sophistication of the IT support services will need to increase in order to achieve higher levels of productivity through efficiency gains. In particular, the number of e-business tools will need to be enhanced. Also, further development of the legal framework will be required in order to ensure that it remains in step with new Contracting Parties' and users' needs. Finally, focusing the system around the 1999 Act appears essential in view of simplification, starting with continued efforts to terminate the antiquated London 1934 Act.

RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| Decline in the level of customer satisfaction due to difficulties in coping with growth in filings and information requests and to the growing complexity of the system as a result of the implementation of features supporting novelty examination in certain designated Offices | Enhancing efficiency and effectiveness in all aspects of system administration; promotion of best practices and convergence amongst the Offices concerned; development of IT solutions to assist users and examiners of Offices and the International Bureau. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|--|
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | Membership of the Geneva (1999) Act | 45 Contracting Parties | 58 Contracting Parties |
| | Share of Offices concerned providing information on the Hague system | Share of Offices providing such information | Increased share |
| | Hague filings and renewals | Applications 2,604 Designs contained 12,506 Renewals 3,120 (2012) | <u>2014:</u> Applications: 33.9% increase Designs contained: 33% increase Renewals: 2.9% decrease <u>2015:</u> Applications: 23.4% increase Designs contained: 23.5% increase Renewals: 5.5% increase |
| II.5 Improved productivity and service quality of the Hague operations | Predominance of the Geneva (1999) Act in the Hague system | 15 Hague members still not bound by the Geneva (1999) Act; Five consents to termination of the 1934 Act still outstanding (end 2012) | No (zero) countries bound only by the Hague (1960) Act outside the EU or OAPI; all the remaining consents (five) to termination of the 1934 Act received |
| | Progress towards enhancement of the legal framework | Current legal framework | Amendments to the Hague Regulations and Administrative Instructions as well as new features introduced following accessions of some new Contracting Parties. |
| | Flexibility of data recorded in the International Register | Inability to record granular design information | Ability to record granular design information |
| | No. of automated processes | 2 | 4 |

RESOURCES FOR PROGRAM 31

31.5. The increase in resources for Result II.4 (Wider and better use of the Hague system) is primarily due to statutory increases in personnel costs.

31.6. The small decrease in resources for Result II.5 (Improved productivity and service quality - the Hague) is due to a reduction in Staff Missions and Third-party Travel on account of cost efficiencies and some reductions foreseen in Communications due to savings in mailing costs.

Proposed Program and Budget for 2014/15

31.7. Program 31 will participate in the new fellowship program with national IP Offices. An amount of 83 thousand Swiss francs has been proposed for this purpose in 2014/15.

Program 31: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|--------------------------------|---------------------------------------|--------------------------------|
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | 4,338 | 4,394 | 5,236 |
| II.5 Improved productivity and service quality of the Hague operations | 2,633 | 2,512 | 2,351 |
| Total | 6,970 | 6,906 | 7,587 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 31: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,795 | 4,882 | 5,224 | 342 | 7.0% |
| Temporary Staff | 578 | 586 | 1,017 | 431 | 73.6% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 5,373 | 5,468 | 6,242 | 773 | 14.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | 83 | 83 | n/a |
| <i>Sub-total</i> | -- | -- | 83 | 83 | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 390 | 361 | 320 | (42) | -11.5% |
| Third-party Travel | 110 | 89 | 54 | (35) | -39.3% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>500</i> | <i>450</i> | <i>374</i> | <i>(77)</i> | <i>-17.0%</i> |
| Contractual Services | | | | | |
| Conferences | 94 | 85 | 145 | 60 | 71.4% |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | 230 | 207 | 230 | 23 | 11.1% |
| Other Contractual Services | 536 | 482 | 390 | (92) | -19.2% |
| <i>Sub-total</i> | <i>860</i> | <i>774</i> | <i>765</i> | <i>(9)</i> | <i>-1.2%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 30 | 27 | 20 | (7) | -25.9% |
| Communication | 182 | 164 | 100 | (64) | -38.9% |
| Representation | 10 | 9 | 2 | (7) | -77.8% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>222</i> | <i>200</i> | <i>122</i> | <i>(78)</i> | <i>-38.9%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 6 | 5 | 2 | (3) | -63.0% |
| Supplies & Materials | 9 | 8 | -- | (8) | -100.0% |
| <i>Sub-total</i> | <i>15</i> | <i>14</i> | <i>2</i> | <i>(12)</i> | <i>-85.2%</i> |
| Total, B | 1,597 | 1,437 | 1,346 | (92) | -6.4% |
| TOTAL | 6,970 | 6,906 | 7,587 | 682 | 9.9% |
| POSTS | 14 | 14 | 14 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 7 WIPO ARBITRATION AND MEDIATION CENTER

PLANNING CONTEXT

7.1. In an IP-driven economy, stakeholders need to integrate conflict management into business processes (for example, the development of new technologies), contracting practices, and broader enforcement policies. Awareness of dispute resolution risks and opportunities helps to minimize the disruption which such disputes can cause in the exploitation of IP rights.

7.2. Courts and IP Offices tend to offer formal territorial solutions resulting from generally applicable rights-based procedures, but as the evolution of the conditions for the creation and use of IP is highlighting the need for streamlining the framework for obtaining IP titles, similar motives are driving rights holders and users to consider cross-border solutions to their disputes. The WIPO Arbitration and Mediation Center assists these efforts as a global resource center, enhancing awareness and, as a service provider, offering dispute management tools on the basis of WIPO-facilitated clauses and rules. The potential beneficiaries of this activity include private corporations as well as public authorities.

7.3. As a result of its policy experience, the WIPO Arbitration and Mediation Center is well placed to contribute to the creation of alternative dispute resolution (ADR) frameworks for IP. At the same time, for commercial and policy reasons, numerous ADR service providers compete in the provision of such mechanisms. Recognition in that market depends on the capacity to develop, promote and deliver the right services.

7.4. An example of the potential of ADR for IP is the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP). Under this effective global online alternative to court litigation for addressing trademark abuse in the Domain Name System (DNS), the WIPO Arbitration and Mediation Center has processed over 25,000 cases through 2012. The DNS landscape is set to undergo considerable change, in the form of a broad expansion of the number of generic top-level Domains (gTLDs) and the introduction of internationalized (non-Latin script) gTLDs and domain names.

7.5. In order to reduce any adverse impact of these uncertain conditions on IP, the WIPO Arbitration and Mediation Center needs to continue to play a proactive role in monitoring solutions to be adopted by the Internet Corporation for Assigned Names and Numbers (ICANN). In the same connection, substantial changes in UDRP demand may impact on this WIPO service.

7.6. The WIPO Arbitration and Mediation Center assists country code top-level Domains (ccTLDs) in the establishment of best registry practices and domain name dispute resolution mechanisms. In the area of IP ADR more generally, national IP Offices call on the WIPO Arbitration and Mediation Center for input on the development of optional ADR mechanisms complementing their existing administrative procedures. The WIPO Arbitration and Mediation Center also organizes training programs for IP officials, practitioners, and students, including online programs. These training and capacity building activities conducted in line with DA Recommendations 1 and 6 will contribute to the implementation of Recommendation 10 of the DA by ensuring that developing countries and LDCs have enhanced institutional capacity to efficiently, fairly and cost-effectively resolve IP disputes.

IMPLEMENTATION STRATEGIES

7.7. Against this background, the WIPO Arbitration and Mediation Center will pursue the following strategies:

- (i) Enhancing awareness among stakeholders of IP ADR options. The Program will cooperate with other Programs, including Program 1 (Patent Law), Program 3 (Copyright and Related Rights), Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), Program 5 (The PCT System), Program 6 (Madrid 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), Program 11 (WIPO Academy), Program 19 (Communications), Program 20 (External

Relations, Partnerships and External Offices), Program 27 (Conference and Language Services).

(ii) Increasing the attractiveness of dispute resolution services offered by the WIPO Arbitration and Mediation Center by adapting its procedures and case infrastructure to the evolving needs of users, including through IT-based solutions.

(iii) Working with IP owners, users, Offices and other entities to establish procedures specifically adapted to the particular features of recurrent disputes in their areas of activity. This Program will cooperate with other Programs, including Program 1 (Patent Law), 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 and Lisbon Systems), Program 17 (Building Respect for IP), Program 18 (IP and Global Challenges) and Program 31 (The Hague System).

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| Shifting resource comparison with other ADR providers affects market recognition of WIPO arbitration and mediation services. | WIPO will continue leveraging the AMC position as the IP ADR specialist through greater collaboration, such as more regular partnering with IP and related associations, maximizing use of Center presence in Singapore for increased regional activity and through intensified collaboration with other WIPO departments. In addition the risk can be mitigated through participation in events through WIPO neutrals and through working off new research on emerging user practices and expectations. |
| Fragmentation of and competition within DNS, and ICANN policy development processes, pressuring centralized norms (including UDRP) and Center primacy; DNS expansion and increased ADR use in DNS challenging Center case administration and policy development roles. | Prioritizing case administration and policy development resources to strike balance between "staying in the market" and adding specific WIPO value. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|--|--|
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures | 284 disputes and 79 bons offices (cumulative per end 2012) 4,000 incoming queries (2010/11) Web visits 30 million (cum. per end 2012) 276 participants at Center standard events (2010/11); 3,000 participants at Center external events (2010/11) | 40 additional disputes and bons offices 4,000 additional queries 3.5 million additional visits 250 participants at Center standard events 6,000 participants at Center external events |
| | Alternative dispute resolution policies to the development and implementation of which policies the Center has contributed | Six schemes adopted (AGICOA, EGEDA, Film and Media, ICOM, IPOS, ITPGRFA) (cumulative per end 2012) | One to three additional schemes |
| II.9 Effective intellectual property protection in the gTLDs and the ccTLDs | No. of gTLD UDRP cases administered | 22,644 gTLD cases administered by the Center (cumulative per end 2012) | 3,000 additional cases |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Baselines | Targets |
|------------------|---|---|---|
| | No. of ccTLD UDRP based cases administered | 2,470 ccTLD-only cases administered by the Center (cumulative per end 2012) | 350 additional cases |
| | Dispute resolution policies in the Domain Name System to the development and implementation of which policies the Center has contributed | UDRP, Pre-Delegation Dispute Resolution Policy (cumulative per end 2012) | Implementation in the Domain Name System of WIPO policy and process recommendations |
| | No. of ccTLD administrators with WIPO assisted design or administration of intellectual property protection mechanisms in accordance with international standards | 67 ccTLD administrators (cumulative per end 2012) | Four new administrators |

RESOURCES FOR PROGRAM 7

7.8. The increase in resources allocated to Result II.9 (Effective IP protection in gTLDs and ccTLDs) reflects higher personnel costs as well as increased cost of the WIPO Fellowship program under the Arbitration and Mediation Center. The latter was created within the context of the contract reform, to recognize the arrangement through which the Organization provides young professionals with case management experience to strengthen their knowledge and professional competence in the areas under the Arbitration and Mediation Center's responsibility.

Program 7: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | 3,175 | 3,260 | 3,286 |
| II.9 Effective intellectual property protection in the gTLDs and the ccTLDs | 7,409 | 6,715 | 7,889 |
| Total | 10,585 | 9,975 | 11,175 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 7: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 5,520 | 5,658 | 6,195 | 537 | 9.5% |
| Temporary Staff | 1,231 | 1,484 | 1,870 | 387 | 26.1% |
| Other Staff Costs | -- | -- | - | -- | n/a |
| Total, A | 6,751 | 7,142 | 8,065 | 924 | 12.9% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | 2,884 | 1,964 | 2,300 | 336 | 17.1% |
| <i>Sub-total</i> | 2,884 | 1,964 | 2,300 | 336 | 17.1% |
| Travel and Fellowships | | | | | |
| Staff Missions | 326 | 275 | 241 | (35) | -12.7% |
| Third-party Travel | 210 | 124 | 130 | 6 | 4.5% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 536 | 399 | 370 | (29) | -7.3% |
| Contractual Services | | | | | |
| Conferences | 143 | 128 | 129 | 1 | 1.2% |
| Publishing | 45 | 15 | 30 | 15 | 100.0% |
| Individual Contractual Services | 170 | 246 | 194 | (52) | -21.1% |
| Other Contractual Services | 40 | 47 | 45 | (2) | -4.8% |
| <i>Sub-total</i> | 398 | 435 | 398 | (38) | -8.7% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | 3 | 3 | n/a |
| Communication | -- | 7 | 12 | 5 | 70.4% |
| Representation | 5 | 5 | 5 | - | 0.0% |
| Admin & Bank Charges | -- | -- | -- | - | n/a |
| UN Joint Services | -- | -- | -- | - | n/a |
| <i>Sub-total</i> | 5 | 12 | 20 | 8 | 65.6% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 2 | 9 | 6 | (3) | -29.4% |
| Supplies & Materials | 10 | 14 | 16 | 2 | 14.1% |
| <i>Sub-total</i> | 12 | 23 | 22 | (1) | -2.2% |
| Total, B | 3,834 | 2,833 | 3,109 | 276 | 9.7% |
| TOTAL | 10,585 | 9,975 | 11,175 | 1,200 | 12.0% |
| POSTS | 16 | 17 | 17 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

STRATEGIC GOAL III**FACILITATING THE USE OF IP FOR DEVELOPMENT**

The goal of facilitating the use of IP for social, cultural and economic development drives WIPO's multiple technical assistance and capacity building activities, which are delivered through programs in every sector of the Organization. Covering all these activities, the medium term focus of this cross-cutting Strategic Goal is to assist developing countries, least developed countries and countries with economies in transition to make effective use of the IP system in their specific context.

The WIPO Development Agenda plays a central role in ensuring that all areas of WIPO's activities contribute to this Strategic Goal.

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| III.1 National innovation and IP strategies and plans consistent with national development objectives | No. of countries which are in the process of formulating/adopting national IP strategies and/or development plans | Program 9 |
| | No. of countries which have adopted and are implementing national IP strategies and/or development plans | Program 9 |
| | No. of Universities having developed IP policies | Program 10 |
| | No. of countries having developed national IP strategies/plans | Program 10 |
| | No. of countries with national innovation policies initiated, in progress or adopted | Program 30 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | No. of governments and CMOs signing an agreement with WIPO to develop a new transparency, accountability and governance quality assurance standard | Program 3 |
| | % of creators satisfied with the training provided on using copyright data and information for the efficient management of their copyright | Program 3 |
| | % of participants' positive rating of the usefulness of copyright related capacity building meetings and workshops | Program 3 |
| | No. of Member States that take initiatives to improve their use of the copyright system to exploit the economic potentials of their cultural works and products | Program 3 |
| | % of participants in WIPO activities which report enhanced capacity to understand and use IP principles, systems and tools for the protection of TK and TCEs, and for management of the interface between IP and GRs | Program 4 |
| | % of participants in WIPO events who express satisfaction with the content and organization of these events | Program 9 |
| | % of participants in WIPO workshops who apply the skills learned in their work/enterprise | Program 9 |

| Expected Results | Performance Indicators | Responsible Program(s) |
|------------------|--|------------------------|
| | % of national/regional IP experts are used as resource persons in WIPO events | Program 9 |
| | No. of countries in transition having established annual IP training programs and/or courses for IP professionals and/or SMEs | Program 10 |
| | % of trained IP professionals and IP Office officials using upgraded skills in their work | Program 10 |
| | Revised Portfolio of training courses on IP for developing countries, LDCs and CETs / Relevance of content of training courses to capacity building requirements of developing countries, LDCs and CETs | Program 11 |
| | Enhanced and multilingual access to e-learning on various IP aspects for developing countries, LDC and CETs / Relevance of content of portfolio of e-learning courses to the capacity building requirements of developing countries, LDCs and CETs | Program 11 |
| | Improved access to higher education on IP on the part of developing countries, LDCs and CETs / Number of universities in developing countries, LDCs and CETs, offering new teaching programs on IP | Program 11 |
| | Progressive establishment of a network of IP experts in developing countries, LDCs and CETs | Program 11 |
| | No. of new start-up academies projects initiated after the conclusion of the Pilot Phase | Program 11 |
| | % of trained participants that report satisfaction with the usefulness and relevance of the training provided for their professional life | Program 17 |
| | % of targeted audience who have demonstrated a basic knowledge of a balanced IP system further to WIPO activities | Program 17 |
| | No. of countries participating in WIPO Awards Program | Program 17 |
| | No. of hosting arrangements of developing country scientists | Program 18 |
| | % of policy makers, government officials, IP practitioners and participants in targeted workshops with enhanced understanding of CMOs and how to effectively use IP for development | Program 20 |
| | % of trained IP professionals using upgraded skills in their work | Program 30 |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | No. of DA recommendations that have been addressed by the CDIP through projects, activities and studies | Program 8 |
| | Rate of satisfaction among Member States with the results of the projects, activities and studies | Program 8 |
| | Implementation of the coordination mechanism as approved by Member States | Program 8 |
| | No. of Programs in which DA recommendations are mainstreamed into the regular work of WIPO | Program 8 |
| | No. of DA projects and the manner in which they have been mainstreamed into the regular work of WIPO (norm-setting, technical assistance and service delivery) | Program 8 |
| | Effective system in place for the planning, monitoring and evaluation of the implementation of DA recommendations | Program 8 |
| | % of DA projects which have been independently evaluated | Program 8 |

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | No. of new or strengthened cooperation mechanisms, programs or partnerships supported to promote/strengthen sub-regional or regional cooperation in IP | Program 9 |
| | No. of established partnerships where the party offering assistance originates from a developed country | Program 10 |
| III.5 Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders | No. of countries requesting technical assistance through DA projects and expressing interest in DA related activities | Program 8 |
| | % of participants in WIPO meetings (Member States, IGOs, civil society and other stakeholders) satisfied with information received on the DA recommendations | Program 8 |
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | % of participants in training programs targeting SME support institutions who express satisfaction with the content and organization of these events | Program 10 |
| | % of trained SMEs support institutions who provide information, support and advisory/consulting services on IP asset management | Program 10 |
| | No. of countries having established IP training programs for SMEs | Program 10 |
| | No. of subscriptions to the SME Newsletter | Program 30 |
| | No. of downloads of topical SME material and guidelines | Program 30 |
| | No. of SME related case-studies accessed via the IpAdvantage and/or other relevant databases | Program 30 |
| | % of participants in training programs targeting SME support institutions who express satisfaction with the content and organization of these events | Program 30 |
| | % of trained SMEs support institutions who provide information, support and advisory/consulting services on IP asset management | Program 30 |
| No. of countries having established IP training programs for SMEs | Program 30 | |

PROGRAM 8 DEVELOPMENT AGENDA COORDINATION

PLANNING CONTEXT

8.1. The effective mainstreaming of the Development Agenda (DA) and the realization of its goals and principles in the work of the Organization remain key priorities for the forthcoming biennium. The Organization has completed the first five years of the DA implementation and has implemented a comprehensive system of evaluation of DA projects. In addition, the developmental aspect of the Organization’s work continues to evolve through active engagement and dialogue with the Member States.

8.2. During the previous biennium, considerable progress was made as regards: the integration of DA recommendations and principles into the Program and Budget and Program Performance Reports (PPRs); maturity of the DA project-based methodology into the evaluation-phase; DA projects originating from proposals by developing and least developed countries (LDCs); implementation of the Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities (‘Coordination Mechanism’) as approved by the Member States; and full systematic monitoring and evaluation of all DA projects.

IMPLEMENTATION STRATEGIES

8.3. During the biennium 2014/15, the Program will respond to the evolving role played by the DA, and the corresponding needs and requests of Member States. The Program will continue to ensure that the DA principles and recommendations are mainstreamed in an appropriate and responsive manner throughout the Organization’s development-related work. The Program will strive at finding the most effective means to implement the decisions of the WIPO General Assembly and the CDIP through active coordination across all WIPO sectors, and by working collaboratively and proactively with Member States, other international intergovernmental organizations, non-governmental organizations and civil society.

8.4. The Program will continue to support the work of the CDIP, in particular to: maintain an Organization-wide focus on mainstreaming the DA; develop strategies for the implementation of DA recommendations; coordinate the management and effective implementation, monitoring, evaluation and reporting upon DA projects and mainstreamed DA-related activities; facilitate an external review of DA implementation in accordance with the Coordination Mechanism; and support the dissemination of information and awareness raising on DA-related matters. DA projects, including subsequent phases of ongoing projects, approved by the CDIP, will continue to be fully funded in accordance with the Budgetary Process Applied to Projects Proposed by the CDIP for the Implementation of the DA Recommendations, contained in document A/48/5/Rev., approved by Member States in 2010.

8.5. The Program will also continue to facilitate IP and development-related activities as requested by the CDIP and the General Assembly. The role and guidance of the Member States remains of critical importance in ensuring the effective reflection of development-related principles in the Organization’s work, and the achievement of the Program’s objectives for the biennium.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| Failure to follow up systematically on the DA recommendations and implement them could result in lost opportunities and insufficient focus on the “lessons learnt”. | An enhanced and rigorous follow-up by DA Coordination Division on the implementation of the DA recommendations. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|--|
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | No. of DA recommendations that have been addressed by the CDIP through projects, activities and studies | 42 recommendations addressed by the Committee in December 2011 | 45 recommendations to be addressed by the CDIP |
| | Rate of satisfaction among Member States with the results of the projects, activities and studies | 80% | 80% |
| | Implementation of the coordination mechanism as approved by Member States | Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities approved by the Committee in April 2010 | Coordination Mechanisms implemented in accordance with the decision of Member States |
| | No. of Programs in which DA recommendations are mainstreamed into the regular work of WIPO | Tbd | 20 |
| | No. of DA projects, and the manner in which, they have been mainstreamed into the regular work of WIPO (norm-setting, technical assistance and service delivery) | Tbd | 12 |
| | Effective system in place for the planning, monitoring and evaluation of the implementation of DA recommendations | Tbd | All Programs have in place an effective planning, monitoring and evaluation system on the implementation of DA recommendations |
| | % of DA projects which have been independently evaluated | 100% | 100% |
| III.5 Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders | No. of countries requesting technical assistance through DA projects and expressing interest in DA related activities | Projects and DA related activities in 43 countries (April 2013) | Projects and DA related activities in 50 countries |
| | % of participants in WIPO meetings (Member States, IGOs, civil society and other stakeholders) satisfied with information received on the DA recommendations | n/a | 80% |

Proposed Program and Budget for 2014/15

RESOURCES FOR PROGRAM 8

8.6. The increase in resources for Result III.3 (Mainstreaming of DA recommendations) is primarily the net effect of: (i) statutory increases in personnel costs; and (ii) a decrease under Contractual Services due to a lower number of DA project evaluations foreseen in 2014/15 than in 2012/13. The decrease in resources for Result III.5 (Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders) is mainly due to a decrease under Conferences (International Conference on IP and Development planned in 2012/13 and not foreseen in 2014/15).

Program 8: Resources by Result *(in thousands of Swiss francs)*

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|------------------------------------|---|--|
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | 3,265 | 3,172 | 3,832 |
| III.5 Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders | 1,523 | 960 | 509 |
| Total | 4,788 | 4,132 | 4,341 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 8: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|----------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,518 | 2,354 | 2,729 | 374 | 15.9% |
| Temporary Staff | 295 | 115 | 365 | 250 | 217.3% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 2,813 | 2,469 | 3,093 | 624 | 25.3% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 155 | 82 | 72 | (10) | -12.2% |
| Third-party Travel | 665 | 600 | 504 | (96) | -16.0% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>820</i> | <i>682</i> | <i>576</i> | <i>(106)</i> | <i>-15.5%</i> |
| Contractual Services | | | | | |
| Conferences | 526 | 496 | 356 | (140) | -28.2% |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | 619 | 427 | 286 | (141) | -33.0% |
| Other Contractual Services | -- | 48 | 20 | (28) | -58.3% |
| <i>Sub-total</i> | <i>1,145</i> | <i>971</i> | <i>662</i> | <i>(309)</i> | <i>-31.8%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | 10 | 8 | 10 | 2 | 25.0% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>10</i> | <i>8</i> | <i>10</i> | <i>2</i> | <i>25.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | 2 | -- | (2) | -100.0% |
| Supplies & Materials | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>--</i> | <i>2</i> | <i>--</i> | <i>(2)</i> | <i>-100.0%</i> |
| Total, B | 1,975 | 1,663 | 1,248 | (415) | -24.9% |
| TOTAL | 4,788 | 4,132 | 4,341 | 210 | 5.1% |
| POSTS | 7 | 7 | 7 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on 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

PLANNING CONTEXT

9.1. The Program is driven by Strategic Goal III, Facilitating the Use of IP for Development, the fundamental prerequisite of which is an enabling environment comprising policy, legislative, institutional, enterprise and human resources that will empower developing countries and least developed countries (LDCs) to use IP for development, enable them to reap benefits from the IP system and enhance their participation in the global innovation economy.

9.2. The key challenges are: a) the diversity in terms of legal, economic and political systems and situations of developing countries and LDCs in the Africa, Arab, Asia and the Pacific and Latin America and the Caribbean regions; b) the ever-increasing need and demand for development-related as well as other WIPO services; c) the broad range and diversity of stakeholders with varying skills, competencies and knowledge requirements from policy makers, IP Office officials, administrators and examiners, to university and R&D technology transfer managers, entrepreneurs and enterprise managers, inventors and innovators, and IP practitioners; d) the challenge of translating the notion of IP for development into concrete results with tangible benefits accruing to specific sectors and the society at large; and e) the constant challenge of ensuring relevance, impact and sustainability of results, particularly at the country level.

IMPLEMENTATION STRATEGIES

9.3. The work of this Program will continue to be guided by the DA Recommendations on technical assistance and capacity building, in particular Recommendations 1, 6, 12, 13 and 14. A critical implementation strategy will be through country-specific national IP strategies designed in the context of national development plans. National IP strategies may inform the needs and gaps in the areas of policy and legislative frameworks, institutional and technical infrastructure and human resource capacity building while at the same time leveraging the potential of IP in priority areas as defined in national development plans. In accordance with one of its Expected Results (ER), the Program will intensify its work in assisting countries in the design, formulation and implementation of national IP strategies. This implementation strategy will utilize the methodology on national IP strategy formulation, produced in the previous biennium under a DA project, which include tools for needs assessment, benchmarking and guidelines for an iterative process of multi-stakeholder consultation and validation. The Regional Bureaus will guide the IP strategy formulation of countries in their respective regions in coordination with the Least Developed Countries (LDCs) Division and the Special Projects Division (SPD) and with inputs from relevant Sectors, particularly in the implementation phase.

9.4. Parallel to the preparation, adoption and implementation of national IP strategies, country plans will be a planning tool to progressively achieve coherence, transparency and improved coordination in the delivery of development related services by the entire Organization. A country plan will provide an overview of the scope and range of WIPO's engagement in a country through a matrix of clear results to be achieved, programs and activities that will take place in a country over a two year period following consultations between the country and WIPO. The Regional Bureaus will take the lead in preparing the country plans in close consultation and coordination with other Sectors.

9.5. Capacity-building programs will be designed to suit the requirements of specific target groups, and will focus on upgrading skills and competencies through short-term and practical programs delivered at the national, sub-regional and regional levels. Appropriate tools and indicators will continue to be developed to assess the application and utility of the skills and knowledge that these programs seek to upgrade.

9.6. Tailored programs will be designed and implemented which will specifically address the needs of LDCs with a sharpened focus on the broad thematic priority areas contained in the WIPO Deliverables adopted on the occasion of the Fourth United Nations Conference on the LDCs (UN LDC IV). Under this broader framework of cooperation, WIPO and the LDCs will work together to build

and strengthen LDCs' technology transfer systems and institutions and contribute towards the realization of relevant recommendations of the Istanbul Programme of Action (IPoA).

9.7. To translate the notion of IP for development into concrete, tangible results and benefits, a number of innovative, cross-cutting IP based projects will be undertaken, including projects on IP and branding for business and community development in the agri-business, handicrafts and design sectors as well as projects on appropriate technology transfer. For such projects, cooperation arrangements and partnerships with other intergovernmental organizations and non-governmental institutions operating in the regions will be promoted as means to pool resources and expertise for higher impact. In particular, initiatives will be undertaken to explore the possible contribution of WIPO in country level UN Development Assistance Frameworks and cooperation agreements with regional economic communities.

9.8. The databases developed under two DA projects in the biennium 2010/11, to document the range of technical assistance activities rendered by WIPO, will continue to be maintained and refined, including the database aiming at matching donor countries' funding offers with beneficiary countries' development assistance needs.

9.9. Other elements of the enabling environment relating to policy and legislative frameworks, infrastructure and access to information while being addressed directly by the specialized sector concerned, will be coordinated by the Bureaus as part of either the national IP strategy framework or the country plan. Regular internal consultations and dialogue will be a normal part of the coordination process.

9.10. These strategies are, in general, intended to improve the quality and effectiveness of the delivery of development oriented services by the Organization, focusing on results while ensuring sustainability and continuity of actions.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Risk of political instability in the Member States with high security risks and security downgrade that may cause cancellation of activities or delays in technical assistance delivery thus impeding Program 9's ability to fully deliver its expected results | (i) Risk assessment undertaken as appropriate and country plans/ annual activities formulated taking into account this assessment (ii) Constant monitoring with IP office and stakeholders to develop alternative plans |
| Political change leading to IP policy changes in the country and in Governments or in senior management of IP offices which may cause revision of affected countries' work plans, and reducing or delaying delivery of services thus affecting attainment of expected results | (i) Flexibility retained to make occasional adjustments in work plans for individual countries (ii) Encouraging and facilitating consensus building on national IP strategies and work plans |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|---|--|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. and % of Member States which were satisfied with the quality of legal advice related to patents, utility models, trade secrets and integrated circuits | Surveys 2012 | 90% |
| | No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications | Three Member States/regional organizations having provided positive feedback on legislative advice received in 2012 | Positive feedback received from 10 Member States/regional organizations (regional breakdown) |
| | No. and % of countries that have provided positive feedback about WIPO's legislative advice | No feedback information has yet been collected | 15 countries (regional breakdown) |
| III.1 National innovation and IP strategies and plans consistent with national development objectives | No. of countries which are in the process of formulating/adopting national IP strategies and/or development plans | Africa (12 cumulative) | Africa (18 cumulative) |
| | | Asia and Pacific (8) | Asia and Pacific (13 cumulative) |
| | | Arab (4) | Arab (7 cumulative) |
| | | Latin America and the Caribbean (9) | Latin America and the Caribbean (13 cumulative) |
| | | 5 LDCs included in the above regional breakdown | 10 LDCs included in the above regional breakdown |
| | No. of countries which have adopted and are implementing national IP strategies and/or development plans | Africa (4) | Africa (6 cumulative) |
| | | Arab (3) | Arab (6) cumulative |
| | | Asia and Pacific (3) | Asian and Pacific (7)cumulative |
| | | Latin America and the Caribbean (4) | Latin America and the Caribbean (12) |
| | | 5 LDCs included in the above regional breakdown | 11 LDCs included in the above regional breakdown |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | % of participants in WIPO events who express satisfaction with the content and organization of these events | No data available | Africa (70%) |
| | | | Arab (80%) |
| | | | Asia and Pacific (65%) |
| | % of participants in WIPO workshops who apply the skills learned in their work/enterprise | Information not available | Latin America and the Caribbean (80%) |
| | | Information not available | LDCs (80%) |
| | | Information not available | Africa (70%) |
| | | Information not available | Asia and Pacific (65%) |
| | Information not available | Arab (70%) | |
| | Information not available | Latin America and the Caribbean (30%) | |
| | Information not available | LDCs (80%) | |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|---|--|
| | % of national/regional IP experts used as resource persons in WIPO events | Africa (65%) Arab (70%) Asia and Pacific Data not available Latin America and the Caribbean (70%) LDCs (70%) | Africa (75%) Arab (80%) Asia and Pacific (55%) Latin America and the Caribbean (80%) LDCs (80%) |
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | No. of new or strengthened cooperation mechanisms, programs or partnerships supported to promote/strengthen sub-regional or regional cooperation in IP | Africa (3) Arab (2) Asia and Pacific (4) Latin America and the Caribbean (3) 2 LDCs included in the above regional breakdown Appropriate Technology Projects in 3 LDCs | Africa (2) Arab (1) Asia and Pacific (4) Latin America and the Caribbean (7) 4 LDCs included in the above regional breakdown Additional appropriate technology in at least 4 LDCs |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of sustainable national TISC networks Average number of users serviced by TISCs per quarter and country No. of countries using IP Technical Assistance Database (IP-TAD), IP Roster of consultants (IP_ROC) | 14 national TISC networks: Africa (6) Arab (2) Asia and Pacific (2) Latin America and the Caribbean (4) 6 LDCs included in the above regional breakdown 200 (min) – 630 (max) | 23 national TISC networks (cumulative): Africa (10 of which 8 LDCs) Arab (3) Asia and Pacific (4 of which 2 LDCs) Latin America and the Caribbean (6) 300 (min) – 750 (max) |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | Average Service Level of IP Offices assisted (ranging from 1 to 5) | td | td |

RESOURCES FOR PROGRAM 9

9.11. The decrease in resources for Results I.2 (Legislative advice) and IV.2 (Enhanced access to, and use of, IP information and knowledge) reflects the continued implementation of the delivery model for development-oriented activities, whereby the specialized Programs assume the technical responsibility for the delivery of activities related to legislative advice, infrastructure of IP Offices and

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facilitating access to IP information and knowledge. This is reflected in decreases under Individual Contractual Services, Staff Missions and Third-party Travel (decrease also affected by cost efficiencies on travel).

9.12. The increase in resources for Result III.1 (National IP Strategies) and the increase in the total combined resources for Results III.2 (Enhanced human resource capacities) and III.4 (Cooperation mechanisms and programs) further reflect the implementation of the delivery model, whereby the Regional Bureaus' responsibility for National IP strategies and plans and capacity building has been reinforced.

9.13. The shift of resources between Results III.2 and III.4 reflects the widening of Result III.4 to encompass cooperation mechanisms and programs in both developing countries and LDCs as compared to 2012/13 where the result focused entirely on such mechanisms in LDCs only. A large part of the work under Result III.4 includes capacity building activities.

9.14. The decrease in resources for Result III.3 (Mainstreaming of DA), compared to the approved 2012/13 Budget, is primarily due to the change in the source of funding for the DA project on South-South Cooperation on IP and Development among Developing Countries and LDCs (now financed from the Reserves).

Program 9: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|-------------------------------------|---|----------------------------|-----------------------------------|-------------------------------|
| I.2 | Tailored and balanced IP legislative, regulatory and policy frameworks | 3,433 | 3,541 | 1,079 |
| III.1 | National innovation and IP strategies and plans consistent with national development objectives | 8,363 | 9,682 | 10,782 |
| III.2 | Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 16,221 | 15,476 | 12,084 |
| III.3 | Mainstreaming of the DA recommendations in the work of WIPO | 1,879 | - | 367 |
| III.4 | Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | 1,517 | 1,018 | 4,655 |
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | - | 1,045 | 965 |
| IV.4 | Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | 3,690 | 2,364 | 2,393 |
| Total | | 35,102 | 33,126 | 32,325 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 9: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 20,167 | 19,738 | 20,784 | 1,047 | 5.3% |
| Temporary Staff | 2,345 | 2,525 | 2,778 | 253 | 10.0% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 22,512 | 22,263 | 23,563 | 1,300 | 5.8% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellow ships | | | | | |
| Staff Missions | 2,427 | 2,721 | 2,008 | (714) | -26.2% |
| Third-party Travel | 5,718 | 4,567 | 3,471 | (1,096) | -24.0% |
| Course Fellow ships | -- | 35 | 87 | 52 | 148.6% |
| <i>Sub-total</i> | <i>8,144</i> | <i>7,324</i> | <i>5,566</i> | <i>(1,757)</i> | <i>-24.0%</i> |
| Contractual Services | | | | | |
| Conferences | 1,226 | 628 | 674 | 46 | 7.4% |
| Publishing | 84 | 35 | 30 | (5) | -13.0% |
| Individual Contractual Services | 2,981 | 2,392 | 2,165 | (227) | -9.5% |
| Other Contractual Services | -- | 250 | 264 | 14 | 5.5% |
| <i>Sub-total</i> | <i>4,291</i> | <i>3,304</i> | <i>3,133</i> | <i>(171)</i> | <i>-5.2%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | 65 | -- | (65) | -100.0% |
| Communication | -- | -- | -- | -- | n/a |
| Representation | 155 | 98 | 63 | (35) | -35.3% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>155</i> | <i>163</i> | <i>63</i> | <i>(100)</i> | <i>-61.1%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | 72 | -- | (72) | -100.0% |
| Supplies & Materials | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>--</i> | <i>72</i> | <i>--</i> | <i>(72)</i> | <i>-100.0%</i> |
| Total, B | 12,590 | 10,863 | 8,762 | (2,100) | -19.3% |
| TOTAL | 35,102 | 33,126 | 32,325 | (800) | -2.4% |
| POSTS | 49 | 49 | 49 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

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Fund-in-Trust Resources Potentially Available for Programming in 2014/15*
(in thousands of Swiss francs)**

| <i>Program</i> | <i>Projected Balance end 2013</i> | <i>Estimated Contributions 2014/15***</i> | <i>Estimated Available for Programming in 2014/15****</i> |
|-------------------------|---|---|---|
| Program 9 | | | |
| <i>Africa</i> | 1,632 | 3,500 | 5,132 |
| <i>Asia and Pacific</i> | 3,523 | 7,507 | 11,030 |
| <i>Latin America</i> | 94 | 703 | 797 |
| Total | 5,249 | 11,710 | 16,959 |

* For information only. It should be noted that some FIT Agreements provide resources for activities which extend beyond the region/program. For further details please refer to Annex VIII.

** 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.

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

**** This figure 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.

PROGRAM 10 COOPERATION WITH CERTAIN COUNTRIES IN EUROPE AND ASIA**PLANNING CONTEXT**

10.1. The main challenges for the Program will be two fold: first, to provide support for improving the participation of Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as some Mediterranean countries, in the international IP system and in the social and economic benefits deriving from innovation and creativity; and second, to coordinate the promotion and delivery of WIPO services and programs to developed countries.

10.2. The assistance granted by the Program will have to be tailored to the specific needs of the countries concerned, which are at different levels of economic development and with different IP needs. For some countries the need is to further support the efforts of governments to establish a secure and balanced national legal and institutional environment, while in others focus will be on specialized assistance in building a favorable innovation system. Some countries in the region are also preparing for membership in the European Union (EU) and the European Patent Organization (EPO) and need to adapt their IP systems accordingly.

10.3. In the context of the global economy it appears indispensable to further the interaction between stakeholders and institutions from developed countries and WIPO, with a view to raise the profile and standing of WIPO in the countries concerned. A coordinated institutional approach to developed countries will bring benefits to both WIPO and its Member States.

10.4. Following the economic and financial crisis, many countries considered the role of innovation and IP key to their recovery. This led to a wider awareness and better understanding of a more systematic and long-term approach to IP and innovation. This is why the demand for developing national IP strategies and plans will continue to grow in the upcoming biennium.

10.5. Small and Medium Sized Enterprises (SMEs) are an essential part of a national innovation system. Economic development depends on them. Many SMEs in the region are beginning to offer products and provide services in IP intensive industries. Hence, there is a need to further enhance their understanding of IP, including on how to integrate IP into their innovation policies, how to better use the innovation system and how to benefit from WIPO services.

10.6. Although significant progress has been achieved in the region towards a knowledge-based economy, improvements can still be made in facilitating the flow of innovation and creativity from universities to business. Apart from creating Technology Transfer Offices (TTOs) and IP information centers, one of the key aspects that require attention is the development of IP policies at universities and research institutions.

10.7. Many countries in the region joined the WIPO systems, in particular the PCT and Madrid System, some of them are planning to join the Hague System. The full potential of these systems in the region has not yet been realized. For this reason there is a need to further strengthen their promotion and continue to organize targeted training on their use.

IMPLEMENTATION STRATEGIES

10.8. The work of the Program for countries in transition will continue to be guided by the DA recommendations on technical assistance and capacity building, in particular Recommendations 1, 6, 12, 13 and 14. The Program will continue to provide assistance to countries in the region, focusing on tailored and balanced IP legislative, regulatory and policy frameworks; clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives; enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders; and enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition.

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10.9. Capacity building activities for SME support institutions and other intermediaries will be planned and implemented in line with National IP Strategies, with a focus on a train-the-trainer approach for maximum outreach. The design of the training courses will be closely coordinated with Programs 9, 11 and 30.

10.10. As regards developed countries, there is a need for a more coordinated approach to the promotion and delivery of different WIPO services and activities, including the global IP systems, the normative program, major studies, global databases for IP and platforms and tools for the connected knowledge economy. Moreover, it is important to gather and treat the information available on the trends and challenges for IP in the countries concerned, thus allowing an enhanced interaction with public authorities and stakeholders in regard the different WIPO services and activities.

10.11. The Program, through the support and coordination of inputs from all relevant Programs in WIPO, will achieve its expected results using a wide range of capacity building activities, as well as by undertaking relevant analyses and preparing supporting studies. Evaluation of activities will enable the Program to further improve and tailor its activities to the specific need of the region.

10.12. Meeting the diverse IP needs and expectations of these countries will require conducting country-specific needs assessment activities, which form the basis for the development of specific national IP and innovation strategies.

10.13. In addition, the Program will also build on certain commonalities and shared features of the economic and IP systems of the countries in the region and will support exchange of experience, lessons learned and best practices.

10.14. Since the number of higher education institutions with IP policies still remains relatively low in some of the countries covered under the Program, on request, the Program will continue to assist relevant efforts at the national level, which will promote the implementation of such policies.

10.15. Certain countries in Europe and Asia develop close relationships with the EU or are already members. 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 New Neighborhood Policy and Eastern Partnership Policy. Synergies will be aimed for IP programs that these countries may be undertaking within an EU context or in the framework of the European Patent Organization (EPO). In addition, cooperation activities in member states of the Commonwealth of Independent States (CIS), in particular in cooperation with the Inter-State Council for the Legal Protection and Enforcement of Intellectual Property (ICPEIP) 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 Program will also cooperate with the Eurasian Economic Commission (EEC) on target activities in the region.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| Economic and political changes might hamper or slowdown the implementation of national IP strategies. | Maintaining relations with all stakeholders in the countries and advanced planning on all levels. Provide flexibility in the cooperation plans. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|---|------------------------------|--|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. of countries with updated laws and/or regulations | 18 by end of 2013 | Four additional countries |
| II.1 Increased use of the PCT route for filing international patent applications | No. of PCT applications originating from transition and developed countries | tbd | 2% increase |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | No. of Hague system applications originating from transition and developed countries | tbd | 2% increase |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | No. of Madrid & Lisbon system applications originating from transition and developed countries | tbd | 2% increase |
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods | No. of users in transition and developed countries using the AMC services | tbd | 2% increase |
| III.1 National innovation and IP strategies and plans consistent with national development objectives | No. of Universities having developed IP policies | tbd | 30 additional Universities |
| | No. of countries having developed national IP strategies/plans | 14 (cumulative per end 2013) | Six additional countries |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | No. of countries in transition having established annual IP training programs and/or courses for IP professionals | tbd | 10 |
| | % of trained IP professionals and IP Office officials using upgraded skills in their work | 40% | 50% |
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | No. of established partnerships where the party offering assistance originates from a developed country | Tbd | 4 additional MoUs; 10 additional matches in the matchmaking database |

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| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | % of participants in training programs targeting SME support institutions who express satisfaction with the content and organization of these events | Tbd | Tbd |
| | % of trained SMEs support institutions who provide information, support and advisory/consulting services on IP asset management | Tbd | Tbd |
| | No. of countries having established IP training programs for SMEs | tbd | Tbd |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of established TTOs and/or IP information centers | Tbc | Six additional TTOs/IP information centers |
| | No. of sustainable national TISC networks | 1 national TISC network: (cumulative per end first quarter 2013): Certain Countries in Europe and Asia (1) | 2 national TISC networks (cumulative): Certain Countries in Europe and Asia (2) |
| | Average number of users serviced by TISCs per quarter and country | 200 (min) – 630 (max) | 300 (min) – 750 (max) |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | Average Service Level of IP Offices assisted (ranging from 1 to 5) | tbd | tbd |

RESOURCES FOR PROGRAM 10

10.16. Changes in the resources for the Results under this Program are primarily due to: (i) continued implementation of the delivery model for development-oriented activities (Results I.2 (Legislative advice) and III.1 (National IP Strategies)); and (ii) internal re-deployment of resources to ensure that the regional specificities of SMEs are addressed in line with National IP Strategies and Plans and to cover activities for developed countries.

Program 10: Resources by Result
(in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|---|----------------------------|-----------------------------------|-------------------------------|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,249 | 1,325 | 755 |
| II.1 Increased use of the PCT route for filing international patent applications | - | - | 1,157 |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | - | - | 231 |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | - | - | 231 |
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | - | - | 149 |
| III.1 National innovation and IP strategies and plans consistent with national development objectives | 2,207 | 1,843 | 2,584 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 1,461 | 2,130 | 1,455 |
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | - | - | 256 |
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | - | - | 578 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | - | - | 666 |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | 1,522 | 1,050 | 380 |
| Total | 6,439 | 6,348 | 8,443 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

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Program 10: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|----------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,083 | 4,095 | 6,137 | 2,042 | 49.9% |
| Temporary Staff | 200 | 314 | 268 | (46) | -14.7% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 4,283 | 4,409 | 6,405 | 1,996 | 45.3% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | 10 | 10 | n/a |
| <i>Sub-total</i> | -- | -- | 10 | 10 | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 280 | 451 | 448 | (3) | -0.7% |
| Third-party Travel | 974 | 822 | 1,016 | 194 | 23.6% |
| Course Fellowships | 180 | 28 | 20 | (8) | -28.6% |
| <i>Sub-total</i> | <i>1,434</i> | <i>1,301</i> | <i>1,484</i> | <i>183</i> | <i>14.1%</i> |
| Contractual Services | | | | | |
| Conferences | 220 | 297 | 364 | 66 | 22.3% |
| Publishing | 32 | 32 | 30 | (2) | -6.3% |
| Individual Contractual Services | 430 | 274 | 151 | (123) | -44.9% |
| Other Contractual Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>682</i> | <i>604</i> | <i>545</i> | <i>(59)</i> | <i>-9.8%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | 20 | 15 | -- | (15) | -100.0% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>20</i> | <i>15</i> | <i>--</i> | <i>(15)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 20 | 19 | -- | (19) | -100.0% |
| Supplies & Materials | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>20</i> | <i>19</i> | <i>--</i> | <i>(19)</i> | <i>-100.0%</i> |
| Total, B | 2,156 | 1,939 | 2,039 | 100 | 5.2% |
| TOTAL | 6,439 | 6,348 | 8,443 | 2,096 | 33.0% |
| POSTS | 11 | 13 | 16 | 3 | 23.1% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 11 THE WIPO ACADEMY

PLANNING CONTEXT

11.1. At the time of its establishment, in 1998, the WIPO Academy was the main provider of training and teaching for development. Today several WIPO Programs include a training component and the resources of the Academy are only a fraction of the overall resources devoted by the Organization to capacity building.

11.2. An independent review of the WIPO Academy conducted for management in 2012 concluded that there is a clear niche for WIPO in development-oriented training and that WIPO has a comparative advantage in respect of other IP training providers. The review recommended that in order to achieve a more integrated planning of WIPO training and capacity building activities and maximize available resources, in the mid-term, all such activities should be regrouped in a single operational unit. The Academy would become the core organization-wide vehicle for training and capacity building and would have five main roles: an implementing agency for the direct delivery of professional training; a catalyst of networks and partnerships to expand the range and impact of training opportunities in countries; an in-house center of excellence on training; an open-access on-line clearing house of information on all WIPO training activities, tools and services; and a hub of virtual network of partners, experts and teachers in development-oriented IP training.

11.3. While recognizing the efforts currently made by the Academy and the success of its DL program, the review is critical of the Academy's lack of explicit policies on partnership and transparent mechanism for content review, update and development orientation, its current skill set and insufficient synergies with other areas of the Organization. Finally, the review sketched a five year plan for the transition from the current arrangements to the establishment of a fully-fledged WIPO Academy and formulated detailed recommendations on the Center's mandate, policies, scope and modes of operation.

IMPLEMENTATION STRATEGIES

11.4. Based on the above, the main challenge of the Program for the next biennium is to start to implement this vision while continuing to provide to Member States high quality training and teaching services in line with the DA Recommendations 1, 3, 6 and 12.

11.5. In the next biennium, WIPO will set the basis for repositioning the Academy as the core unit for WIPO training and capacity building for developing countries, LDCs and countries with economies in transition. This will include the issuance of policy directives on the respective roles and responsibilities of the Centre, the Regional Bureaus, the LDC Division, Program 10 (Cooperation with Certain Countries in Europe and Asia), the External Offices and those specialized Sectors that have a training component. Also, a mechanism will be devised to better link training to national needs assessments and country plans, develop integrated annual work plans, establish explicit processes to learn from country evaluation exercises undertaken by IAOD and use of regional and sub regional IP meetings and regional groups to solicit feedback on region-wide training needs.

11.6. As a second step, WIPO will conduct a global revision of the professional training portfolio currently offered by the Academy in order to realign it with a policy statement on its strategic niche, target beneficiaries and priority topics. It is proposed that priority should be given to government officials and public sector employees from Member States (including policymakers and administrators from any government agency or ministry where IP issues emerge, judges and diplomats) as well as organizations engaged in national consultative processes on IP policymaking and associations of stakeholders with demonstrated potential to multiply training among their constituencies. In terms of topics, it is proposed that the revised portfolio will be developed along four axes: international and national IP policy and law, IP administration, use of IP for development and creativity and innovation.

11.7. Modalities of implementation will continue to be a combination of core regular courses with practical training modules where relevant; a range of "on demand" short training modules, a limited

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number of pre-defined study visits per year; distance learning (through the DL program), scholarships for graduate education and provision of tools and networks for local capacity building and a limited number of Summer Schools on a rotational basis.

11.8. While WIPO cannot compete with law faculties, it is considered that it has an important role to play in facilitating access to higher education on IP. WIPO should continue its support for graduate level education on IP through joint master programs. Ultimately WIPO’s role could evolve from the one of joint provider of diplomas to a role of broker, catalyst and advisor.

11.9. In the next biennium, the Center will start developing its role of catalyst through the establishment of a virtual network of top universities engaged in training on IP and IP related issues (technology, innovation, cultural industries, industrial strategy, development), negotiating reduced fees for developing country participants in developed countries LLMs; providing scholarships for the best developing country students in their programs, providing advisory services on the creation of new master programs and providing advice on integration of IP training into undergraduate and graduate law courses and other relevant courses, including use of WIPO DL modules for credit.

11.10. By the end of 2012, over 275,000 individuals from 183 countries had registered under the WIPO DL platform to use a combined portfolio of some 15 modules in eleven different languages. To further build on achievements in this area in the next biennium, WIPO will further improve the multilingual diversity of DL courses, realign the DL portfolio with its policy statement on priority topics and beneficiaries and establish a mechanism for regular expert review of quality and development orientation of content and tutors with input from external experts. Also, the DL Program will continue to partner with national IP offices to run DL courses in the respective national languages and systems (customization projects) as well as with universities, research and development institutions and TISCs.

11.11. Finally, the Centre will continue to interact with the Global Network of IP Academies (GNIPA) and explore opportunities for integrating GNIPA into a Broader Virtual Network of IP Educators, Trainers and Alumni.

11.12. The Program will continue to assist Member States in the establishment of national Start-up Academies based on the experiences and lessons learned from the two phases of the DA Pilot Project for the Establishment of “Start-up” national IP Academies implemented in the biennia 2010/11 and 2012/13.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| <p>In a fast-changing technological and IP landscape, user expectations and preferences are also evolving rapidly. The interface, graphics and IT platform of distance learning courses can become outdated and the IP content of the different training programs of the Academy could furthermore become misaligned in relation to emerging global challenges and developments.</p> | <p>Feedback from distance learning students and tutors will continue to be sought and after substantive advice from IP experts, updates to supported platforms and/or IP content will be made.</p> |

RESULTS FRAMEWORK

| Expected Results | Performance indicator | Baselines | Targets |
|---|--|--|--|
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | Revised Portfolio of training courses on IP for developing countries, LDCs and CETs / Relevance of content of training courses to capacity building requirements of developing countries, LDCs and CETs | Portfolio not revised on a global basis since establishment of Academy | Revised Portfolio available by end of biennium |
| | Enhanced and multilingual access to e-learning on various IP aspects for developing countries, LDC and CETs / Relevance of content of portfolio of e-learning courses to the capacity building requirements of developing countries, LDCs and CETs | Not all courses available in all languages; revision of course content currently done by Academy staff only and on <i>ad hoc</i> basis | All courses available in all UN languages |
| | Improved access to higher education on IP on the part of developing countries, LDCs and CETs / Number of universities in developing countries, LDCs and CETs, offering new teaching programs on IP | IP teaching at university level is currently available only on a limited number of developing countries, LDCs and CETs; WIPO offers Joint Master Program on IP with seven universities of which two in Africa and one in Latin America | Five universities in developing countries, LDCs and CETs will be offering new teaching programs on IP by the end of the biennium |
| | Progressive establishment of a network of IP experts in developing countries, LDCs and CETs | No. of academics from developing countries, LDCs and CETs members of ATRIP | An increase of 15% over the baseline |
| | No. of new start-up academies projects initiated after the conclusion of the Pilot Phase | 0 | 4 |

RESOURCES FOR PROGRAM 11

11.13. The very slight increase in resources for Result III.2 (Enhanced human resource capacities) is due to statutory increases in personnel costs.

Program 11: Resources by Result
(in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|---|-------------------------|--------------------------------|-------------------------|
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 10,332 | 11,856 | 11,883 |
| Total | 10,332 | 11,856 | 11,883 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 11: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,342 | 5,920 | 6,427 | 507 | 8.6% |
| Temporary Staff | 414 | 777 | 551 | (226) | -29.1% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 4,755 | 6,697 | 6,978 | 281 | 4.2% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 616 | 485 | 394 | (91) | -18.8% |
| Third-party Travel | 659 | 526 | 444 | (82) | -15.6% |
| Course Fellowships | 2,472 | 2,429 | 2,543 | 114 | 4.7% |
| <i>Sub-total</i> | <i>3,747</i> | <i>3,440</i> | <i>3,381</i> | <i>(59)</i> | <i>-1.7%</i> |
| Contractual Services | | | | | |
| Conferences | 40 | 50 | 30 | (20) | -40.3% |
| Publishing | 70 | 19 | 15 | (4) | -18.9% |
| Individual Contractual Services | 1,485 | 1,426 | 1,326 | (100) | -7.0% |
| Other Contractual Services | 155 | 145 | 135 | (10) | -6.9% |
| <i>Sub-total</i> | <i>1,750</i> | <i>1,640</i> | <i>1,506</i> | <i>(134)</i> | <i>-8.2%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | 35 | -- | (35) | -100.0% |
| Representation | 40 | 21 | 18 | (3) | -12.2% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>40</i> | <i>56</i> | <i>18</i> | <i>(38)</i> | <i>-67.6%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | -- | -- | n/a |
| Supplies & Materials | 40 | 24 | -- | (24) | -100.0% |
| <i>Sub-total</i> | <i>40</i> | <i>24</i> | <i>--</i> | <i>(24)</i> | <i>-100.0%</i> |
| Total, B | 5,577 | 5,159 | 4,905 | (254) | -4.9% |
| TOTAL | 10,332 | 11,856 | 11,883 | 27 | 0.2% |
| POSTS | 12 | 16 | 16 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

Fund-in-Trust Resources Potentially Available for Programming in 2014/15*
(in thousands of Swiss francs)**

| <i>Program</i> | <i>Projected Balance end 2013</i> | <i>Estimated Contributions 2014/15***</i> | <i>Estimated Available for Programming in 2014/15****</i> |
|-------------------|---|---|---|
| Program 11 | 150 | 400 | 550 |

* For information only. It should be noted that some FIT Agreements provide resources for activities which extend beyond the region/program. For further details please refer to Annex VIII.

** 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.

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

**** This figure 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.

PROGRAM 30 SMALL AND MEDIUM SIZED ENTERPRISES (SMES) AND INNOVATION

PLANNING CONTEXT

30.1. The increasing globalization and the growth of a knowledge economy require innovation and effective IP management in all businesses, irrespective of their size and geographical location, in order to enhance competitiveness. Today, larger companies increasingly see IP as a strategic asset whereas the majority of micro, small and medium-sized enterprises (hereafter called SMEs) do not manage or exploit such assets. This involves not just administering the IP assets themselves, but also integrating IP into innovation strategies and business models.

30.2. The contribution of SMEs to economic and social development is significant since they provide almost 70 per cent of all jobs and represent over 90 per cent of enterprises in most countries generating worldwide around 40 to 50 per cent of GDP. But in spite of their economic importance, only a small proportion of IP applications filed worldwide originate from SMEs. A second segment addressed by this Programs concerns universities and public research institutions (PRIs) who have varying capacity and awareness regarding their opportunities for technology commercialization.

30.3. There continues to be many reasons for the low use of the IP system by SMEs and universities and PRIs: a lack of awareness of the importance of R&D and resulting innovation; insufficient capacity to manage IP assets strategically; lack of awareness of the IP system; and/or the perceived high cost and complexity of using the IP system. In addition, in a large number of countries, the absence of readily accessible IP information and effective SME support institutions pose challenges for reaching the expansive number of individual SMEs in a given country.

IMPLEMENTATION STRATEGIES

30.4. The Program will act as the dedicated central reference point within WIPO for SME related IP issues and will be guided by the DA Recommendations 1 and 11. It will ensure that a solid platform of SME related content is developed in order to guide the training and capacity building activities targeting primarily SMEs support institutions and other intermediaries being undertaken by the Program itself, Program 10 (Certain Countries in Europe and Asia) and the Distance Learning Programs in the WIPO Academy (Program 11) and to provide such training and capacity building activities in cooperation with Program 9. This will encompass the development of materials tailored to the needs of SMEs, available for localization, and identification of good practices (*inter alia* to be included in the *IpAdvantage database*) of using the IP system by SMEs to demonstrate the positive impact on economic benefit, employment and competitiveness. Opportunities for collaboration with other international organizations with dedicated SME support programs will also be explored in order to strengthen the development of relevant content. The training and capacity building activities will be based on the materials developed by this Program.

30.5. Furthermore, and in order to maximize the outreach directly to SMEs, the Program will continue updating the WIPO SME website and regularly issue the SME Newsletter.

30.6. Monitoring and assessment of WIPO's work on SMEs will receive particular attention in the biennium 2014/15 in line with WIPO's results-based management framework. Effective tools for collecting performance data on the performance indicators in all relevant Programs (10 and 30) will be developed in close cooperation with those Programs. This will include the development of surveys to measure the capacity building satisfaction of SME support institutions and to track of services and IP information being provided to SMEs by such institutions.

30.7. Supporting innovation infrastructure through the establishment of Technology Transfer Offices (TTO) was initiated in a pilot approach in certain regions during the biennium 2012/13. The aim of the TTOs is to enhance the national capacity to independently manage IP from the early stage of the research result through to commercializing, licensing or establishing a startup business.

30.8. Based on the needs assessments completed in several countries in the current biennium, work in 2014/15 will focus on defining and implementing action plans for the creation of fully

operational TTOs. The longer-term sustainability of such Offices will be particularly emphasized and will be addressed as an integral part of implementation. This implementation phase of the TTOs will be closely coordinated with Programs 9 and 10.

30.9. The Program will continue to develop broad-based expertise and tools for policy makers and the research base (universities and PRIs). With respect to policy makers, the Program will target improving national and regional capacity to integrate IP systems into innovation policy formulation. The research base will receive assistance in implementing tailored models of innovation structures and in developing skilled human capital able to strategically commercialize IP for economic growth.

30.10. In carrying out these strategies, and in order to ensure efficiency and lack of duplication, the Program will continue to coordinate its work with Programs 1, 2, 3, 5, 6, 7, 9, 10, 11, 16, 18, 20 and 31 on relevant issues.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| As a longer term risk, the SME support needs of developing and emerging regions may change, as the national IP systems become more mature. Failure to adjust content development to this change will result in diminished benefit for beneficiaries from the implementation of capacity building activities. | Close collaboration with Programs, 9 & 10 in particular, who know the specificities of their regions, in order that the content that will be developed continues to be relevant to the regional specific needs. |
| SMEs in some countries may continue to be unaware of the benefits of using the IP system, leading to lost opportunities for enhancing competitiveness and income generating opportunities. | Parallel work streams, firstly to focus on awareness-raising among SMEs of the benefits of using the IP system to enhance economic benefits through better competitiveness and secondly to encourage national governments to create or improve SME support structures. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|-----------|-------------|
| III.1 National innovation and IP strategies and plans consistent with national development objectives | No. of countries with national innovation policies initiated, in progress or adopted | tbd | 5 countries |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | % of trained IP professionals using upgraded skills in their work | tbd | 50% |
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | No. of subscriptions to the SME Newsletter | tbd | tbd |
| | No. of downloads of topical SME material and guidelines | tbd | tbd |
| | No. of SME related case-studies accessed via the IpAdvantage and/or other relevant databases | tbd | tbd |
| | % of participants in training programs targeting SME support institutions who express satisfaction with the content and organization of these events | tbd | tbd |

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| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|-----------|---------------------------------------|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | % of trained SMEs support institutions who provide information, support and advisory/consulting services on IP asset management | tbd | tbd |
| | No. of countries having established IP training programs for SMEs | Tbd | Tbd |
| | No. of sustainable TTOs established and/or strengthened in Universities or R&D institutions | Tbd | 5 TTOs established in the Arab Region |
| | No. of universities and/or research institutions which have established IP policies | Tbd | 20 additional universities |

RESOURCES FOR PROGRAM 30

30.11. The decrease in resources under this Program is due to (i) the scheduled completion of the Development Agenda projects in the biennium 2012/13; (ii) cost efficiencies; and (iii) the decentralization of the capacity building activities targeting SMEs and the establishment of TTOs in Certain Countries in Europe and Asia to Program 10 (Results III.6: Increased capacity of SMEs and IV.2: Enhanced access to and use of IP information).

Program 30: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| III.1 National innovation and IP strategies and plans consistent with national development objectives | - | 267 | 250 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 2,433 | 1,794 | 1,163 |
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | 5,253 | 4,547 | 3,841 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 3,207 | 2,574 | 1,442 |
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | 368 | 634 | - |
| Total | 11,261 | 9,816 | 6,696 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 30: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|--------------------------------------|--------------------|---------------------------|--------------------|-------------------------|----------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers | |
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 5,689 | 4,697 | 4,503 | (195) | -4.1% |
| Temporary Staff | 1,877 | 1,310 | 584 | (726) | -55.4% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 7,567 | 6,007 | 5,086 | (920) | -15.3% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellow ships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellow ships | | | | | |
| Staff Missions | 750 | 883 | 165 | (718) | -81.3% |
| Third-party Travel | 744 | 1,345 | 680 | (665) | -49.4% |
| Course Fellow ships | 200 | -- | 5 | 5 | n/a |
| <i>Sub-total</i> | <i>1,694</i> | <i>2,228</i> | <i>850</i> | <i>(1,378)</i> | <i>-61.8%</i> |
| Contractual Services | | | | | |
| Conferences | 325 | 190 | 45 | (145) | -76.4% |
| Publishing | 535 | 190 | -- | (190) | -100.0% |
| Individual Contractual Services | 881 | 1,074 | 435 | (639) | -59.5% |
| Other Contractual Services | 191 | 38 | 240 | 201 | 523.6% |
| <i>Sub-total</i> | <i>1,932</i> | <i>1,493</i> | <i>720</i> | <i>(773)</i> | <i>-51.8%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 16 | 11 | -- | (11) | -100.0% |
| Representation | 5 | 4 | -- | (4) | -100.0% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>21</i> | <i>15</i> | <i>--</i> | <i>(15)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 21 | 40 | 20 | (20) | -49.6% |
| Supplies & Materials | 26 | 34 | 20 | (14) | -41.9% |
| <i>Sub-total</i> | <i>47</i> | <i>74</i> | <i>40</i> | <i>(34)</i> | <i>-46.0%</i> |
| Total, B | 3,694 | 3,810 | 1,610 | (2,200) | -57.7% |
| TOTAL | 11,261 | 9,816 | 6,696 | (3,120) | -31.8% |
| POSTS | 14 | 12 | 11 | (1) | -8.3% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

STRATEGIC GOAL IV

COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

Information and Communication Technology (ICT) has created opportunities for greater efficiencies in the international IP system, more effective access to the output of the system, and increased participation in the system by least developed, developing and transition countries. The aim of this Strategic Goal is to strengthen the infrastructure of Member States, in particular, least developed, developing and transition countries, to enhance international cooperation in infrastructure and data flows throughout the system, and to develop global IP databases and voluntary platforms for increased technical cooperation.

The coordination and development of global IP infrastructure also contributes to Strategic Goal III (Use of IP for Development), Strategic Goal II (Provision of Premier Global IP Services) and Strategic Goal V (World Reference Source for IP Information). It includes the implementation of a number of Development Agenda recommendations.

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world | No. of amendments and information files introduced into Nice Classification | Program 12 |
| | No. of new subdivisions introduced into the IPC per year | Program 12 |
| | No. of amended and new standards adopted | Program 12 |
| | No. of users accessing the internet publications of international classifications and standards, in particular from developing countries | Program 12 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of trusted intermediaries (TIs) and rights holders (RHs) having joined the TIGAR system network, including from developing countries and LDCs | Program 3 |
| | No. of copyright protected works distributed among TIs and made accessible to VIPs across borders through the TIGAR system network | Program 3 |
| | % of individuals satisfied with the capacity building support on copyright infrastructure | Program 3 |
| | No. of institutions using GDA | Program 3 |
| | Use of the WIPO Collective Management Reference Database | Program 3 |
| | No. of legal instruments, guidelines, statements of principles other than Treaties agreed to or endorsed by the stakeholders concerned in areas such as IP and Sports and Copyright in the Digital Environment | Program 3 |

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|---------------------------------------|
| | Average no. of users serviced by TISCs per quarter and country | Program 9 Program 10 Program 14 |
| | No. of sustainable national networks of TISCs | Program 9 Program 10 Program 14 |
| | No. of countries using IP Technical Assistance Database (IP-TAD), IP Roster of consultants (IP_ROC) | Program 9 |
| | No. of established TTOs and/or IP information centers | Program 10 |
| | No. of different users per quarter in all systems (PATENTSCOPE/Global Brand Database) | Program 13 |
| | No. of languages in which cross-lingual search is available | Program 13 |
| | No. of language pairs available for machine translation of titles and abstracts | Program 13 |
| | No. of active registered users of ARDI and ASPI | Program 14 |
| | % of users satisfied with the provision of value added patent information services (WPIS, ICE, patent family and legal status enquiry service) | Program 14 |
| | % of users satisfied with PLRs | Program 14 |
| | No. of countries that verified data and included national essential medicines into WIPO Essential | Program 18 |
| | No. of users of WIPO's Global Databases: PATENTSCOPE and Global Brand Database | Program 20 |
| | Increase in the no. of WIPO Lex users | Program 21 |
| | No. of sustainable TTOs established and/or strengthened in Universities or R&D institutions | Program 30 |
| | No. of universities and/or research institutions which have established IP policies | Program 30 |
| IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases | No. of records contained in PATENTSCOPE | Program 13 |
| | No. of records contained in Global Brand Databases | Program 13 |
| | No. of national collections in PATENTSCOPE | Program 13 |

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| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|---------------------------------------|
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | No. of national collections in Global Brand Database | Program 13 |
| | No. of governments and CMOs signing an agreement with WIPO to re-engineer WIPOCOS | Program 3 |
| | % of governments that report positively on the improved effectiveness (and governance) of copyright offices and other institutions in the country | Program 3 |
| | No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO | Program 3 Program 15 |
| | No. of offices using WIPO infrastructure platforms | Program 15 |
| | Average Service Level of IP Offices assisted (ranging from 1 to 5) | Program 9 Program 10 Program 15 |

PROGRAM 12 INTERNATIONAL CLASSIFICATIONS AND STANDARDS

PLANNING CONTEXT

12.1. The global infrastructure of IP systems increasingly needs interlinked and interoperable platforms and databases. International classifications and standards are crucial tools and instruments to bridge across various IP offices working in different systems and languages, and to enable data to flow on a common platform and databases. With technologies, business solutions and collaborative arrangements of IP offices constantly evolving, international classifications and standards also need to be dynamically updated and refined.

12.2. Against this background, WIPO aims at providing Member States with the most updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among various stakeholders worldwide. In that respect, the activities of this Program have a direct link to DA Recommendations 30 and 31.

IMPLEMENTATION STRATEGIES

12.3. Strategies in the 2014/15 biennium will focus on further improving and developing the International Classifications and Standards through extensive use of e-fora and physical meetings of the respective Committees. In addition, demand-driven training will be provided for the use of the Classifications and Standards, in particular in developing countries and LDCs.

IPC (International Patent Classification)

12.4. Enhancement of the IPC will continue within the framework of the IPC Revision Roadmap adopted by the IPC Committee of Experts in 2013. The Roadmap aims at developing the IPC in those technical areas where a large amount of patent applications, and with an increased growth rate, is submitted in emerging countries. Under the auspices of the Committee of Experts, WIPO will closely facilitate and monitor the implementation of the plan and will train IP Office officials to allow for a wider participation in the implementation. In addition, necessary changes in the ICT system will be made to support a more efficient implementation of the Roadmap during a transitional period which should end in 2016.

Nice Classification (list of goods and services for registration of trademarks)

12.5. Building on the successful results of the first modernization of the Nice Classification achieved in 2013, which includes features such as accelerated revision process, the annual publication of the updated classification and a new technological platform for the publication which integrates a taxonomy and definitions of goods and services, WIPO will move to the second stage of the modernization in 2014/15. A particular focus will be on further improving the platform, through the inclusion of other language versions, including Spanish to be prepared in cooperation with interested Offices, the creation of a link to the Global Brand Database and the inclusion of more information files, as well as the automation of procedures such as a new data capturing method for incorporating revision proposals into the Classification.

Vienna Classification (figurative elements of Trademarks) Locarno Classification (Industrial Designs)

12.6. New publication platforms will be introduced for the Vienna and Locarno Classifications following the example of the Nice Classification. The integration of an indexing scheme of visual aspects in the Locarno Classification was delayed due to lack of consensus and support by Offices. Following a renewed interest by some Member States, WIPO will support new efforts to develop such an indexing scheme during the next biennium.

WIPO Standards

12.7. Further development of new WIPO Standards or the revision of existing Standards should provide a basis for the transmission, exchange, dissemination and sharing of IP information and documentation. The revision of existing Standards will include the updating of XML Standards (for a

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better structured digital data format), whereas the development of new Standards will address the presentation of nucleotide and amino acid sequence listings, the exchange of patent legal status information and data on new types of trademarks. This will require close cooperation with Programs 5 (The PCT system) and 6 (Madrid and Lisbon systems). The use of the recently developed database and publication platform, WIPOSTAD, will contribute to the further enhancement of the work for the development and revision of WIPO Standards, recommendations and guidelines, and for sharing the current practices of IP Offices in the domain of IP information.

ICT systems for International Classifications and Standards

12.8. The ICT systems for managing International Classifications and Standards will be upgraded and consolidated. The IPC management system needs to be modernized and further developed to allow wider participation of Offices in the revision process. This will contribute to an increased number of IPC groups as foreseen by the IPC Revision Roadmap. A new revision database will be developed for the Nice Classification in order to allow complete control by the International Bureau of the revision and publication of the Nice Classification. Synergy with the IPC revision and publication infrastructure will be maximized in order to foster cost and time-efficient development. The electronic fora will be further enhanced to facilitate decision-making on routine issues and global data input by Offices thus reducing the need for additional capture. In addition, the WIPOSTAD system will be improved to allow easier integration of data. It will thus become the unique publication platform for Standards and surveys.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Differences between groups of countries result in limitation of technical development of standards and classifications. | Discuss and resolve issues outside of the Committees. Strengthen the technical discussions within the Committees. Monitor the implementation of long term plans. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|---|----------------------------------|
| IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world | No. of amendments and information files introduced into the Nice Classification | No. of amendments and info files introduced in 2013 | Increase compared to baseline |
| | No. of new subdivisions introduced into the IPC per year | 500 new groups (average of 2009-13) | 800 new groups per year |
| | No. of amended and new standards adopted | Average 2012/13 (tbd) | Increase compared to baseline |
| | No. of users accessing the Internet publications of international classifications and standards, in particular from developing countries | Tbd end of 2013 | 5% increase compared to baseline |

RESOURCES FOR PROGRAM 12

12.9. The increase in resources for Result IV.1 (International Classifications and WIPO Standards) is due to statutory increases in personnel costs. Non-personnel resources will decrease slightly as a result of expected savings on travel costs and reductions in Contractual Services.

Program 12: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|--------------------------------|---------------------------------------|--------------------------------|
| IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world | 6,932 | 6,976 | 7,317 |
| Total | 6,932 | 6,976 | 7,317 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 12: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,891 | 5,123 | 5,644 | 521 | 10.2% |
| Temporary Staff | 412 | 394 | 234 | (160) | -40.6% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 5,302 | 5,518 | 5,879 | 361 | 6.5% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 255 | 176 | 153 | (23) | -13.2% |
| Third-party Travel | -- | 16 | 32 | 16 | 96.9% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 255 | 192 | 185 | (8) | -4.0% |
| Contractual Services | | | | | |
| Conferences | 200 | 236 | 215 | (21) | -8.7% |
| Publishing | 20 | 9 | -- | (9) | -100.0% |
| Individual Contractual Services | 405 | 45 | -- | (45) | -100.0% |
| Other Contractual Services | 700 | 950 | 1,000 | 50 | 5.3% |
| <i>Sub-total</i> | 1,325 | 1,240 | 1,215 | (25) | -2.0% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | 38 | 38 | n/a |
| Supplies & Materials | 50 | 27 | -- | (27) | -100.0% |
| <i>Sub-total</i> | 50 | 27 | 38 | 12 | 43.8% |
| Total, B | 1,630 | 1,458 | 1,438 | (21) | -1.4% |
| TOTAL | 6,932 | 6,976 | 7,317 | 340 | 4.9% |
| POSTS | 14 | 15 | 15 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 13 GLOBAL DATABASES

PLANNING CONTEXT

13.1. WIPO contributes to developing global IP infrastructure by providing IP knowledge content, as public goods, available through global databases. WIPO global databases such as PATENTSCOPE and the Global Brand Database include data from the collections of PCT, Madrid, Lisbon and Paris *6ter* emblems. The databases also include national and regional applications/registrations contributed by IP Offices, which have agreed to cooperate in expanding the database coverage. Two key challenges relate to the processing of original data sources for uploading, which often exist in different formats and are of diverse quality, and the development of intelligent search tools for multilingual and image search. The Program provides support for the implementation of DA Recommendations 24 and 31 with opportunities for knowledge transfer and for bridging the digital divide by increasing multilingual access to documentation and the range and scope of searchable documents. The databases contribute to narrowing the knowledge gap by promoting the utilization of IP information, including in developing countries and LDCs, and providing data to promote innovation. The Program also ensures publication of the PCT international applications. WIPO Global Databases assets are the foundation and the support for the implementation of Programs 14 (Services for Access to Information and Knowledge) and 15 (Business Solutions for IP Offices).

IMPLEMENTATION STRATEGIES

13.2. Contributing to DA recommendations regarding facilitating access to technology information WIPO will continue to expand global databases in terms of their geographical coverage of national data collections and to improve the quality of data in collaboration with interested IP offices, which agree on standardized data formats and coordinated policies on the exchange and usage of data. WIPO's search tools will be further refined to aid innovators and other users to better search and analyze IP data. In particular, multilingual search of patents will be developed (the CLIR tool) and the machine translation tool TAPTA for analyzing results will be expanded to include more language pairs and to improve the quality of translation. A content-based image retrieval system for visually-similar brands will also be investigated. A global database for designs will be developed during the biennium to complete all major types of industrial property data.

13.3. **PATENTSCOPE:** PATENTSCOPE is not only the global patent database covering national and regional patent data collections but also the legal mechanism for meeting the treaty obligation under the PCT, namely, the international publication of PCT applications. National data collections will be converted to full text using WIPO's Optical Character Recognition (OCR) conversion processes. The system will be further expanded to cover some 40 million patent documents by the end of the biennium. Main challenges include the processing of the high volume of data and improving the quality of the data received, ensuring timeliness and completeness of the disseminated data, overcoming linguistic barriers and maximizing the number of national collections.

13.4. **WIPO GLOBAL BRAND DATABASE:** The database covering international registrations under the Madrid and Lisbon systems, national and regional trademark data collections, and emblems protected under the Paris Convention Article *6ter*, will be further developed to cover some 20 national data collections during the biennium. Main challenges include the uploading of more data in different data formats and the implementation of an efficient image similarity search system for trademarks.

13.5. **WIPO GLOBAL DESIGN DATABASE:** WIPO will create a prototype of the Global Design Database by using similar platforms to the two global databases mentioned above. The database will cover data of international registrations under the Hague Agreement and certain national data collections of industrial design registrations. The main challenges include the uploading of image data in different data formats and the implementation of an efficient image similarity search system for trademarks.

13.6. **NEW SERVICE DEVELOPMENT:** The search functions of all databases will be enhanced by multiple language tools such as Cross Lingual Information Retrieval (CLIR) and machine translation tools such as TAPTA which will be developed over the biennium to provide improved quality of

Proposed Program and Budget for 2014/15

translation and an increased number of language pairs. Other functions such as citation extraction, image similarity searching and patent family grouping will also be explored.

13.7. Close coordination with Program 15 (Business Solutions for IP Offices) will continue in the biennium on digitization projects which would potentially expand the data in the Global Databases. Data cleaning and uploading will continue to be rationalized by systematic approaches based on standards in cooperation with Program 12 (International Classifications and Standards). Coordination with Program 14 (Services for Access to Information and Knowledge) will contribute to enhanced awareness and use of the databases.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Temporary or permanent loss of access to Global Databases owing to localized internet service disruption or technical failure at Geneva HQ. | Investigate possible locations for data hosting to contain duplicates of the data for disaster recovery and geodistribution. Investigate possible mirror sites to maintain access to data, during localized business disruption. |

RESULTS FRAMEWORK

| Expected Results | Performance indicator | Baselines | Targets |
|--|---|--|---|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of different users per quarter in all systems (PATENTSCOPE/Global Brand Database) | PATENTSCOPE 566,782 Global Brand Database 13,339 unique visitors (4th quarter 2012) | PATENTSCOPE 650,000 Global Brand Database 20,000 unique visitors per quarter |
| | No. of languages in which cross-lingual search is available | 12 (Feb 2013) | 13 |
| | No. of language pairs available for machine translation of titles and abstracts | 2 (Feb 2013) | 5 |
| IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases | No. of records contained in PATENTSCOPE | 18,733,406 (Feb 2013) | 40,000,000 |
| | No. of records contained in Global Brand Databases | 10,928,326 (Feb 2013) | 20,000,000 |
| | No. of national collections in PATENTSCOPE | 27 (Feb 2013) | 35 |
| | No. of national collections in Global Brand Database | 9 (Feb 2013) | 18 |

RESOURCES FOR PROGRAM 13

13.8. Increases in the total resources for the Program, in respect of Results IV.2 (Enhanced access to, and use of, IP information and knowledge) and IV.3 (Broad geographical coverage of Global IP Databases) are primarily due to internal redeployment of resources to support the development of the Global Brand Database as well as an increase in non-personnel resources under Premises and Maintenance related to the PATENTSCOPE database search engine development.

Program 13: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|---|--------------------------------|---------------------------------------|--------------------------------|
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 1,135 | 2,230 | 1,882 |
| IV.3 | Broad geographical coverage of the content and use of WIPO Global IP Databases | 3,369 | 2,072 | 2,810 |
| Total | | 4,503 | 4,302 | 4,692 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 13: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|--------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,998 | 3,047 | 3,447 | 399 | 13.1% |
| Temporary Staff | -- | -- | -- | -- | n/a |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 2,998 | 3,047 | 3,447 | 399 | 13.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 85 | 112 | 86 | (27) | -23.8% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 85 | 112 | 86 | (27) | -23.8% |
| Contractual Services | | | | | |
| Conferences | -- | -- | -- | -- | n/a |
| Publishing | 30 | 29 | 10 | (19) | -64.9% |
| Individual Contractual Services | 120 | 222 | 150 | (72) | -32.4% |
| Other Contractual Services | 760 | 596 | 660 | 64 | 10.7% |
| <i>Sub-total</i> | 910 | 846 | 820 | (27) | -3.2% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | 340 | 340 | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | 340 | 340 | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 275 | 209 | -- | (209) | -100.0% |
| Supplies & Materials | 235 | 87 | -- | (87) | -100.0% |
| <i>Sub-total</i> | 510 | 296 | -- | (296) | -100.0% |
| Total, B | 1,505 | 1,255 | 1,245 | (10) | -0.8% |
| TOTAL | 4,503 | 4,302 | 4,692 | 390 | 9.1% |
| POSTS | 8 | 8 | 9 | 1 | 12.5% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 14 SERVICES FOR ACCESS TO INFORMATION AND KNOWLEDGE

PLANNING CONTEXT

14.1. Recognizing the critical importance of access to technology information for development as well as the needs of developing and least developed countries for strengthening the national capacity for protection of innovations through efficient IP institutions, the Program aims to: (i) facilitate access to patent and non-patent search tools and databases; (ii) develop local proficiency to effectively search and exploit technology information with a particular view to narrowing the global knowledge gap and assisting developing and least developed countries to more fully participate in the global knowledge economy; (iii) provide services that deliver basic and value-added patent information that is not readily available or requires special expertise for retrieval, analysis and evaluation; and (iv) facilitate access to results of examination at other IP institutions.

14.2. A significant contribution towards increasing access to patent and non-patent database services in developing and least developed countries has been made through the Access to Research for Development and Innovation (ARDI) and Access to Specialized Patent Information (ASPI) programs, which enable patent offices and institutions at the national level to gain access to major scientific and technical publications and sophisticated patent search and analysis tools, respectively, for free or at extremely low cost.

14.3. The establishment of national networks of Technology and Innovation Support Centers (TISCs) has, moreover, laid the foundation for providing locally available technology information services to individual inventors, small and medium sized enterprises, and other relevant stakeholders. A structured program of training for TISC staff and the provision of complementary resources including the WIPO Academy's distance learning courses, as well as awareness-raising materials have contributed to the effective delivery of core services by the TISCs.

14.4. The broad progress made to date reflects strong member State-driven demand which will be deepened and refocused over the coming biennium so as to consolidate and ensure long-term sustainability of core and additional TISC innovation support services.

14.5. The work of the Program is related to the DA recommendations aimed at enhanced access to and utilization of technology information and strengthening of IP institutions, namely Recommendations 1, 8, 10, 11, 19, 30 and 31, and will be implemented in coordination with Programs 1 (Patent Law), 5 (The PCT System), 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), 13 (Global Databases), 18 (IP and Global Challenges) and 20 (External Relations, Partnerships and External Offices). In addition, the Program will coordinate closely with Member States, IGOs and NGOs for the development of compatible platforms and IP infrastructure.

IMPLEMENTATION STRATEGIES

Developing TISC network sustainability

14.6. To reinforce the ARDI and ASPI programs, cooperation with existing partners including participating publishers and database providers as well as sister programs from other UN specialized agencies will be intensified, in particular with respect to the planning and implementation of joint training and awareness-raising activities.

14.7. To build on the experience and lessons learned during the initial phase of the TISC program, the focus on ensuring long-term sustainability of TISCs will be reinforced. This will include strengthened project planning, including at the national level, to ensure national ownership of TISCs, increased reliance on training of trainers programs to benefit from the multiplier effect at the local level and continued support to existing TISCs in order to strengthen the foundations of the TISC national network.

14.8. More emphasis will also be placed on effectively delivering new online e-learning and networking services so as to provide regular accessible support for TISC national networks in the

long-term. The WIPO Academy's distance learning courses will continue to be used for complementing onsite training with access and functionality further improved for TISC staff. The recently launched online resources, such as the e-TISC platform for the exchange of information and best practices and provision of e-learning in the field of technology information services and an interactive e-Tutorial on using and exploiting patent information through theoretical and practical examples, will continue to be developed and promoted so as to engage and solicit input and feedback from TISCs and their corresponding networks both nationally and internationally.

14.9. To strengthen the awareness of the ARDI and ASPI programs among potential beneficiaries, an active promotion campaign, in particular targeting LDCs, will be launched during the biennium in which eligible institutions may receive free access to content and services made available under the programs.

Value added patent information services

14.10. The provision of value-added patent information services will comprise of the following:

(i) Technology state of the art search reports by donor IP Office experts for the benefit of developing countries. This search service complements the services offered through TISCs, e.g. where TISCs are not operational or special search expertise is required;

(ii) Patent Landscape Reports⁴ (PLR), which provide insight in patterns and trends of innovation activity in wider areas of technologies by researching and contextualizing the respective patenting activity. Reports are prepared in collaboration with public institutions in developing countries, IGOs and NGOs and respond to certain demand defined by these partners.

(iii) Patent family and legal status inquiry service for Member States and IGOs with a special focus on health related patents, which are explored as new services following recommendations of the WIPO feasibility study⁵ on availability of national patent legal status databases, established under the DA project on "Intellectual Property and the Public Domain". These services will require collaboration with Member States for researching national patent register data on a pro-bono basis;

(iv) Search and examination reports for patent applications pending in IP offices of developing countries for which the IP office lacks resources or expertise to establish a substantive examination report and for which no such reports are available for members of the patent family. The service therefore complements the PCT system. The reports are established pro-bono by examiners of certain donor IP offices;

(v) Advisory and coordination services and participation in capacity building programs for IP offices regarding the retrieval and exploitation of results of substantive examination available for members of the patent family, in order to support, in particular, small offices with limited resources in establishing and maintaining efficient examination procedures.

Multi stakeholder coordination for IP Infrastructure

14.11. Technical assistance for special projects will be provided for LATIPAT, ARABPAT, PATENTSCOPE and Global Brand Database Users' Workshops. During the next biennium WIPO will organize a Global Seminar of IP Authorities to be held immediately before the WIPO General Assemblies to exchange views and share experiences on a number of practical issues regarding global infrastructure, tools, databases and common platforms.

⁴ http://www.wipo.int/patentscope/en/programs/patent_landscapes/index.html

⁵ http://www.wipo.int/edocs/mdocs/mdocs/en/cdip_4/cdip_4_3_rev_study_inf_3.pdf

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Inability to sustain and continue self supporting operation of TISC network. This could lead to closure of certain TISC networks hence removing access to technology information services for individual inventors, SMEs and other relevant stakeholders | Greater involvement with host countries in the planning and implementation of the TISC project |
| Lack of utilization by targeted audience (individual inventors, researchers, industry academia, policy makers and decision makers in R&D) of the published PLRs. | Careful choice at the outset of suitable topics for PLRs and improved dissemination and better coordination with target stakeholders |
| The delivery of patent information services may suffer from a mismatch between demand and supply, in particular, between the expected and delivered quantity and quality of services, and their timeliness under constraints of available resources and in view of the voluntary and pro-bono participation of donor offices. | WIPO will mitigate the risks by monitoring the timeliness and quality of services delivered by donors, by collaborating for PLRs with external partner institutions that have demonstrated particular interest and needs, by requesting and evaluating feedback from the users of the services, by prioritizing requests in case of excessive quantitative demand, and by promotion of the services in case of low demand. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of sustainable national networks of TISCs | 15 national TISC networks: (cumulative per end first quarter 2013): Africa (6); Arab region (2); Asia and Pacific (2); Latin America and the Caribbean (4); Certain Countries in Europe and Asia (1) | 25 national TISC networks (cumulative): Africa (10 of which 8 LDCs); Arab region (3); Asia and Pacific (4 of which 2 LDCs); Latin America and the Caribbean (6); Certain Countries in Europe and Asia (2) |
| | Average number of users serviced by TISCs per quarter and country | 200 (min.) – 630 (max.) | 300 (min.) – 750 (max.) |
| | No. of active registered users of ARDI and ASPI | ARDI 50 ASPI 20 | ARDI 300 ASPI 30 |
| | % of users satisfied with the provision of value added patent information services (WPIS, ICE, patent family and legal status enquiry service) | Not available | 75% |
| | % of users satisfied with PLRs | Not available | 75% |

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RESOURCES FOR PROGRAM 14

14.12. The resources for Result IV.2 (Enhanced access to, and use of, IP information) under this Program primarily reflect the mainstreaming of the DA projects on (i) Support and Developing Tools for Access to Patent Information and (ii) Specialized Databases' Access and Support.

Program 14: Resources by Result *(in thousands of Swiss francs)*

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|------------------------------------|---|--|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 7,038 | 7,634 | 7,539 |
| Total | 7,038 | 7,634 | 7,539 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 14: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|----------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers | |
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,430 | 5,076 | 5,379 | 303 | 6.0% |
| Temporary Staff | 1,220 | 1,212 | 1,206 | (6) | -0.5% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 5,650 | 6,288 | 6,585 | 298 | 4.7% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 195 | 469 | 371 | (98) | -21.0% |
| Third-party Travel | 200 | 381 | 195 | (186) | -48.9% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>395</i> | <i>850</i> | <i>565</i> | <i>(285)</i> | <i>-33.5%</i> |
| Contractual Services | | | | | |
| Conferences | 411 | 90 | 64 | (26) | -29.3% |
| Publishing | 9 | 11 | -- | (11) | -100.0% |
| Individual Contractual Services | 87 | 269 | 206 | (63) | -23.3% |
| Other Contractual Services | 445 | 96 | 104 | 8 | 8.9% |
| <i>Sub-total</i> | <i>952</i> | <i>466</i> | <i>374</i> | <i>(92)</i> | <i>-19.7%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 12 | 6 | -- | (6) | -100.0% |
| Representation | 10 | 8 | -- | (8) | -100.0% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>22</i> | <i>14</i> | <i>--</i> | <i>(14)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 20 | 17 | -- | (17) | -100.0% |
| Supplies & Materials | -- | -- | 15 | 15 | n/a |
| <i>Sub-total</i> | <i>20</i> | <i>17</i> | <i>15</i> | <i>(2)</i> | <i>-11.8%</i> |
| Total, B | 1,388 | 1,347 | 954 | (393) | -29.2% |
| TOTAL | 7,038 | 7,634 | 7,539 | (95) | -1.2% |
| POSTS | 11 | 13 | 13 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 15 BUSINESS SOLUTIONS FOR IP OFFICES

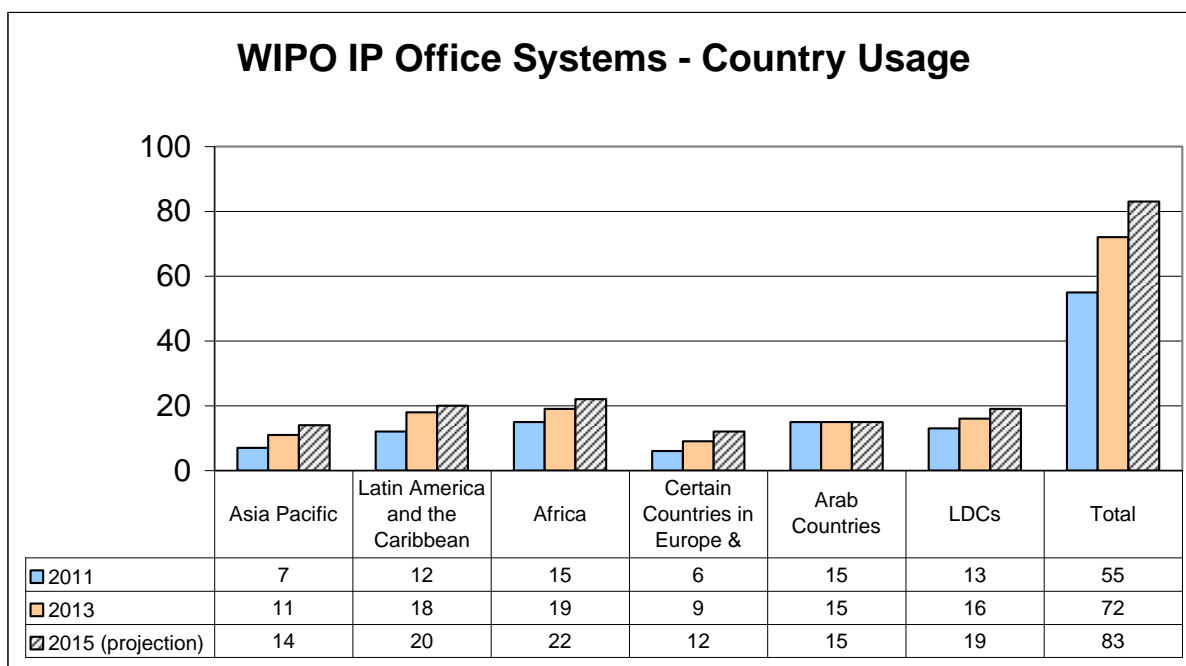
PLANNING CONTEXT

15.1. This Program forms the basis of global infrastructure with the technical architecture of the IP system complementing the legal and operational architecture. With the development of Information and Communications Technologies (ICT) and the extension of high-bandwidth internet connectivity to most countries worldwide, there is an opportunity for all IP offices to provide similar levels of services including efficient internal administration, paperless processing and online services for applicants and the public. A key enabling element in this infrastructure is the software platforms that provide business solutions for IP office administration, creation of databases, exchange of information and online services.

15.2. The Program plays an active role in strengthening the business processes of IP Offices through the provision of tools and services that enable them to participate in the global IP system effectively and efficiently, and to address the needs of Offices to collaborate in an increasingly global environment.

15.3. Around 62 Offices are now using at least one of the software platforms provided and supported by WIPO, including the IP Office Administration System (IPAS), WIPO Scan, WIPO EDMS and the Arab IP Management System (AIPMS). The demand from IP Offices for assistance with their business systems is increasing, both in terms of number of offices and in the range of assistance requested, including electronic document management, online filing and online publication.

15.4. The use of WIPO IP Office systems, including the breakdown by region and by LDCs is shown in the chart and table below.



15.5. The WIPO Digital Access Service (DAS), initially developed in 2009, is now in use in 11 participating Offices (see www.wipo.int/das). During the 2012/13 biennium, the system was upgraded to implement a new, simplified procedure for exchange of priority documents between participating offices, and to support the secure exchange of documents for Trademarks and Industrial Designs.

15.6. The WIPO CASE system (Centralized Access to Search and Examination) was deployed in 2011 and is now in use in four participating Offices. The system allows Offices to share search and examination results for patent applications, in order to facilitate work sharing programs.

15.7. The future challenge for this Program will be to play an active role in assisting IP Offices build their knowledge-based services. Capacity building will be reinforced by building on technical infrastructure systems such as the already existing WIPO CASE to help IP Offices share knowledge and experience and increase their level of service.

IMPLEMENTATION STRATEGIES

15.8. For the 2014/15 biennium, the main implementation strategies will respond to the DA recommendations on technical assistance and capacity building as well as access to knowledge and will focus on:

- Revised technical assistance model – towards a service provider model:

The Program will need to adapt its business model to focus on developing and supporting the software products deployed to Offices. By providing standard software packages to support IP Office business processes, the Program significantly contributes to reducing the cost of implementation of such systems. At the same time, the reliance by Offices on these packages necessitates continuous support and the provision of expected service levels. Formal support procedures and service levels will need to be further developed by establishing a regional focal point or helpdesk in each region.

Deployment and post-deployment support also increasingly need to focus on enhancing the ownership by the Offices to free dedicated resources to concentrate on knowledge-transfer and effective ongoing support. Where possible, knowledge-transfer will be enhanced through regional training events.

- Enhanced support structure based in WIPO External Offices:

Deployment and support is currently handled by a combination of Geneva-based staff and regional experts. In the biennium 2014/15, WIPO External Offices will gradually become the hub for support activities in their respective regions.

- Integration of IP Offices into global networks and global databases:

The WIPO CASE project has delivered a working system for the exchange of patent search and examination results to support work sharing. Other such systems, such as the One Portal Dossier (OPD) system, developed by five patent Offices, are designed for similar purposes. There are also initiatives such as the Global Dossier, which aims to integrate the systems of many IP Offices to promote better sharing of information and integrated services for patent applicants world wide.

A pilot project to explore the technical feasibility of linking the WIPO CASE system and such systems of interested IP Offices will be undertaken to respond to requests from more Offices in more regions, especially small and medium sized Offices, for an interoperable and multilateral online platform for access to, and exchange of, search and examination documents and dossier. This will be done in collaboration with the Offices leading the OPD and Global Dossier initiatives as well as any other IP Offices interested in the pilot project. Additional tools and services will be developed and made available to small and medium sized Offices to enable them to participate effectively in the Global Dossier network.

- Creation of regional and international platforms to support Collective Management Organizations.

15.9. A new strategy for 2014/15 will be to apply the accumulated skills and knowledge of the Program to the business of Collective Management Organizations (CMOs). CMOs, particularly in LDCs and low-income countries, require assistance to manage the collection of and distribution of royalties to local composers, musicians, performers and other rights-holders to ensure fair returns for the use of their creations. To this end, a new software platform will be developed and deployed, integrated with regional and global networks. In the implementation of this project, the Program will work closely with Program 3 (Copyright and Related Rights) as the business owner.

Proposed Program and Budget for 2014/15

15.10. In addition, close cooperation will continue with Program 2 (Trademarks, Industrial Designs and Geographical Indications), Program 5 (The PCT system), Program 6 (Madrid 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 14 (Services for Access to Knowledge), Program 25 (Information and Communication Technology), and Program 31 (The Hague System). Externally, the Program will cooperate with relevant regional and national IP organizations for the purposes of coordinating and sharing of information, joint organization of activities and for possible funding arrangements. Collaboration with other relevant organizations and potential partners will continue to be explored.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Demand from IP Offices for deployment of WIPO software packages may be different from work plan. There is pressure to initiate projects in offices where the necessary pre-requisites (especially local resources) may not be present. This may result in over-commitment of personnel and non-personnel resources. | Assessment of projects before initiation. Clearly agreed project plans, specifying roles, responsibilities and resource commitments of all parties. |
| WIPO software packages (supplied to IP Offices) are developed and supported by external contractors. This may result in the fact that knowledge can be lost at short notice. | Key knowledge needs to be retained by WIPO staff, where possible. Contracts with external companies need to include a provision for knowledge transfer in the case of termination of contract. |
| Offices use WIPO software systems for their core business. A failure of one of those systems can have a severe effect on daily operations., There is therefore a high expectation for sufficient ongoing support from WIPO. | Allocate sufficient resources to software support. Ensure that local IP Office staff is trained for first level support. Establish formal procedures for software support and maintenance. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|----------------------------|
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | No. of offices using WIPO Infrastructure Platforms | North America - 2 Western Europe - 7 Asia/Pacific - 6 | 25 (by regional breakdown) |
| | Average Service Level of IP Offices assisted (ranging from 1 to 5) | tbd | tbd |
| | No. of Collective Management Organizations (CMOs) in developing countries and LDCs participating in regional and global networks facilitated by WIPO | 0 zero | 10 |

RESOURCES FOR PROGRAM 15

15.11. The increase in resources for Result IV.4 (Enhanced technical and knowledge infrastructure) reflects: (i) proposed internal re-deployment of resources in line with the standard model for implementation of outward facing infrastructure projects and activities contributing to Strategic Goal IV, whereby the specialized Programs take the business lead and the Global Infrastructure related Programs take responsibility for the development and implementation of the associated technical IT components; and, (ii) an increase of 2 million Swiss francs (Other Contractual Services) in respect of the development and support of software platforms for copyright Collective Management Organizations.

Program 15: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|------------------------------------|---|--|
| IV.4 Enhanced technical and know ledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | 7,813 | 8,104 | 11,628 |
| Total | 7,813 | 8,104 | 11,628 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 15: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,893 | 4,427 | 6,023 | 1,596 | 36.1% |
| Temporary Staff | -- | -- | -- | -- | n/a |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 3,893 | 4,427 | 6,023 | 1,596 | 36.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 844 | 716 | 605 | (111) | -15.5% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>844</i> | <i>716</i> | <i>605</i> | <i>(111)</i> | <i>-15.5%</i> |
| Contractual Services | | | | | |
| Conferences | -- | -- | -- | -- | n/a |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | 1,253 | 1,141 | 928 | (213) | -18.7% |
| Other Contractual Services | 1,700 | 1,750 | 4,040 | 2,290 | 130.9% |
| <i>Sub-total</i> | <i>2,953</i> | <i>2,891</i> | <i>4,968</i> | <i>2,077</i> | <i>71.8%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | 2 | 1 | 1 | 0 | 11.1% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>2</i> | <i>1</i> | <i>1</i> | <i>0</i> | <i>11.1%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | 30 | 30 | n/a |
| Supplies & Materials | 120 | 69 | -- | (69) | -100.0% |
| <i>Sub-total</i> | <i>120</i> | <i>69</i> | <i>30</i> | <i>(39)</i> | <i>-56.5%</i> |
| Total, B | 3,919 | 3,677 | 5,604 | 1,927 | 52.4% |
| TOTAL | 7,813 | 8,104 | 11,628 | 3,523 | 43.5% |
| POSTS | 10 | 11 | 14 | 3 | 27.3% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on 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 generator and repository of outstanding collections of technology disclosures, brand data, and technical and legal IP information. These collections provide a window onto what is happening in important sectors of the economy and in the IP system. They are of immense value to policy-makers; industry, business and other users of the IP system; and the interested public. That value has also been recognized in the Development Agenda, where there is strong demand for the Organization to provide empirical economic analysis and studies.

The value of WIPO's data reference collections, however, depends upon the collections being accurate, up-to-date and responsive to the needs of stakeholders, as well as freely and universally accessible. WIPO is in a unique position to serve as a host and portal to the world's most comprehensive and valuable collections of IP information. Under this strategic goal, WIPO would strive to realize the potential of that unique position.

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|------------------------|
| V.1 Wider and better use of WIPO IP statistical information | No. of downloads of four main statistical reports (WIPI and PCT, Hague, Madrid Yearly Reviews) | Program 16 |
| | No. of visitors using IP Statistics data Center | Program 16 |
| V.2 Wider and better use of WIPO economic analysis in policy formulation | Use of WIPO economic studies on copyright by governments and NGOs in decision-making | Program 3 |
| | National initiatives to develop further statistics on the creative industries based upon WIPO's work in the field | Program 3 |
| | No. of downloads of main economic publications | Program 16 |
| | No. and number of downloads of studies | Program 16 |
| | No. and number of downloads of seminars | Program 16 |

PROGRAM 16 ECONOMICS AND STATISTICS

PLANNING CONTEXT

16.1. As the world economy is still healing from the financial crisis of recent history, innovation will remain essential in sustaining long-term growth and improving human development. A changing innovation landscape offers new opportunities for harnessing knowledge for societies' benefit. In particular, countries are investing more resources than ever before in the knowledge economy and new sources of innovation have emerged – especially in Asia. However, despite rapid economic growth in certain developing countries, a significant share of the world's population continues to live in poverty and has not been able to harness knowledge for economic prosperity.

16.2. Against this background, the global IP system faces significant challenges. Policymakers need to respond to an ever rising demand for IP rights, new technologies and business models, and the need for fostering an international framework that promotes balanced IP protection. For policymakers in developing countries, special challenges exist in tailoring IP policy to the needs of their economies, taking into account different resource endowments and different industrial structures.

16.3. Mindful of these challenges, Program 16 has two objectives: first, to provide accurate, comprehensive, and timely statistical information on the performance of the IP system worldwide; and second, to provide high quality empirical analysis addressing economic challenges in the international IP system and assessing the economic effects of IP policy choices in developing countries. In the areas of statistics, key priorities for the 2014/15 biennium will be to widen the set of statistical information available to users and refine the tools by which different types of users can access this information. In the area of economics, key priorities will be to deepen the provision of economic analysis at the global level and to continue the economic study work in developing countries.

IMPLEMENTATION STRATEGIES

16.4. In the area of IP statistics, WIPO works with national and regional IP offices in collecting data on IP activity worldwide through its annual statistics survey. The statistics on the WIPO-administered filing treaties are generated in-house. WIPO's statistical flagship publication – the World Intellectual Property Indicators – will continue to summarize the main statistical trends in the area of patents, utility models, trademarks, and industrial designs. Separate statistical publications will report on the performance of the PCT, Madrid, and Hague systems. The recently created IP Statistics Data Center will continue to make available all statistics to users worldwide. In light of the priorities identified above, there will be special efforts to expand data coverage and enhance the accessibility and user-friendliness of statistical products taking into account the needs of different user communities.

16.5. In the area of economic analysis, WIPO will continue to be a co-publisher of the Global Innovation Index, seeking to contribute to the measurement of innovation and providing policymakers with a tool to benchmark innovation performance. WIPO's World Intellectual Property Report series will equally continue, seeking to explore new themes and deepen the analysis on global IP topics provided to date. In addition, the Program will stand ready to respond to requests for economic analysis from WIPO committees. Finally, the study work in developing countries will continue under the Phase II of the CDIP project IP and Socio-Economic Development⁶. These studies will continue to respond to relevant DA recommendations – especially Recommendations 35 and 37 – and provide empirical input into understanding the economic effects of different IP policy choices. They will build on the research capacity created in the 2012/13 biennium, but seek to deepen the range of topics analyzed and widen the coverage of countries/regions, responding to Member States' needs.

16.6. To promote high quality economic analysis and to maximize synergies, WIPO will draw on its wide international network of academic economists and continue to coordinate the global network of IP office economists.

⁶ Subject to evaluation of Phase I and approval by the CDIP of Phase II.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Member States are not in a position to respond or are late in responding to WIPO's statistics survey. | Statistics questionnaires will be sent early in the year (by February); a list of statistical contact points in national IP offices will be maintained for follow up communication; sufficient resources will be devoted to follow up communication. |
| WIPO publications misreport statistical data or reflect analytical shortcomings | Control mechanisms are instituted that identify data inconsistencies during the collection of IP statistics; all statistical publications are carefully reviewed by statistical experts and relevant WIPO sectors; all analytical publications are externally peer reviewed. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--------------|--|
| V.1 Wider and better use of WIPO IP statistical information | No. of downloads of four main statistical reports (WIPI and PCT, Hague, Madrid Yearly Reviews) | tbd end 2013 | 10% increase in number of downloads and users over 2012/13 |
| | No. of visitors using IP Statistics Data Center | tbd end 2013 | 10% increase in number of users, over 2012/13 |
| V.2 Wider and better use of WIPO economic analysis in policy formulation | No. of downloads of main economic publications | tbd end 2013 | 20% increase over 2012/13 |
| | No. of downloads of studies | tbd end 2013 | Eight new working papers |
| | No. of downloads of seminars | tbd end 2013 | Maintain performance as in previous biennium |

RESOURCES FOR PROGRAM 16

16.7. Resources allocated to Result V.1 (Wider and better use of WIPO IP statistical information) reflect increased allocation of staff resources for the provision of statistical information on the performance of the IP system worldwide, while the small net increase in resources related to Result V.2 (Wider and better use of WIPO economic analysis) reflects the decrease of resources due to the completion of two DA projects (IP & Socio-Economic Development, and IP and Informal Economy), offset by the increase for the proposed Phase II of the DA project on IP and Socio-Economic Development.

16.8. No resources are allocated to Result III.3 (Mainstreaming of DA) in 2014/15, due to the completion of the DA project on IP and Brain Drain, and similarly, no resources are allocated to Result VII.2 (Widespread adoption of platforms enhancing cooperation in addressing global challenges) due to the completion of the DA project on Open Collaborative Projects.

Proposed Program and Budget for 2014/15

Program 16: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|---|--------------------------------|---------------------------------------|--------------------------------|
| III.3 | Mainstreaming of the DA recommendations in the work of WIPO | 276 | 234 | - |
| V.1 | Wider and better use of WIPO IP statistical information | 1,569 | 1,875 | 2,141 |
| V.2 | Wider and better use of WIPO economic analysis in policy formulation | 2,711 | 3,059 | 3,195 |
| VII.2 | Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective | 30 | 30 | - |
| Total | | 4,585 | 5,198 | 5,336 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 16: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,078 | 3,324 | 4,038 | 713 | 21.5% |
| Temporary Staff | 377 | 463 | 316 | (147) | -31.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 3,455 | 3,787 | 4,354 | 566 | 15.0% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 184 | 197 | 229 | 32 | 16.3% |
| Third-party Travel | 281 | 261 | 128 | (133) | -50.9% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>465</i> | <i>458</i> | <i>357</i> | <i>(101)</i> | <i>-22.0%</i> |
| Contractual Services | | | | | |
| Conferences | 78 | 40 | 10 | (30) | -75.3% |
| Publishing | 15 | 12 | -- | (12) | -100.0% |
| Individual Contractual Services | 518 | 668 | 615 | (53) | -7.9% |
| Other Contractual Services | 53 | 230 | -- | (230) | -100.0% |
| <i>Sub-total</i> | <i>663</i> | <i>951</i> | <i>625</i> | <i>(326)</i> | <i>-34.3%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | -- | -- | -- | n/a |
| Representation | 2 | 2 | -- | (2) | -100.0% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>2</i> | <i>2</i> | <i>--</i> | <i>(2)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | -- | -- | n/a |
| Supplies & Materials | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>--</i> | <i>--</i> | <i>--</i> | <i>--</i> | <i>n/a</i> |
| Total, B | 1,130 | 1,411 | 982 | (428) | -30.4% |
| TOTAL | 4,585 | 5,198 | 5,336 | 138 | 2.7% |
| POSTS | 8 | 10 | 10 | -- | 0.0% |

of which:

| | |
|-----------------------------------|------------|
| Development Agenda Project | 801 |
|-----------------------------------|------------|

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.
- (4) Includes DA project on "Intellectual Property and Socio-Economic Development".

STRATEGIC GOAL VI

INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

Building respect for IP embodies a broader approach than that covered by the enforcement of IP rights alone. It calls for a focus on international cooperation where WIPO can make a difference. This is a broad, cross-cutting goal, supported by many different areas of WIPO's activities. The WIPO Advisory Committee on Enforcement (ACE) serves as a mechanism for Member States to coordinate work towards this goal. Work under this Strategic Goal is guided by DA Recommendation 45.

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|------------------------|
| VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda | Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns | Program 17 |
| VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP | No. of joint activities on building respect for IP | Program 17 |

PROGRAM 17 BUILDING RESPECT FOR IP**PLANNING CONTEXT**

17.1. In the context of Strategic Goal VI, and guided by Recommendation 45 of the DA, the Program is responsible for fostering international cooperation among Member States and other stakeholders to build respect for IP and to strengthen the enforcement of IP rights in the interest of social-economic development and consumer protection.

17.2. Economic variables such as poverty, unavailability of original goods, increasingly sophisticated counterfeit goods, easily-accessible offers in the virtual world, ambivalent consumer attitudes towards IP rights and the implication of criminal activities constitute some of the elements fuelling the global trade in infringing goods and often reverberate in the policy dialogue in the Advisory Committee on Enforcement (ACE). This dialogue has shown that there is a need for research on practices and the applicability of alternative dispute resolution systems in IP areas, as well as for continued consideration of preventive actions, measures or successful experiences to complement ongoing enforcement measures with a view to reducing the size of the market for counterfeited or pirated goods.

17.3. These challenges and the multilateral, plurilateral and bilateral enforcement initiatives taking place outside WIPO call for the role of this Program to be carefully calibrated. At the same time, Member States continue to request assistance to strengthen the national capacity to enforce IP rights, to foster an IP culture and to enhance legal and institutional frameworks for balanced and effective systems. These considerations shape WIPO's activities in the area of increased IP education and awareness for the general public and in particular the youth, as non-punitive preventive measures that encourage consumer participation in creating an environment respectful of IP rights. Increased demands from Member States prompted the expansion of the Program with a view to fostering public awareness and education, and promoting respect for IP through targeted activities, including the WIPO Awards Program.

17.4. The importance of collaboration and cooperation with relevant organizations and stakeholders in the field of building respect for IP continues to grow in order to achieve policy cohesion and synergies in efforts undertaken with scarce resources. WIPO will continue to engage closely with these partners, in a transparent and systematic manner, assuming a leadership role in building strategic cooperation on IP issues, and ensuring further integration of Strategic Goal VI in joint collaborations.

IMPLEMENTATION STRATEGIES

17.5. This Program is guided by and directly contributes to the implementation of Recommendation 45 of the DA. Within the framework of the ACE, a forum valued to exchange national experiences, this Program will continue to facilitate and support dialogue between Member States aiming towards effective protection and enforcement of IP rights that contribute to broader societal interests, including in particular in the digital environment, bearing in mind social, economic and technological variables. The expected outcome is Member States' agreement on theme-based work programs, which will contribute to the development and execution of national strategies that respond to IP infringement in all its complexities, through preventive as well as curative measures. Against the backdrop of the various challenges in the current political and economic climate, innovative options, including alternate models, will be further explored, in close cooperation with Programs 2 (Trademarks, Industrial Designs and Geographical Indications), 3 (Copyright and Related Rights) and 7 (WIPO Arbitration and Mediation Center).

17.6. Program 17's demand-driven assistance activities, guided by the discussions in the ACE to nurture a balance between private rights and the public interest, will continue to be structured and tailored to the country needs identified in the context of their national IP strategies. In the spirit of international cooperation on building respect for IP, Program 17 will strengthen existing partnerships and identify new partners, including other international organizations, as well as the private sector and consumer rights and other civil society organizations within the context of the broader societal interests, to avoid duplication and to ensure maximal impact through shared resources.

Proposed Program and Budget for 2014/15

17.7. In servicing Member States in the field of building respect for IP, Program 17 will ensure that its technical assistance is development-oriented and transparent, taking into account the priorities and the special needs of the requesting countries (DA Recommendations 1, 6, 12 and 13). Upon Member State request, WIPO will support national implementation of international IP agreements, taking full account of flexibilities and options therein (DA Recommendations 14 and 17). WIPO will also continue to promote a development-oriented IP culture, assisting in the development of national IP awareness strategies, which encompass the introduction of IP at younger age groups and the development of effective public awareness campaigns (DA Recommendation 3). This work will be carried out in close cooperation with Programs 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) and 19 (Communications), and coordinated with partner organizations, including the private sector. Close cooperation is envisaged with both developing countries and LDCs requesting WIPO's support and will embrace partnerships with national authorities and related stakeholders with an aim to strengthen the capacity of law enforcement officials, to stimulate creativity and innovation, and to bring IP into colloquial language, through competitions, the WIPO Award Program, and IP Day celebrations.

RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Lack of agreement among, and of political support by, Member States in the work of WIPO in the field of building respect for IP. WIPO's role in building respect for IP may be compromised. | This Program engages in regular consultations with Member States aiming at facilitating the convergence of Member State views on the relevance, the work and the policy function of the ACE and related capacity building activities. Rigorous standards are applied in all activities, ensuring high quality, transparency, neutrality and a balanced approach. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|---|--|--|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. of countries that have adopted or amended relevant frameworks (or are in the process of doing so) further to WIPO assistance | tbd | 6 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | % of trained participants that report satisfaction with the usefulness and relevance of the training provided for their professional life | 75% | 75% |
| | % of targeted audience who have demonstrated a basic knowledge of a balanced IP system further to WIPO activities | n/a | 75% |
| | No. of countries participating in WIPO Awards Program | 40 per year | 40 per year |
| VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda | Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns | Agreement on work program for the 8th session of the ACE | Agreement on work program for the next ACE session |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|-----------|---------|
| VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP | No. of joint activities on building respect for IP | 30 | 30 |

RESOURCES FOR PROGRAM 17

17.8. Non-personnel resources allocated to the achievement of Expected Results under the Program are largely maintained at the same level as in the 2012/13 Budget after transfers, with cost efficiency measures resulting in some savings primarily in travel related costs. The increase in personnel resources has been allocated to Results III.2 (Enhanced human resource capacities) and VI.2 (Cooperation in the field of building respect for IP) in order to (i) further strengthen and foster public awareness and education, and promote respect for IP through targeted activities, including the WIPO Awards Program, and to (ii) reflect the importance of collaboration and cooperation with relevant organizations and stakeholders in the field of building respect for IP.

Program 17: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|---|----------------------------|-----------------------------------|-------------------------------|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 311 | 288 | 130 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 1,261 | 1,330 | 2,307 |
| VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda | 635 | 468 | 429 |
| VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP | 785 | 798 | 1,124 |
| Total | 2,992 | 2,884 | 3,989 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 17: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 1,941 | 1,938 | 3,277 | 1,339 | 69.1% |
| Temporary Staff | 252 | 167 | -- | (167) | -100.0% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 2,192 | 2,104 | 3,277 | 1,172 | 55.7% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 238 | 240 | 241 | 1 | 0.4% |
| Third-party Travel | 414 | 331 | 308 | (24) | -7.1% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>652</i> | <i>572</i> | <i>549</i> | <i>(23)</i> | <i>-4.0%</i> |
| Contractual Services | | | | | |
| Conferences | 60 | 38 | 38 | (0) | -0.3% |
| Publishing | -- | -- | 25 | 25 | n/a |
| Individual Contractual Services | 76 | 140 | 67 | (73) | -52.1% |
| Other Contractual Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>136</i> | <i>178</i> | <i>130</i> | <i>(48)</i> | <i>-27.0%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | -- | 1 | -- | (1) | -100.0% |
| Representation | 6 | 7 | 3 | (4) | -55.9% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>6</i> | <i>8</i> | <i>3</i> | <i>(5)</i> | <i>-61.5%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 6 | 6 | -- | (6) | -100.0% |
| Supplies & Materials | -- | 16 | 30 | 14 | 87.9% |
| <i>Sub-total</i> | <i>6</i> | <i>23</i> | <i>30</i> | <i>8</i> | <i>34.5%</i> |
| Total, B | 800 | 780 | 712 | (68) | -8.7% |
| TOTAL | 2,992 | 2,884 | 3,989 | 1,105 | 38.3% |
| POSTS | 6 | 6 | 8 | 2 | 33.3% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on 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 WIPO's potential to serve as the leading intergovernmental forum for addressing the intersection between IP, innovation and global public policy issues. It implies proactive and substantive engagement with other UN, intergovernmental, and non-governmental organizations in order to contribute to the search for shared solutions to the major challenges facing humanity, including climate change, food security, public health, the protection of biodiversity and 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 under this Strategic Goal will be closely involved in the realization of development objectives and Development Agenda recommendations.

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | Increase in membership in WIPO Re:Search, including from developing countries and LDCs | Program 18 |
| | Increased contributions to WIPO Re:Search database | Program 18 |
| | Increased no. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, Malaria and TB | Program 18 |
| | No. of WIPO GREEN Members | Program 18 |
| | No. of established links of WIPO GREEN to relevant mechanisms, such as Climate Technology Centers and Networks (UNFCCC) and Climate Innovation Centers (infoDev) | Program 18 |
| | No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion | Program 18 |
| | No. of visits of Global Challenges website | Program 18 |
| VII.3 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy | No. of countries requesting WIPO's specific contribution on IP in relation to CP-related issues | Program 18 |
| | No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO | Program 18 |
| | Participation of stakeholders in WIPO's platform such as WIPO GREEN and WIPO Re:Search | Program 20 |

PROGRAM 18 IP AND GLOBAL CHALLENGES

PLANNING CONTEXT

18.1. This Program addresses innovation and IP at the nexus of interconnected global issues, in particular Global Health, Climate Change and Food Security. The focus on this intersection is guided largely by Member States as noted, *inter alia*, in the DA. These three subject areas have been chosen because developing countries face particularly acute challenges in these domains and because solutions from innovation-driven initiatives are feasible.

18.2. As the specialized UN agency for IP, WIPO endeavors to facilitate international policy dialogue on the relationship between innovation and IP, recognizing that IP is not an end in itself but a tool to achieve socio-economic and development objectives. WIPO therefore cooperates actively with diverse global partners, both within and outside the UN system. Solutions for global problems depend in part on unlocking the potential of innovation in such a way that countries, at all levels of development, benefit. Increasingly, capacity building, technology transfer and the diffusion of practical tools are taking place via novel forms of collaborations involving a broad range of stakeholders.

18.3. During the biennium, the Program will continue to engage in policy dialogues on IP and global challenges with the aim of reinforcing WIPO's role as a credible source of fact-based information and analysis, and a forum for international discussion. Increasing emphasis will be placed however, on the development and success of tangible, results-oriented projects that leverage innovation and IP for development. These projects require the direct and active participation and support of entities from all sectors, including government, business, civil society, and multilateral agencies. Work is guided by the DA and Millennium Development Goals.

IMPLEMENTATION STRATEGIES

18.4. Effective and constructive contribution to innovation-based solutions and to the global policy dialogue will be pursued through a three-pronged implementation strategy:

Developing and maintaining practical IP-based mechanisms and tools for addressing global challenges

18.5. The core element of the Program's strategy rests on the development, implementation and sustainability of multi-stakeholder platforms that facilitate effective collaborative networks and technology transfer relevant to health and climate change. Initiatives will build on partnerships and collaborations using open innovation structures, networked innovation, and other forms of partnerships to accelerate their impact. Emphasis will also be placed on increasing south-south collaborations and partnerships that facilitate the global connectivity of developing country innovators.

18.6. Together with external partners, technology sharing tools to facilitate the diffusion and transfer of both health - and green technologies will be explored, consistent with the goals of the DA, in particular Recommendations 19 (access to knowledge and technology), 25 (transfer of technology) and 30, 40, and 42 (cooperation with other IGOs and NGOs).

18.7. Numerous Programs provide support and cooperation in the implementation of this strategy, including Program 1 (Patent Law) 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 13 (Global Databases), Program 14 (Services for Access to Information and Knowledge), Program 19 (Communications) and Program 20 (External Relations).

Providing support to Member States, IGOs, civil society, and other stakeholders and assisting them in the identification of feasible approaches

18.8. The activities above will lead to targeted assistance in response to requests by Member States, IGOs, civil society and other stakeholders. To this end, information tools on important issues in the context of IP, health, environment and food security will be developed that provide a neutral and objective analysis for the benefit of Member States and other interested stakeholders. Also, in

response to requests from Member States, IGOs, civil society, and other stakeholders, the Program will provide input, as appropriate, in fora where innovation and IP are discussed in the context of health and climate change. Ensuring WIPO's constructive engagement in relevant public policy processes provides support to other actors and helps establish WIPO as the forum and reference point on IP as it touches on global public policy issues.

18.9. A key aspect of this work will be the exploration of synergies with other areas of WIPO. For example, as the substantive platforms are developed, they can serve as entry points for developing country institutions to access a range of WIPO services and training programs that facilitate access to technical IP information (e.g. patent databases).

18.10. Activities will be implemented in close cooperation with Program 20 (External Relations, Partnerships and External Offices) to ensure systematic engagement with the full range of IP issues currently debated in international and national fora and, in particular, a reinforced cooperation with other UN agencies, in line with Recommendation 40 of the DA. Cooperation with Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries) and Program 10 (Cooperation with Certain Countries in Europe and Asia) will ensure that activities are targeted to the needs of developing countries, LDCs and countries with economies in transition.

Developing objective and balanced information on the relationships among global challenges, innovation and technology transfer

18.11. Under this strategy, policy studies may be developed on topics such as the role of IP and IP management in technology transfer in addressing global challenges. In addition, substantive analyses, in the form of reports and briefs, should lead to a better understanding of the policy and strategic drivers of innovation; demonstrate proactively the use of IP tools; and, support Member States' understanding of technology transfer.

18.12. In order for WIPO to realize the full potential of addressing the interface between IP and global policy issues, it must ensure the trust of potential partners by providing significant contributions that not only move debates forward in terms of better understanding of the issues, but also generate confidence as to the impartiality of its contributions. Furthermore, in order to provide value to Member States in this area, WIPO will collaborate closely with other IGOs as appropriate. The Program will continue the successful trilateral cooperation with the World Health Organization and World Trade Organization.

18.13. This part of the strategy will be implemented in close cooperation with, in particular, Program 1 (Patent Law), Program 14 (Services for Access to Information and Knowledge), Program 19 (Communications) and Program 20 (External Relations, Partnerships and Offices).

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| Lack of, or dwindling buy-in, from platform partners, members leaving, or insufficient upload of information by members have direct impact on the functioning of the platforms and the function they are supposed to fulfill as well as the credibility of the projects, making the platforms potentially irrelevant compared to similar platform projects outside of WIPO | Constantly scrutinize strategy, environment and planning to enable early identification of trends and taking appropriate action as soon as possible |
| The technical accessibility of the IP databases and the sustained functioning and reliability of the database infrastructure. Consistent availability issues may have a negative impact on WIPO's reputation and credibility | Ensure that relevant services be offered, effective marketing and to maintain close contact with key stakeholders |

IP AND COMPETITION POLICY

PLANNING CONTEXT

18.14. Additional areas covered by Program 18 concerns the interface between IP on the one hand and competition/antitrust law and unfair competition, on the other. Competition law is increasingly being perceived as an important component in a balanced IP system.

18.15. WIPO's activities concerning IP and competition policy are informed by the Recommendations 7, 23 and 32 under the DA. The activities undertaken in the past few years will be continued and further developed with Member State approval through PBC mechanisms. In particular, for countries with less experience in the field of IP and competition, WIPO will continue to raise awareness and promote the exchange of information by disseminating the results of studies prepared to date or during the biennium.

18.16. As part of Strategic Goal VII, WIPO aims at further consolidating its position as the forum to discuss issues and share experiences on IP and competition policy matters. Moreover, because of its specific reference in Recommendations 7, 23 and 32, work on IP and competition policy is also connected with Strategic Goal III. Ensuring the freedom of markets is a strong catalyst for development, and IP is an important component in that endeavor.

IMPLEMENTATION STRATEGIES

18.17. A number of activities, namely those concerning the exchange of experiences and assistance to Member States in addressing the interface between IP and competition policy (through studies and surveys) will be continued in 2014/15. Their main objective is to collect and disseminate information on IP-related competition cases as well as raise awareness about the interface of IP and competition policy among Member States, with a special focus on developing and emerging economies. This is in line with Recommendations 7, 23 and 32 of the DA. Attention will also be devoted to the interface of IP and competition in technology transfer in specific industries and countries.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| The level of engagement by national agencies in WIPO's work on IP and competition is lower than anticipated | Strengthen a systematic outreach towards Member States; showcase successful examples of cooperation between IP and competition authorities, as well as relevant IGOs and NGOs |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|---|-----------|--|
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | No. of hosting arrangements of developing country scientists | 5 | 4 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of countries that verified data and included national essential medicines into WIPO Essential | 0 (zero) | 1 country per region (Africa, Asia, Latin America and the Caribbean) |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|--|
| VII.2. IP-based tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries particularly least developed countries, to address global challenges | Increase in membership in WIPO Re:Search, including from developing countries and LDCs | 67 Members; 16 from Developing Countries | 15 (of which at least 5 from developing countries/LDCs) |
| | Increased contributions to WIPO Re:Search database | 200 | 50% |
| | Increased no. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, Malaria and TB | 16 | 20 |
| | No. of WIPO GREEN Members | 1 partner; 48 uploads | 10 new partners; 400 uploads |
| | No. of established links of WIPO GREEN to relevant mechanisms, such as Climate Technology Centers and Networks (UNFCCC) and Climate Innovation Centers (infoDev) | 0 (zero) | 3 |
| | No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion | 0 (zero) | 250 |
| | No of visits of Global Challenges website | n/a | 50% increase |
| VII.3 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy | No. of countries requesting WIPO's specific contribution on IP in relation to CP-related issues | 12 | 15 |
| | No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO | WIPO engaged 25 national competition authorities and 3 IGOs | Increase of stakeholders engaged in WIPO's activities 35 national authorities and five IGOs/NGOs |

RESOURCES FOR PROGRAM 18

18.18. The overall resources for the Program remain stable. The decrease in resources for Result VII.2 (Widespread adoption of platforms enhancing cooperation in addressing global challenges) is largely off-set by an increase in resources under Results III.2 (Capacity building) and IV.2 (Enhanced access to, and use of, IP information) both of which have been introduced to the Program in order to better reflect the nature of the activities undertaken. The increase in resources for Result VII.3 (Growing credibility of WIPO in analysis of issues in IP and competition policy) reflects an additional allocation of management time to this Result and does not reflect an increase in activities or resources.

Program 18: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|--|------------------------------------|---|--|
| III.2 | Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | - | - | 506 |
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | - | - | 303 |
| VII.2 | IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | 5,387 | 5,653 | 4,097 |
| VII.3 | Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy | 1,381 | 1,395 | 2,032 |
| Total | | 6,768 | 7,048 | 6,938 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 18: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,316 | 4,348 | 4,461 | 113 | 2.6% |
| Temporary Staff | 1,197 | 1,575 | 1,547 | (28) | -1.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 5,513 | 5,923 | 6,008 | 85 | 1.4% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 348 | 368 | 249 | (119) | -32.2% |
| Third-party Travel | 124 | 197 | 136 | (61) | -31.1% |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>472</i> | <i>565</i> | <i>385</i> | <i>(180)</i> | <i>-31.8%</i> |
| Contractual Services | | | | | |
| Conferences | 129 | 15 | 7 | (8) | -52.7% |
| Publishing | 95 | 28 | 36 | 8 | 27.7% |
| Individual Contractual Services | 305 | 276 | 221 | (55) | -20.0% |
| Other Contractual Services | 140 | 167 | 241 | 74 | 44.5% |
| <i>Sub-total</i> | <i>669</i> | <i>486</i> | <i>505</i> | <i>19</i> | <i>3.9%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 45 | 17 | -- | (17) | -100.0% |
| Representation | 35 | 34 | 36 | 2 | 5.2% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>80</i> | <i>51</i> | <i>36</i> | <i>(15)</i> | <i>-30.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 9 | 7 | -- | (7) | -100.0% |
| Supplies & Materials | 25 | 17 | 5 | (13) | -73.5% |
| <i>Sub-total</i> | <i>34</i> | <i>24</i> | <i>5</i> | <i>(19)</i> | <i>-81.1%</i> |
| Total, B | 1,255 | 1,125 | 930 | (195) | -17.4% |
| TOTAL | 6,768 | 7,048 | 6,938 | (110) | -1.6% |
| POSTS | 11 | 10 | 10 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

STRATEGIC GOAL VIII

A RESPONSIVE COMMUNICATIONS INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS

This Strategic Goal signals the high priority which the WIPO Secretariat attaches to effective communication as an essential enabler of success in every aspect of its work, and to service as a core, corporate value. WIPO provides diverse services to a wide range of stakeholders – first and foremost, as a United Nations Specialized Agency, to its Member States. Such services include support to the Committees in their normative activities, capacity building services to developing countries, information and technical services, as well as the global IP registration, filing and dispute resolution services.

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|--------------------------|
| VIII.1 More effective communication to a broad public about intellectual property and WIPO's role | Level of public interest generated in selected major WIPO events/achievements | Program 19 |
| | % of stakeholders with positive recognition of WIPO's mission, activities and organizational image | Program 19 Program 20 |
| | % increase in views of WIPO press, video and photographic content | Program 19 |
| | % increase in global participation in World IP Day via Facebook page (total reach of campaign) | Program 19 |
| | % increase in views of online publications | Program 19 |
| | % of users satisfied with the WIPO website | Program 19 |
| | Increased WIPO influence and engagement on social media | Program 19 |
| | Increased traffic to the website of WIPO External Offices | Program 20 |
| VIII.2 Improved service orientation and responsiveness to inquiries | % of users satisfied with Library services | Program 19 |
| | Customer/stakeholder satisfaction rate | Program 19 Program 20 |
| | Service Standards targets as defined on WIPO website | Program 19 |
| | Processing time of information inquiries | Program 20 |
| VIII.3 Effective engagement with Member States | % of Committee Meetings for which pre-Committee information meetings for Member States are held | Program 21 |
| | % of letters to the DG from Member States are responded to within 2 weeks | Program 21 |

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| | % of adherence and other WIPO Treaty-related actions by Member States processed in a timely manner | Program 21 |
| | Member States satisfaction levels with the preparation and functioning of the Assemblies | Program 21 |
| | Timeliness of publication of Assemblies documents | Program 21 |
| VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders | Increased, effective engagement of non-governmental stakeholders at WIPO events and vice-versa | Program 20 |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | Use of WIPO's contribution in reports, resolutions and documents from targeted processes | Program 20 |
| | % of responses to external requests for contributions from the UN, IGOs etc. submitted on time | Program 20 |
| | No. of IP Programs implemented jointly with other UN bodies and other IGOs | Program 20 |
| | New joint initiatives with other UN agencies | Program 21 |
| | % of queries for legal advice and services which receive prompt, independent and reliable responses from the Office of the Legal Counsel | Program 21 |
| | HLCM and Subsidiary Networks Closed Recommendations | Program 24 |
| | % of locally sourced good and services compared to total amount procured for development activity | Program 24 |
| | % of spend subject to UN leverage (either common tender or piggy backing) | Program 24 |

PROGRAM 19 COMMUNICATIONS

PLANNING CONTEXT

19.1. The value of knowledge in the global economy has placed IP in the limelight, sharpening the focus on the workings of the IP system and on its role with respect to innovation, culture, development, and access to knowledge. A high level of policy interest, a public debate in which views are often polarized, and strong demand for reliable, objective information about IP, form the backdrop to WIPO's communications work. More recently, the communications climate has been colored by instances of mass public mobilization via social media campaigns, as competing interest groups vie for influence.

19.2. Within this environment, awareness of WIPO's own role, activities and identity is increasing, but remains relatively low. To strengthen the understanding, commitment and trust needed to fulfill its mandate, WIPO must communicate its mission, values, role and offerings more effectively. It must build wider understanding and recognition of its position as the inclusive, global policy forum for IP; and as the primary provider of international IP services, expertise, information and assistance. It must articulate more effectively what WIPO does to make IP work for innovation and creativity. To achieve this, Program 19 must continue to improve the clarity and consistency of key messages, the value of the content it produces for a diverse public, and the effectiveness of its dissemination.

19.3. The speed of reaction and agility needed to keep pace with the exponential growth of new media, pose an ever more acute challenge. To respond effectively within today's fast moving, decentralized media environment, and to exploit the opportunities it presents, the Secretariat needs to continue to develop its communications resources and skills base, including multilingual skills in flexible content creation, web and social media management and media production.

19.4. Program 19 also faces increased demand to develop and lead strategies to improve the global marketing of key services and products to potential users. This will require additional expertise in marketing and promotion to complement existing skills and resources.

19.5. Program 19 contributes to DA goals by providing technical assistance for "promoting, *inter alia*, a development-oriented IP culture, with an emphasis on introducing IP at different academic levels and generation of greater public awareness on IP" (DA Recommendation 3). This includes meeting the strong demand from developing countries and LDCs for public information content.

19.6. Communication is an essential element of internal and external service delivery. WIPO must improve its understanding of the needs and expectations of its many different stakeholders and continue to build on foundations laid in the previous biennium to foster a culture of service orientation supported by improved technical infrastructure.

IMPLEMENTATION STRATEGIES

19.7. The work of Program 19 in 2014/15 should result in more effective communication about IP and about WIPO's own role. The success of the Program's contribution will be measured through increased consumption of WIPO public information content, including publications, videos, images, press materials and web-based resources, as well as through stakeholder engagement on our social media platforms and participation in World IP Day activities. Successful communication will also result in increased visibility in international media, and in positive recognition by stakeholders. The WIPO Secretariat's improved responsiveness in handling external enquiries will result in an increased stakeholder satisfaction rate.

19.8. In line with the path set out within the wider MTSP framework (Strategic Goal VIII), the strategies led by Program 19 to achieve these results will continue to include the following:

- (i) *Internal coordination.* A strategic approach to communications will continue to be fostered across the Organization, supported by more systematic cross-sectoral coordination. Program 19 will lead initiatives to strengthen "same page" communication, and will support efforts to

encourage more horizontal communication and information-sharing across the Organization. This is necessary to ensure staff buy-in for initiatives aimed at bringing about cultural change.

(ii) *Prioritization and differentiation.* A limited number of major WIPO events, products and achievements will be identified as the top communications and marketing priorities each year, as a means of mobilizing and integrating available resources to achieve greater impact among target audiences.

(iii) *Quality content.* High value content – such as WIPO’s unique statistical and economic analyses – will be prioritized and promoted vigorously to enhance their impact, including through greater use of quality infographics to communicate complex data through visualization. The Publications Board and new publications procedure will ensure a focus on quality over quantity, and on meeting identified needs. Hard data will be complemented through accessible case studies and success stories, for example, in the WIPO Magazine and the IP Advantage resource. Greater use will be made of original photographic images and graphic design to enhance the visual impact and immediacy of WIPO communications. The global appetite for video content will also be exploited through production of interviews, news content, documentaries and other videos which explain WIPO’s work and products. Public information materials and tools for use by Member States in awareness-raising activities will continue to be provided in coordination with Program 17 (Building Respect for IP), including the outreach campaigns database and the WIPO Depository Library program.

(iv) *Enhanced delivery and access.* Content will be delivered through diverse, differentiated communications channels to reach new – as well as specialized – target audiences. The potential offered by social media for WIPO to engage directly with stakeholders will be further leveraged, through Twitter, Facebook, Flickr, YouTube, Scribd and other platforms as appropriate; and development will continue of the interactive online version of the WIPO Magazine. Following the comprehensive 2012/13 restructuring and redesign of the WIPO website, implementation of strategies to improve user satisfaction and the presentation of web content will continue. The open-access policy decision, whereby all WIPO publications are made available free online, will be supported by further development of the user-friendly comprehensive, text-searchable e-platform for publications and studies (the WIPO e-collection).

(v) *Increased visibility.* In addition to the annual World IP Day campaign, one or two new high visibility events will serve as a vehicle for communicating to a broad public about WIPO’s role in making IP work for innovation. Continued outreach to influential press, blogs and online media will be essential to help position WIPO in the media as the world reference source on international IP issues. Greater efforts will be made to have WIPO video content broadcast via international and national television networks. On the local level, the Organization will also engage the community in Open Day and other corporate events.

(vi) *Strengthened organizational identity.* Building on the work in 2012/13, WIPO’s mission, values, role and activities, will be expressed in a more consistent and effective manner across all external and internal communications, and a consistent visual identity will be projected in order to achieve increased positive recognition of the Organization. Staff will be actively engaged in activities to strengthen an internal shared understanding of WIPO’s “brand” values.

(vii) *Service-oriented culture.* Program 19 will continue to lead the project to strengthen the organizational culture of service to WIPO’s stakeholders. The service orientation of staff will be further improved through training and awareness activities more focused on external expectations. The implementation of redefined operational procedures and quality standards for response times and individual services will be monitored. The Customer Service Charter will be promulgated and a governance framework put in place. Tools will continue to be provided to streamline the handling of enquiries (central contact database, ticketing systems, enquiry volume measurement etc.). Stakeholder satisfaction will be systematically monitored through surveys.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| The proliferation of new demands prevents the Program from achieving the focus and impact necessary to deliver effective communications. | A limited number of major WIPO events/products/achievements will be identified each year as the agreed top priorities for promotion and marketing. |
| WIPO is unable to keep pace with changing trends and technological developments, and therefore loses visibility and influence in the digital communications environment. | Program staff are encouraged to continually acquire new skills and update their knowledge through training and self-learning; Flexible structures enable sharing of new knowledge and skills; External resources and partnerships are being used to extend the in-house capacity. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|--|
| VIII.1 More effective communication to a broad public about intellectual property and WIPO's role | Level of public interest generated in selected major WIPO events/achievements | (Sample event) 12,111 unique page views of press release on the 2012 Global Innovation Index (GII) in a 1 month period. | 10% increase in views of relevant web page |
| | % of stakeholders with positive recognition of WIPO's mission, activities and organizational image | 65% of survey respondents perceived WIPO as the global leader in the protection and promotion of IP (WIPO Stakeholders Perceptions Survey, January 2012) | 75% |
| | % increase in views of WIPO press, video and photographic content | (i) In 2012, average no of unique views per press release was 3,575. (92,958 for 26 articles issued in 2012) | (i) 10 % increase in average no. of views per press release |
| | | (ii) In 2012, average no of views per video was 3,280 (478,888 views for 146 total videos) | (ii) 10% increase in average views per video on the WIPO YouTube channel |
| | | (iii) 155,000 total photo views on Flickr at end 2012 | (iii) Target: 300,000 additional photo views on Flickr |
| | % increase in global participation in World IP Day via Facebook page (total reach of campaign) | 379,600 people saw World IP Day content through our 2012 Facebook campaign | 30% increase in number of people who see our World IP Day Facebook content (total reach) |
| | % increase in views of online publications | (i) tbd (comparable statistics not available for 2012) | (i) 10% increase in total publications views online |
| (ii) 409,265 unique views of the WIPO Magazine site in 2012 | | (ii) 10% increase in views of WIPO Magazine site | |
| % of users satisfied with the WIPO website | tbd | ≥ 60% are satisfied | |

| Expected Results | Performance Indicators | Baselines | Targets |
|---|---|--|---|
| VIII.2 Improved service orientation and responsiveness to inquiries | Increased WIPO influence and engagement on social media | (i) "Klout" influence score was 62 on Jan 1, 2013 (ii) 3,112 total retweets in 2012 | (i) "Klout" influence score of 73 (ii) 30% increase in total yearly number of retweets |
| | % of users satisfied with Library services | tbd | ≥ 70 % satisfied visitors and online customers |
| | Customer/stakeholder satisfaction rate | 2012 survey results: 86% of Madrid and Hague customers satisfied or highly satisfied | ≥ 86% satisfied or highly satisfied |
| | Service Standards targets as defined on WIPO website | to be defined for specific areas | to be defined for specific areas |

RESOURCES FOR PROGRAM 19

19.9. The reduction in resources allocated to Result VIII.1 (Effective communication to public about IP and WIPO's role) represents a more cost effective delivery of these services, as also reflected in the reduction under most non-personnel cost categories. The reduction offsets the increase in personnel resources allocated to this result, which is due to the implementation of the strategy to strengthen ICT capabilities within specific business areas.

19.10. The increase in resources devoted to Result VIII.2 (Improved service orientation and responsiveness to inquiries) reflects the enhanced customer oriented approach and improved service, which is reflected in the proposed increase in Individual Contractual Services as well as in the increase in personnel costs.

Program 19: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|---|----------------------------|-----------------------------------|-------------------------------|
| VIII.1 More effective communication to a broad public about intellectual property and WIPO's role | 13,664 | 13,571 | 12,034 |
| VIII.2 Improved service orientation and responsiveness to inquiries | 2,935 | 2,698 | 5,223 |
| Total | 16,599 | 16,269 | 17,257 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 19: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 11,209 | 11,461 | 12,652 | 1,191 | 10.4% |
| Temporary Staff | 2,090 | 1,918 | 2,060 | 142 | 7.4% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 13,299 | 13,379 | 14,712 | 1,333 | 10.0% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | 24 | 24 | n/a |
| <i>Sub-total</i> | -- | -- | 24 | 24 | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 255 | 200 | 240 | 40 | 20.1% |
| Third-party Travel | 141 | 61 | 13 | (48) | -78.8% |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 396 | 261 | 253 | (8) | -3.2% |
| Contractual Services | | | | | |
| Conferences | 25 | 8 | 10 | 2 | 23.0% |
| Publishing | 264 | 131 | 100 | (31) | -23.9% |
| Individual Contractual Services | 1,102 | 742 | 1,094 | 352 | 47.5% |
| Other Contractual Services | 713 | 1,079 | 497 | (582) | -53.9% |
| <i>Sub-total</i> | 2,104 | 1,960 | 1,700 | (259) | -13.2% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | 12 | 12 | n/a |
| Communication | 54 | 25 | 2 | (23) | -92.0% |
| Representation | 15 | 24 | 14 | (11) | -44.8% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 69 | 50 | 28 | (22) | -44.5% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 50 | 106 | 160 | 54 | 51.4% |
| Supplies & Materials | 681 | 514 | 380 | (134) | -26.1% |
| <i>Sub-total</i> | 731 | 619 | 540 | (80) | -12.9% |
| Total, B | 3,300 | 2,890 | 2,545 | (345) | -11.9% |
| TOTAL | 16,599 | 16,269 | 17,257 | 988 | 6.1% |
| POSTS | 33 | 34 | 35 | 1 | 2.9% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 20 EXTERNAL RELATIONS, PARTNERSHIPS AND EXTERNAL OFFICES

PLANNING CONTEXT

20.1. In an era of increasingly interconnected and globalized policy challenges, the world has witnessed a concomitant increase in the growth and influence of a multiplicity of actors on international policy-making processes. Against this backdrop, WIPO seeks to harness the capacity and expertise of a broad range of stakeholders, including UN agencies, inter-governmental organizations (IGOs), and non-governmental stakeholders, which includes non-governmental organizations (NGOs), private enterprise, and civil society at large, to advance its mission to promote innovation and creativity through an effective and balanced international IP system for the economic, social and cultural development of all countries. Program 20 aims to build partnerships and facilitate strengthened and responsive engagement with these actors to help foster the synergies, collaboration and cooperation necessary to better address the intersection between IP and global policy challenges.

20.2. In the 2014/15 biennium the international community will address a series of important global challenges of relevance to WIPO, most notably: UN efforts to accelerate achievement of the Millennium Development Goals (MDGs); work to develop the post-2015 Development Framework and implement the outcomes of the Rio+20 Conference; negotiations to develop a new legal outcome to the UN Framework Convention on Climate Change (UNFCCC) for signature in Paris in 2015; the implementation of the UNFCCC Technology Mechanism; and the review of the World Summit on the Information Society (WSIS). Each of these processes and challenges has a dimension that relates to the role of the IP system. WIPO can make an important contribution, by providing balanced and fact-based information, which it is increasingly called upon to do. Developing partnerships with UN organizations, IGOs and other stakeholders is essential in this regard as it increases the impact of the contribution that WIPO makes and serves to underscore the relevance of IP as a tool for development. In 2014/15, it will be important for WIPO to build on the agreements and collaboration it already enjoys with the UN and other IGOs, as well as to develop new partnerships in support of broader multi-stakeholder engagement. Also important in this regard is the need to work with development partners to support WIPO Member States in accessing resources and expertise for IP for development projects.

20.3. WIPO also enjoys the accreditation and participation of a broad range of international and national non-governmental organizations in its work, representing varied interests and perspectives. Non-governmental stakeholders can contribute not only to the development of an effective international IP system through their technical expertise, but also through their insights, and those of their respective constituencies. In that context, representatives of the enterprise sector who are directly engaged in the creation and use of innovation and creative works can also offer a unique and valuable contribution to the work of WIPO through their first-hand experience in the use of IP for economic, social and cultural development. Securing more strategic and effective engagement with all these non-governmental stakeholders will be a critical component of a policy dialogue that can truly contribute to the use of IP as a tool for development through international and multi-stakeholder cooperation.

IMPLEMENTATION STRATEGIES

20.4. As the preeminent global forum for IP issues – which continues to serve as a credible source of support, assistance and reference for information on innovation, creativity and IP in relevant public policy processes – WIPO must make timely, relevant, factual and balanced contributions to debates that take place outside of WIPO where IP intersects with global policy issues. Such debates take place within a wide range of fora involving a myriad of actors throughout the UN, IGOs, and non-governmental stakeholders. The information WIPO provides must be consistent with WIPO's mandate be balanced and fact-based. WIPO must also facilitate an open and transparent space in which to hear, respond and incorporate the voices of all stakeholders, whether through the successful implementation of partnerships that achieve tangible goals or the development of fora in which to facilitate meaningful dialogue on the use of IP for innovation and development, in line with DA Recommendations 30, 40 and 42.

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20.5. To achieve this goal, strategies in the 2014/15 biennium will focus on further strengthening existing partnerships to achieve sustainable results, while developing new and innovative approaches to engagement with a wide range of WIPO stakeholders and potential new partners. On this basis, strategic approaches in the biennium will include:

- Provide assistance and contributions to UN processes such as: work to accelerate achievement of the MDGs (DA Recommendation 22); inter-agency cooperation on the post 2015 Development Framework; implementation of the Rio+20 outcomes; the negotiations on a new legal outcome to the UN Framework Convention on Climate Change; and the implementation of the UNFCCC Technology Mechanism, the review of the WSIS in 2015;
- Monitoring and reporting on negotiations, processes and discussions in UN and other intergovernmental fora of major relevance and priority to WIPO, identifying opportunities where WIPO can make a valued contribution and improve the understanding of the IP system in these discussions;
- Strengthening relations with the UN and other key partners such as the World Trade Organization (WTO), World Health Organization (WHO), United Nations Conference on Trade and Development (UNCTAD), United Nations Environmental Programme (UNEP), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Industrial Development Organization (UNIDO), Food and Agriculture Organization (FAO), International Telecommunications Union (ITU), United Nations Educational Scientific and Cultural Organization (UNESCO) and United Nations Department of Social and Economic Affairs (UN-DESA), and implementation of joint projects and activities agreed with those organizations and other IGOs such as the European Centre for Nuclear Research (CERN) (DA Recommendation 30 and 40);
- Timely and high quality WIPO input in response to requests from UN organizations and other IGOs and NGOs;
- Developing institutional arrangements and practical partnerships focused on concrete joint activities with international and national NGOs and the creation of mechanisms that improve the way WIPO engages with the positions and perspectives of its non-governmental stakeholders;
- Developing fora in which to seek meaningful dialogue with a broad range of stakeholders on IP as a tool for innovation, economic growth and development. This could also include a discussion with the widest possible participation of IP creators and users from least developed, developing and developed countries to articulate how they create, protect and use IP in this regard;
- Outreach to donors and support to WIPO Member States and other WIPO Programs to support resource mobilization efforts;
- Developing IP for Development projects to present to potential partners to mobilize extrabudgetary financial support for developing and least developed countries, working in close cooperation with Program 9 to ensure full use of the WIPO IP Matchmaking Database (DA Recommendations 2 and 9).

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| WIPO's effective interaction with and relevance to UN and other IGO and NGO processes is dependant upon acceptance that WIPO is a credible and reliable source of support, assistance and information. | Ensuring that WIPO contributions are factual, empirically based, balanced, reflective of the views of all stakeholders and timely and well targeted. Development of partnerships to increase the impact of WIPO contributions |
| Resource mobilization targets are not met resulting in an inability to initiate specific IP for development projects. | Ensure high quality projects for resource mobilization which are well targeted to donor funding. Further develop organizational capacity to mobilize and manage extrabudgetary resources. Increase understanding of donor priorities and contacts with donors. |

EXTERNAL OFFICES

PLANNING CONTEXT

20.6. External Offices play an increasingly important role in the effective delivery of WIPO's products and services, including development oriented services, to Member States and other stakeholders. They provide a platform for the evolution of WIPO as a truly global Organization that delivers coherent services more efficiently and responsively through closer co-operation with the stakeholders and beneficiaries. For example, the WIPO New York Office, established over thirty years ago, has been playing a central role in ensuring that WIPO is the point of reference within the UN system on issues related to IP. The three other WIPO External Offices currently in operation are, the WIPO Singapore Office (established in 2005), the WIPO Japan Office (established in 2006) and the WIPO Brazil Office (established in 2010).

20.7. In September 2010, the WIPO General Assembly decided that a process of informal consultations should commence amongst the Member States to develop a policy on the establishment of external offices (documents A/48/12 Rev. and A/48/26, paragraph 262).

20.8. During informal consultations held with Member States in 2011 and 2012, the following principles emerged: (1) External offices should add value and undertake activities that can be performed more efficiently or effectively than at Headquarters; (2) external offices could have different mixes of functions in response to regional priorities and specificities, (3) a new external office should only be established if it is financially feasible for the Organization to do so; (4) a phased and prudent approach should be adopted towards the establishment of functions and corresponding resourcing in the external offices.

20.9. In line with the WIPO core-value of Service Orientation, an important mandate for each office is to play a part in WIPO's 'round the clock' offering of services to ensure the availability of WIPO outside of Geneva business hours.

IMPLEMENTATION STRATEGIES

20.10. Each of WIPO's existing external offices will, within its respective host country and in the surrounding region, contribute to the achievement of all Strategic Goals in coordination with WIPO Headquarters.

20.11. In view of the guiding principle of value addition and more effective and efficient delivery of results given the advantage of geographically closer location to target stakeholders, the offices will focus particularly on services in support of WIPO's Global IP Services (Strategic Goal II), facilitating the use of IP for Development (Strategic Goal III), enhancing global IP infrastructure (Strategic Goal IV), and more effective communications to a broad public and stakeholders in the respective country and region (Strategic Goal VIII).

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20.12. In addition, the following specific strategies for the existing external offices will be implemented:

WIPO Coordination Office in New York (NYO)

20.13. The Office will support, in particular, engagement with the United Nations and its programs.

WIPO Brazil Office in Rio de Janeiro (WBO)

20.14. The WIPO Brazil Office (WBO) supports the implementation of activities with a special focus on: strengthening the use of the IP system in general and of WIPO services in particular in Brazil and in other developing countries having cooperation programs with Brazil.

20.15. The WBO manages the Funds-in-Trust (FIT) Agreement between the Government of Brazil and WIPO, which, *inter alia*, aims at promoting an IP culture among national and international institutions and users through south-south cooperation among developing countries within and outside the Latin American region, making use of Brazilian expertise in the field of IP.

WIPO Singapore Office in Singapore (WSO)

20.16. The WIPO Singapore Office (WSO) will act as a service center in the region, facilitating, in particular, the use of IP for development and supporting WIPO's Global IP services and the WIPO Arbitration and Mediation Center.

20.17. Particular focus shall be made on the sub-region of the Association of South East Asian Nations (ASEAN) by assisting the implementation of the ASEAN IP Action Plan (2011-2015) with its various initiatives, particularly certain areas for cooperation with WIPO requested by the ASEAN Working Group on Intellectual Property Cooperation (AWGIPC).

20.18. WSO will also promote WIPO flagship products and WIPO IP information and reference services such as the global databases, Global Innovation Index and World IP Indicators to stakeholders and potential users in the region.

WIPO Japan Office in Tokyo (WJO)

20.19. The WIPO Japan Office (WJO) will reinforce its function as a service center providing timely and effective services to current and future users of Global IP services and IP information and reference services (global databases, Global Innovation Index and World IP Indicators). Collaboration with the host government, including the Japan Patent Office, will be strengthened to enhance the provision of Global IP Services in Japan, making the best use of digital networks. WJO will also strengthen partnerships with industry in Japan to support the global platforms such as WIPO GREEN.

20.20. WJO will continue its close cooperation with Japan under the Japan FIT agreement for the implementation of activities aimed at building capacities, reinforcing technical infrastructure and enhancing the use of IP in business in neighboring countries including through special projects such as the development of IP Advantage database.

New External Offices

20.21. During the next biennium, new external offices in the following locations/regions are planned: China, Russian Federation, United States of America and two in Africa. It is recognized that the establishment of external offices is a process that will not be complete in the 2014-2015 biennium. The existing offices and the newly established ones need to be monitored and the results achieved through them evaluated. Requests for further offices remain unsatisfied as yet. Ultimately, the number of external offices needs to be sustainable and ideally would constitute a limited global network of strategically placed offices.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| Security concerns and/or natural disaster jeopardize External Offices in achieving Expected Results | Close cooperation with the host government and extension of WIPO business continuity plan to include External Offices |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|---|-------------------------------------|
| II.1 Increased use of the PCT route for filing international patent applications | % of PCT filings | 519 in 2011 (WBO) | 15% increase (WBO) |
| | | tbd (WJO) | 1% increase (WJO) |
| | | tbd (WSO) | 5% increase WSO) |
| | % of policy makers, government officials, and IP Practitioners and participants in targeted workshops with enhanced understanding of the PCT and related topics | n/a (WBO) n/a (WJO) n/a (WSO) | 75% (WBO) 75% (WJO) 75% (WSO) |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | No. of countries that have formulated and/or are engaged in policies outlining their accession to the Hague Agreement | n/a (WSO) | 7 ASEAN Member States (WSO) |
| | | % of policy makers, government officials, and IP Practitioners and participants in targeted workshops with enhanced understanding of the Hague System | n/a (WBO) n/a (WJO) n/a (WSO) |
| | No. of contracting parties to the Hague in the Asia pacific Region | 1 in the ASEAN region (WSO) | 7 in the ASEAN region (WSO) |
| | | Japan not party (WJO) | Accession by Japan (WJO) |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | No. of countries that have formulated and/or are engaged in policies outlining their accession to the Madrid Protocol | n/a (WSO) | 6 ASEAN Member States (WSO) |
| | | % of satisfied participants in targeted workshops/seminars held on Madrid related topics | 65% (WBO) 65% (WSO) |
| | No. of Contracting Parties to the Madrid Protocol | 3 (WSO) | 10 (WSO) |
| | No. of new registrations (Madrid System) | Madrid statistics for ASEAN (WSO) 2012/13 | Increased fillings by 5% (WSO) |
| | | Madrid statistics for ASEAN, Japan (WJO) 2012/13 | Increased fillings (WJO) |
| | No. of renewals (Madrid System) | Madrid statistics for ASEAN (WSO) | tbd (WSO) |
| | | Madrid statistics for ASEAN, Japan (WJO) | tbd (WJO) |

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| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|---------------------------|--|
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures | n/a (WBO) | 30 disputes presented by Brazilian users at INPI and 4 disputes non-residents presented at WBO to be processed by WIPO MAC (WBO) |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | % of policy makers, government officials, IP practitioners and participants in targeted workshops with enhanced understanding of CMOs and how to effectively use IP for development | n/a (WBO) | 75% (WBO) |
| | | n/a (WJO) | 75% (WJO) |
| | | 60% (WSO) | > 70% (WSO) |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of users of WIPO's Global Databases: PATENTSCOPE and Global Brand Database | Statistics end 2013 (WBO) | 5% (WBO) |
| | | Statistics end 2013 (WJO) | 5% Increase (WJO) |
| | | tbd (WSO) | 5% increase in ASEAN users (WSO) |
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | Participation of stakeholders in WIPO's platform such as WIPO GREEN and WIPO Re:Search | n/a (WBO) | 30 technologies developed by Brazilian institutions and firms in WIPO GREEN (WBO) |
| | | n/a (WJO) | additional cases to WIPO GREEN or new participation to WIPO Re:Search (WJO) |
| | | tbd (WSO) | 5% increase in ASEAN users (WSO) |
| VIII.1 More effective communication to a broad public about intellectual property and WIPO's role | Increased traffic to the website of WIPO External Offices | tbd (WBO) | Increase traffic by 5% from Brazil (WBO) |
| | | tbd (WJO) | 5% (WJO) |
| | | tbd (WSO) | Increase traffic of 5% from ASEAN region (WSO) |
| | % of stakeholders with a positive recognition of WIPO's mission, activities and organizational image | n/a (WBO) | 75% WBO |
| | | n/a (WJO) | 75% (WJO) |
| | | n/a (WSO) | > 70% of participants in major WIPO events (WSO) |
| VIII.2 Improved service orientation and responsiveness to inquiries | Customer/stakeholder satisfaction rate | n/a (WBO) | tbd (WBO) |
| | | n/a (WJO) | tbd (WJO) |
| | | n/a (WSO) | > 90% of callers are satisfied with the service WSO provides (WSO) |
| | Processing time of information inquiries | n/a (WBO) | Tbd (WBO) |
| | | n/a (WJO) | Tbd (WJO) |
| | | n/a (WSO) | Response prepared within 3 working days in 95% of cases (WSO) |

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|----------------------------|--|
| VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders | Increased, effective engagement of non-governmental stakeholders at WIPO events and vice-versa | tbd | 10% increase in engagement of diverse stakeholders |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | Use of WIPO's contribution in reports, resolutions and documents from targeted processes | 20 out of 24 (end of 2011) | 100% use |
| | % of responses to external requests for contributions from the UN, IGOs etc. submitted on time | tbd (data 2012) | 100% |
| | No. of IP Programs implemented jointly with other UN bodies and other IGOs | 0 (zero) (WSO) | 2 (WSO) |

RESOURCES FOR PROGRAM 20

20.22. The overall increase in resources for the Results under this Program is due to the additional allocation of personnel and non-personnel resources to the new WIPO External Offices. The non-personnel resources increases are primarily reflected under Premises and Maintenance, Communications, Furniture and Equipment, and Supplies and Materials.

20.23. The resource allocation to the individual Results reflects the particular focus of the External Offices on services in support of WIPO's Global IP Services (Result II.1 (Increased use of PCT for filing international applications), II.4 (Wider and better use of the Hague system), II.6 (Wider and better use of the Madrid and Lisbon system) and II.8 (Prevention or resolution of IP disputes through WIPO mediation, arbitration and other alternative dispute resolution methods)), facilitating the use of IP for Development (Result III.2 (Enhanced human resource capacities)), enhancing global IP Infrastructure (Results IV.2 (Enhanced access to, and use of, IP information and knowledge)) and more effective communications to a broad public and stakeholders as well as enhanced responsiveness to enquiries in the respective country and regions (Results VIII.1 (Effective communication to public about IP and WIPO's role) and VIII.2 (Improved service orientation and responsiveness to inquiries)).

Program 20: Resources by Result
(in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|--|----------------------------|-----------------------------------|-------------------------------|
| II.1 Increased use of the PCT route for filing international patent applications | 661 | 1,151 | 1,159 |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | - | - | 486 |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | 738 | 618 | 1,334 |
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | - | - | 122 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 3,053 | 2,660 | 1,647 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 135 | 112 | 774 |
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | - | - | 304 |
| VIII.1 More effective communication to a broad public about intellectual property and WIPO's role | - | - | 848 |
| VIII.2 Improved service orientation and responsiveness to inquiries | - | - | 313 |
| VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders | 1,194 | 1,177 | 1,771 |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 5,132 | 4,631 | 4,578 |
| Total | 10,912 | 10,349 | 13,335 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 20: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 6,735 | 6,494 | 8,180 | 1,686 | 26.0% |
| Temporary Staff | 819 | 656 | 1,029 | 372 | 56.7% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 7,554 | 7,150 | 9,209 | 2,059 | 28.8% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 1,091 | 971 | 966 | (5) | -0.5% |
| Third-party Travel | 251 | 315 | 428 | 113 | 36.0% |
| Course Fellowships | -- | 7 | -- | (7) | -100.0% |
| <i>Sub-total</i> | <i>1,342</i> | <i>1,293</i> | <i>1,394</i> | <i>101</i> | <i>7.8%</i> |
| Contractual Services | | | | | |
| Conferences | 580 | 456 | 327 | (129) | -28.2% |
| Publishing | 30 | 31 | 11 | (20) | -64.5% |
| Individual Contractual Services | 14 | 103 | 529 | 426 | 412.8% |
| Other Contractual Services | -- | 62 | 100 | 38 | 61.3% |
| <i>Sub-total</i> | <i>624</i> | <i>652</i> | <i>967</i> | <i>315</i> | <i>48.4%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 1,067 | 941 | 1,276 | 335 | 35.6% |
| Communication | 136 | 138 | 244 | 106 | 76.8% |
| Representation | 48 | 47 | 20 | (27) | -57.6% |
| Admin & Bank Charges | -- | -- | 52 | 52 | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,250</i> | <i>1,126</i> | <i>1,592</i> | <i>466</i> | <i>41.4%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 53 | 49 | 64 | 15 | 30.8% |
| Supplies & Materials | 89 | 79 | 110 | 31 | 39.2% |
| <i>Sub-total</i> | <i>142</i> | <i>128</i> | <i>174</i> | <i>46</i> | <i>36.0%</i> |
| Total, B | 3,358 | 3,198 | 4,126 | 928 | 29.0% |
| TOTAL | 10,912 | 10,349 | 13,335 | 2,987 | 28.9% |
| POSTS | 15 | 16 | 18 | 2 | 12.5% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

Proposed Program and Budget for 2014/15

Fund-in-Trust Resources Potentially Available for Programming in 2014/15*
(in thousands of Swiss francs)**

| <i>Program</i> | <i>Projected Balance end 2013</i> | <i>Estimated Contributions 2014/15***</i> | <i>Estimated Available for Programming in 2014/15****</i> |
|-------------------|---|---|---|
| Program 20 | 380 | 1,350 | 1,730 |

* For information only. For further details please refer to Annex VIII.

** 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.

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

**** This figure 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.

STRATEGIC GOAL IX

EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

Strategic Goal IX is the second of two enabling goals. It reflects and responds to the needs of the Organization as a whole for an administrative, financial and management support structure focused on enabling program delivery, with efficiency and transparency as guiding principles. This strategic goal also covers the broad institutional reform (the Strategic Realignment Program) that will enable WIPO to provide better, more efficient and cost-effective support and to achieve enhanced performance.

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | Provision of financial and management reports and analysis required by senior management, Program Managers and Member States in accordance with agreed deadlines | Program 22 |
| | Resolution of internal/external queries received in accordance with established timeframes | Program 22 |
| | % of staff satisfied with human resource services | Program 23 |
| | Timely, accurate, and efficient human resources operations services | Program 23 |
| | Completion of New Conference Hall Project in accordance with quality requirements, on time and within budgetary limits | Program 29 |
| | Use of conference hall as preferred location for meetings and events by Member States | Program 29 |
| | Cost savings for goods and services procured by WIPO (derived from RFPs or direct negotiations) | Program 24 |
| | % of internal clients satisfied with procurement services | Program 24 |
| | Processing time of travel related requests (eTA, ER, Visas) | Program 24 |
| | Average ticket cost (TMC and UNDP tickets) | Program 24 |
| | All types of space on the WIPO campus (workplaces, storage and archiving) are effectively managed | Program 24 |
| Buildings in the WIPO campus are renovated/modernized/transformed to remain fit for purpose | Program 24 | |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| | All types of critical technical installations comply with applicable technical standards | Program 24 |
| | ICT Systems are cost-effectively hosted and managed in line with business demands | Program 25 |
| | No. of SLAs for hosted systems and services that are compliant with ICT SLA framework | Program 25 |
| | ICT Service Continuity of critical systems | Program 25 |
| | % end-users and business sectors who are satisfied with ICT services | Program 25 |
| | Comprehensive and integrated communication technologies are easily accessible to staff | Program 25 |
| | % of internal and external participants satisfied with WIPO Conference Services | Program 27 |
| | Effective implementation of WIPO Language Policy | Program 27 |
| | Cost per word of translation | Program 27 |
| | Quality of translation | Program 27 |
| | Reduction in printing costs (per page) | Program 27 |
| | Timely publication of documents for committees and working groups | Program 27 |
| IX.2 A smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | % of queries for legal advice and services which receive prompt, independent and reliable responses from the Office of the Legal Counsel | Program 21 |
| | Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS | Program 22 |
| | Return on invested funds in line with benchmarks established by the Investment Advisory Committee | Program 22 |
| | Payments (including Madrid and Hague fees) made on time | Program 22 |
| | | |

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| | % of staff trained expressing satisfaction with training (induction courses, ERP related training, RBM related training) | Program 22 |
| | % of WIPO respondents who perceive that WIPO is accountable for its results | Program 22 |
| | % of WIPO Programs using performance data for managing Program performance | Program 22 |
| | Recruitment lead time | Program 23 |
| | % of organizational units with existing workforce plans linked to annual workplans | Program 23 |
| | % of newly recruited staff that fits organizational needs | Program 23 |
| | % of staff whose performance is evaluated against their individual objectives and competencies | Program 23 |
| | % of critical individual and collective training needs that have been fulfilled | Program 23 |
| | Average no. of sick leave days per employee (absenteeism) | Program 23 |
| | % of women in professional and higher positions | Program 23 |
| | Geographical diversity - % of Member States represented | Program 23 |
| IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | % of WIPO staff aware of services available from Ombuds-Office and informal conflict resolution mechanism | Program 21 |
| | % of survey respondents being aware of WIPO ethics principles and policies | Program 21 |
| | Financial Regulations and Rules and relevant Office Instructions up to date | Program 22 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | Improved physical access to the WIPO campus | Program 24 |
| | Reduced impact of WIPO buildings on the environment | Program 24 |
| | WIPO premises comply with recommendations in 2009 audit by Institute of Safety and Security (Neuchatel) and UN H-MOSS peripheral security measures | Program 24 |
| | Information security is reinforced to protect against increasing attacks on the Internet | Program 25 |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Responsible Program(s) |
|--|---|------------------------|
| | Status of ISO 27001 Certification and Information Risk management processes | Program 25 |
| | Effectiveness of Information Security controls (internal and external facing) | Program 25 |
| | % of WIPO staff, delegates & visitors reporting a work related injury or incident | Program 28 |
| | % of timely requests for safety & security assistance at conferences or events held in or outside of Geneva | Program 28 |
| | Monitoring of physical accessibility measures ensuring that the new conference hall and related facilities are in full compliance with the applicable standards during construction | Program 29 |
| | Monitoring of environmentally sound measures and energy consumption reduction measures implemented during construction | Program 29 |
| | Completion of UN H-MOSS peripheral security measures for the new conference hall | Program 29 |
| IX.8 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | No. interference and perceived independence by key stakeholders | Program 26 |
| | EFFECTIVENESS % of work of IAOD which covers high risk/high relevance areas | Program 26 |
| | EFFICIENCY: (a) Timely and qualitative completion of oversight reports; (b) Number of audits & evaluations completed as per oversight workplan; (c) Number of complaints/reports of possible misconduct handled | Program 26 |
| | RELEVANCE, ADDED VALUE & STEWARDSHIP - Tangible cost savings or improvements made in business processes and systems | Program 26 |
| | ORGANIZATIONAL LEARNING - Uptake of Lessons and Recommendations from Oversight Processes | Program 26 |

PROGRAM 21 EXECUTIVE MANAGEMENT

PLANNING CONTEXT

21.1. WIPO's Executive Management Program provides the strategic direction for the Organization, enabling it to progress towards realizing its Strategic Goals. The Program is also responsible for leading the change required to ensure that WIPO efficiently and effectively delivers its mandate in a rapidly changing external environment.

21.2. The Strategic Realignment Program (SRP) will conclude in 2013. It will be important for the Program, in the coming biennium, to engage with units across the Organization to ensure that the benefits and improvements realized from the implementation of the SRP are sustained and built upon through continuous improvement and a high level of staff engagement. The core values of the Organization will continue to guide management and staff in their work. The implementation of the ERP portfolio of projects, a core initiative of the SRP, will continue to be a priority in the biennium.

21.3. The external environment in which WIPO operates continues to be demanding and pose challenges for the achievement of organizational objectives. The world economy remains fragile. At the same time, intense economic competition has underlined the importance of IP and innovation for economic success and national development. The anticipated maturing of several issues on WIPO's normative agenda in the coming biennium underlines the enduring focus on IP as does the strong demand from Member States for WIPO's support and assistance. An equitable and effective response to these requests needs to be forthcoming while at the same time ensuring that the income-generating services of the Organization are adequately resourced, reformed and remain competitive.

IMPLEMENTATION STRATEGIES

21.4. The enduring focus on IP and the balancing of interests in the current context will require the Program to place considerable emphasis on leading efforts to strengthen trusted and transparent communication with Member States and stakeholders, so as to assist the achievement of consensus around progressing the Strategic Goals.

21.5. The Program will champion and support the implementation of strategies and initiatives that aim at building a delivery-oriented and integrated administration, strengthening management accountability, enhancing ethical conduct and governance responsibility, improving performance in line with WIPO's Results-based Management (RBM) framework and the MTSP and mainstreaming of the DA. Work within the Program will aim to achieve a productive work environment, which reflects organizational values, and is supported by a fair and equitable rules framework, respectful workplace policies and effective channels to address staff concerns.

21.6. The following strategies will be pursued in 2014/15:

(i) *Strengthening communication with Member States:* Continued regular and quality communication, consultation and dialogue with Member States will ensure the dissemination of information at all levels, and further enhance transparency with respect to program activities.

(ii) *Improving internal coherence and efficiency:* This will continue to be strengthened through SMT-level coordination processes, management reporting processes and through follow-up to completed SRP initiatives.

(iii) *Providing prompt independent and reliable legal services* in harmony with statutory requirements and applicable law to facilitate the orderly conduct of business by the Secretariat and the constituent organs of the Organization. Continued development and maintenance of the WIPO Lex database, which is a collection of IP laws and treaties, based on an informed understanding of demand and use.

(iv) *Building WIPO's contribution to the Chief Executives Board (CEB):* WIPO will continue to enhance its participation as an active player within the UN system, including through its contributions at the CEB, and its High Level Committee on Management (HLCM) and High

Level Committee on Programmes (HLCP). Through its active participation and leadership roles in these bodies, WIPO will continue to strengthen UN-wide initiatives that have relevance for the promotion of innovation and creativity and highlight its good management practices.

(v) *Establishing a comprehensive ethics and integrity system:* In furtherance of the Organization’s commitment to establishing a comprehensive ethics and integrity system at WIPO, the Ethics Office will build on the foundational work of the previous biennium (including the Code of Ethics, anti-retaliation policy and staff training) to mainstream the system at WIPO through norm-setting, provision of clear and authoritative advice to management and staff of all levels and awareness-raising and promotional activities.

(vi) *Enhancing the functioning of the WIPO Assemblies:* Streamlined internal coordination and planning will contribute to thorough, timely preparation of the Assemblies, and so facilitate the work of Member States in WIPO’s most important governing body.

(vii) *Improving the handling of grievances and conflict:* The organization will continue to encourage recourse to informal mechanisms, whenever possible, to work towards the transformation of conflict into positive outcomes. To this end, the organization will continue to further develop and strengthen its workplace policies, mechanisms and procedures thereby providing staff with a variety of entry points for formal and informal conflict resolution.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| <p>WIPO has made significant investments in and realized rapid progress and gains through the Strategic Realignment Program, which concluded in early 2013. If there is not a sustained focus on improvement by the senior management, staff and Member States, the Organization risks the gains made by the SRP being diminished. Initiatives which include new processes (e.g. business continuity management and risk management) are at particular risk.</p> <p>WIPO’s effective engagement with Member States is of paramount importance to achieve timely results. At risk is reduced progress in WIPO’s inter-governmental processes, including in normative discussions and increased cost or extended schedules for implementing approved Programs. As the international rule-making body for IP, such a situation would negatively impact WIPO’s credibility.</p> | <p>From the outset, the governance structure of the SRP included SMT oversight and regular IAOC reporting which has helped entrench responsibility for the mainstreaming of the SRP.</p> <p>As the Organization enters the post-SRP period, continued strong focus from Senior Management will ensure that the Core Values and the outcomes of each initiative are maintained and built on for the benefit of WIPO and its stakeholders.</p> <p>Continued close, trusted and transparent coordination between the Secretariat and Member States.</p> |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|-----------|---------|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | Increase in the no. of WIPO Lex users | 1,123,930 | 20% |
| VIII.3 Effective engagement with Member States | % of Committee Meetings for which pre-Committee information meetings for Member States are held | 80% | 90% |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|--|
| | % of letters to the DG from Member States are responded to within 2 weeks | 80% | 80% |
| | % of adherence and other WIPO Treaty-related actions by Member States processed in a timely manner | 95% processed within three days (end of 2012) | 90 % processed within three days |
| | Member States satisfaction levels with the preparation and functioning of the Assemblies | 88% satisfied with arrangements | 85% satisfied with arrangements |
| | Timeliness of publication of Assemblies documents | 100% relevant documents published two months before the Assemblies | 100% relevant documents published two months before the Assemblies |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | New joint initiatives with other UN agencies | Two | Two |
| | % of queries for legal advice and services which receive prompt, independent and reliable responses from the Office of the Legal Counsel | 100% | 95% |
| IX.2 A smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | % of queries for legal advice and services which receive prompt, independent and reliable responses from the Office of the Legal Counsel | 100% | 90% |
| IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | % of WIPO staff aware of services available from Ombuds-Office and informal conflict resolution mechanism | 2011 Staff Feedback Survey: 44% of staff familiar with Ombuds-function, 49% somewhat familiar | Increase of staff awareness to 60% |
| | % of survey respondents being aware of WIPO ethics principles and policies | 70% | 75% |

RESOURCES FOR PROGRAM 21

21.7. The resources allocated to Result IV.2 (Enhanced access to, and use of, IP information and knowledge) relate to the continued development and maintenance of the WIPO Lex database, and are maintained overall at a similar level in 2014/15 as in the 2012/13 Budget after transfers.

21.8. The increase in resources allocated to Result VIII.3 (Effective engagement with Member States) and Result VIII. 5 (Effective interaction and partnering with UN and IGOs) primarily reflects the focus on these results through the higher allocation of personnel resources.

21.9. The decrease in the resources allocated to Result IX.2 (Agile and smooth functioning Secretariat) is primarily the result of the expected completion of the Strategic Realignment Program in the current biennium, and is reflected in the reduction of Other Contractual Services by 1.2 million Swiss francs.

Program 21: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|---|------------------------------------|---|--|
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 2,244 | 2,083 | 1,939 |
| VIII.3 | Effective engagement with Member States | 5,311 | 4,400 | 6,747 |
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 100 | 90 | 266 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 10,255 | 10,777 | 8,946 |
| IX.3 | An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | 1,038 | 988 | 1,048 |
| Total | | 18,948 | 18,338 | 18,945 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 21: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 14,218 | 12,636 | 14,228 | 1,592 | 12.6% |
| Temporary Staff | 2,103 | 2,107 | 2,571 | 464 | 22.0% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 16,320 | 14,743 | 16,799 | 2,056 | 13.9% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | 100 | 100 | 144 | 44 | 44.0% |
| WIPO Fellow ships | 120 | -- | -- | -- | n/a |
| <i>Sub-total</i> | 220 | 100 | 144 | 44 | 44.0% |
| Travel and Fellowships | | | | | |
| Staff Missions | 705 | 760 | 674 | (86) | -11.3% |
| Third-party Travel | -- | 12 | -- | (12) | -100.0% |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 705 | 772 | 674 | (98) | -12.7% |
| Contractual Services | | | | | |
| Conferences | 132 | 110 | 178 | 67 | 60.8% |
| Publishing | 10 | 7 | -- | (7) | -100.0% |
| Individual Contractual Services | 670 | 610 | 510 | (100) | -16.4% |
| Other Contractual Services | 58 | 1,280 | 41 | (1,239) | -96.8% |
| <i>Sub-total</i> | 870 | 2,007 | 728 | (1,279) | -63.7% |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | 2 | 4 | 2 | 90.5% |
| Communication | 28 | 25 | -- | (25) | -100.0% |
| Representation | 658 | 545 | 459 | (86) | -15.8% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | 100 | 90 | 90 | -- | 0.0% |
| <i>Sub-total</i> | 786 | 662 | 553 | (109) | -16.5% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 24 | 15 | -- | (15) | -100.0% |
| Supplies & Materials | 23 | 39 | 47 | 8 | 21.4% |
| <i>Sub-total</i> | 47 | 54 | 47 | (7) | -12.4% |
| Total, B | 2,628 | 3,595 | 2,146 | (1,449) | -40.3% |
| TOTAL | 18,948 | 18,338 | 18,945 | 608 | 3.3% |
| POSTS | 35 | 34 | 33 | (1) | -2.9% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

Proposed Program and Budget for 2014/15

Fund-in-Trust Resources Potentially Available for Programming in 2014/15*
(in thousands of Swiss francs)**

| <i>Program</i> | <i>Projected Balance end 2013</i> | <i>Estimated Contributions 2014/15***</i> | <i>Estimated Available for Programming in 2014/15****</i> |
|-------------------|---|---|---|
| Program 21 | 1,141 | - | 1,141 |

* For information only. For further details please refer to Annex VIII.

** 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.

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

**** This figure 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.

PROGRAM 22 PROGRAM AND RESOURCE MANAGEMENT

PLANNING CONTEXT

22.1. The cautious optimism of the global economy, the modest increase in income growth, the increase in staff costs and the increasing demand for WIPO's services continue to set the context for this Program in the 2014/15 biennium. The current biennium has seen the positive impact of the implementation of the Strategic Realignment Program (SRP) in strengthening: (a) the results-based approach to the management of the Organization's activities; (b) the management of financial resources; and, (c) internal controls.

22.2. The refinement of Results-Based Management (RBM) has improved the annual workplans for the 2012/13 biennium. The results-based planning approach adopted for the Program and Budget 2014/15 as well as risk management at the organisational level have resulted in a biennial plan which focuses sharply on results and on improving program delivery and performance through an improved and consolidated results framework and performance indicators that clearly demonstrate the contribution of Programs to the organizational results. As a consequence of the progress made on results based management across the Organization, this Program is now better placed to take a more comprehensive Organizational performance management approach that encompasses business, operational and financial management principles

IMPLEMENTATION STRATEGIES

22.3. One of the main areas of focus during the 2014/15 biennium will be to ensure that the implementation monitoring and assessment processes are strengthened to provide enhanced visibility of on-going implementation trends. This will enable the Program to engage with Program Managers to further improve Program delivery. The deployment of the main functionalities of the ERP system and the full integration of WIPO's financial, human resources and RBM systems will ensure that coherent and mutually supportive systems are developed to integrate programmatic and financial planning, monitoring and reporting.

22.4. Additional priorities will include continuous improvement of both the processes which forecast and manage WIPO's income as well as those which track expenditure building on progress made in the 2012/13 biennium. This is expected to further strengthen the institutionalization of a responsible spending culture and controls in those areas where opportunities for improvements have been identified. The implementation of the ERP and enhanced reporting capabilities present a major opportunity to use analytics and business intelligence to inform Program and resource management decisions. Enhanced reporting will also enable the Program to assess and further strengthen controls where necessary

22.5. The Program will, in the next biennium, actively support Program managers in analyzing their business operations and delivery models to identify opportunities to continuously improve performance and cost-effectiveness.

22.6. Efforts will continue to improve financial management and controls building upon the results of the initiatives for strengthened management of financial resources, strengthened internal control system and risk management put in place under the Strategic Realignment Program in 2012/13. Continuous dialog with the Audit and Oversight bodies and a systematic follow-up on outstanding recommendations will remain key strategies in this respect.

22.7. A prudent financial management approach will continue in the biennium 2014/15. It therefore remains critical for WIPO to closely monitor income and expenditure through the internally established Crisis Management Group and the Financial Observatory reporting mechanism to Member States.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| A continuing global economic and financial crisis may result in income levels being significantly lower than planned. This combined with an inability to react promptly in order to reduce expenditure to an appropriate level would potentially create a deficit and have detrimental impact on Program delivery. | <p>The Organization maintains the amount of reserves at the appropriate level (around 18% of the biennial budget) to be in a position to face a potential decrease in income.</p> <p>The Secretariat monitors expenditure closely through a strengthened income and expenditure monitoring process and by means of the Crisis Management Group.</p> |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|--|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | Provision of financial and management reports and analysis required by senior management, Program Managers and Member States in accordance with agreed deadlines | <p>Monthly closure to be completed 10 working days after month end (except January where monthly close is determined by progress of annual close)</p> <p>Static online reports available overnight; quarterly Observatory reports within 2 weeks of closure; monthly standard reports within 1 week of closure</p> | <p>Same as baselines</p> <p>Parameterized interactive online reports available as result of ERP/BI work in the course of 14/15; quarterly Observatory reports within 2 weeks of closure; monthly standard reports within 1 week of closure</p> |
| | Resolution of internal/external queries received in accordance with established timeframes | 75% of tickets to be closed (resolved) within 3 days of receipt | Same as baselines |
| | | Provide advice and/or respond to budgetary files and queries within 72 hours | Provide advice and/or respond to budgetary files and queries within 48 hours |
| IX.2 A smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS | Clean audit report received for 2012 and 2013 and answers provided to all audit recommendations | Clean audit report for both years of the biennium |
| | Return on invested funds in line with benchmarks established by the Investment Advisory Committee (IAC) | Return on invested funds in line with the benchmark established by the IAC in 2012/13 | Return on invested funds in line with the benchmark established by IAC in 2014/15 |
| | Payments (including Madrid and Hague fees) made on time | 90% of payments made within seven days of payment terms or receipt date (in case of late receipting) for those without other workflow issues (e.g. PO not dispatched, etc...) | 90% of payments to be made within two-three days of receipt of invoice |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| | % of staff trained expressing satisfaction with training (induction courses, ERP related training, RBM related training) | tbd | 85% |
| | % of WIPO respondents who perceive that WIPO is accountable for its results | 75% | 80% |
| | % of WIPO Programs using performance data for managing Program performance | 50 | 70 |
| IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | Financial Regulations and Rules and relevant Office Instructions (OIs) up to date | OIs issued in 2012 and 2013. FRR amended in 2012 as deemed necessary | Review and revision of regulatory framework if/as appropriate |

RESOURCES FOR PROGRAM 22

22.8. The resources allocated to Result IX.1 (Effective, efficient, quality and customer-oriented support services) primarily reflect the allocation of personnel and non-personnel resources to the Program, under Other Contractual Services and Supplies and Materials. This is in line with the strategy to strengthen organizational capabilities to successfully deliver the ERP portfolio of projects.

22.9. The resources allocated to Result IX.2 (Agile and smooth functioning Secretariat) reflect the reduction in cost due to (i) the envisaged completion of DA project “Enhancement of WIPO’s Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities” in 2013; and (ii) the related lower cost of Individual Contractual Services due to the mainstreaming of RBM. The net reduction also reflects the reallocation of costs to the three new Expected Results of the Program, and encompasses a significant increase in Admin and Bank Charges, amounting to 240 thousand Swiss francs, which is due to a new practice requiring the Organization to pay for services previously provided free of charge.

22.10. The resources allocated to Result IX. 3 (Enabling working environment and effective regulatory framework) primarily reflect the allocated costs of personnel for the review and maintenance of the Organization’s financial regulatory framework, together with a small element of non-personnel costs related to WIPO’s contribution to jointly financed UN activities.

22.11. The resources allocated to Result IX.8 (Improved accountability, internal control and corporate governance) represent the proposed budget allocated to the Independent Advisory Oversight Committee (IAOC) of 391 thousand Swiss francs for the biennium, and the estimated costs of the external audit (auditor’s fees and allocated personnel resource costs). Cost efficiencies in travel are reflected in the reduction in the Third-party Travel category, which have contributed to a reduction in the level of resources allocated to the IAOC in the next biennium.

Program 22: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|------------------------------------|---|--|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | - | - | 8,212 |
| IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 18,901 | 19,074 | 16,372 |
| IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | - | - | 1,923 |
| IX.8 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | - | - | 1,524 |
| Total | 18,901 | 19,074 | 28,032 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 22: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 14,393 | 14,570 | 19,494 | 4,923 | 33.8% |
| Temporary Staff | 2,367 | 2,208 | 3,078 | 870 | 39.4% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 16,760 | 16,778 | 22,572 | 5,794 | 34.5% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 96 | 116 | 86 | (30) | -26.2% |
| Third-party Travel | 474 | 596 | 351 | (245) | -41.1% |
| Course Fellow ships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 570 | 712 | 437 | (275) | -38.7% |
| Contractual Services | | | | | |
| Conferences | 26 | 366 | 356 | (10) | -2.7% |
| Publishing | 4 | 2 | -- | (2) | -100.0% |
| Individual Contractual Services | 876 | 494 | 267 | (226) | -45.8% |
| Other Contractual Services | -- | 98 | 2,062 | 1,964 | 2004.1% |
| <i>Sub-total</i> | 906 | 959 | 2,685 | 1,726 | 180.0% |
| Operating Expenses | | | | | |
| Premises & Maintenance | 12 | 9 | 13 | 4 | 46.1% |
| Communication | 42 | 19 | -- | (19) | -100.0% |
| Representation | 10 | 9 | 9 | -- | 0.0% |
| Admin & Bank Charges | 508 | 520 | 760 | 240 | 46.2% |
| UN Joint Services | 40 | 39 | 34 | (5) | -11.7% |
| <i>Sub-total</i> | 612 | 595 | 816 | 221 | 37.1% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 35 | 21 | 20 | (1) | -3.6% |
| Supplies & Materials | 18 | 9 | 1,502 | 1,493 | 16474.0% |
| <i>Sub-total</i> | 53 | 30 | 1,522 | 1,492 | 5005.3% |
| Total, B | 2,141 | 2,296 | 5,460 | 3,164 | 137.8% |
| TOTAL | 18,901 | 19,074 | 28,032 | 8,958 | 47.0% |
| POSTS | 44 | 45 | 53 | 8 | 17.8% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 23 HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

PLANNING CONTEXT

23.1. In order to achieve its substantive goals, WIPO must have an efficient Secretariat with a well managed and appropriately skilled work force to deliver results in a sustainable manner. In this context, several challenges will need to be addressed, in particular the gap between the current staff competencies and skills and the competencies required to meet the Organization's future needs. The Human Resource Strategy addresses these challenges, notably the skills alignment , gender balance at all levels, geographical diversity, recruitment lead time, clear policies aligned with the business needs and best practice in the UN Common System and above all reinforcement of client-orientation of human resource services. A further important focus area will be communication, including effective and timely consultation with staff, staff representatives, WIPO managers and Member States.

23.2. The mainstreaming of the Organizational Design SRP initiative, in line with the Organization's performance management framework and approaches, will promote greater accountability for the Organization's human capital, contribute to the delivery of better results through more focused planning of human resource needs to facilitate cross-sector synergies and reduce overlaps.

23.3. The implementation of the ERP Human Resource stream will be a priority in 2014/15, in order to support efficient and effective human resources processes and services and improve the human resource related reporting capabilities both internally to management as well as externally to governing bodies and stakeholders.

IMPLEMENTATION STRATEGIES

23.4. A priority in the next biennium will be the development of workforce plans for all organizational units, and the monitoring of their implementation through strengthened partnership with managers. This will include further improving gender balance and geographical diversity, including decreasing the number of currently unrepresented Member States.

23.5. As the Organization becomes increasingly effective in identifying and planning the organizational structures and human resources required to meet its needs, a noticeable impact is expected through the ability to prioritize recruitment services to better guide staff development objectives. Recruitment will thus become more focused on addressing the organizational skill gaps.

23.6. The ERP project will include the deployment and integration of a new integrated recruitment system as well as a self-service functionality for staff and managers increasing efficiency and service levels as a result.

23.7. Human resource operations will also be streamlined through the ERP system. The core HR and Payroll modules will be deployed in October 2013. Staff training on the new system and tools will continue throughout the next biennium as new functions and capabilities are deployed through successive phases of the ERP project. This is expected to result in more efficient, effective and better quality customer-oriented services.

23.8. Following an internal review conducted in 2013, the provision of medical services will be re-oriented to focus on occupational health, including the creation, in collaboration with stakeholders, of a peer committee dealing with health and safety of staff. Addressing absenteeism will also be a priority in the next biennium.

23.9. Staff insurance policies (medical insurance, accident insurances, and life insurance) are subject to renewal in 2014. Through a competitive bidding process, one or several service providers will be selected and the new or renewed policies will take effect in January 2015.

23.10. Staff development will focus on the critical collective and individual training needs to ensure that individual staff objectives and organizational expected results can be achieved. Emphasis will be given to management training to strengthen the management capacity of the Organization. This will

cover core management techniques (e.g. “Managing People”, “Managing Projects”) as well as communication including conflict management and time management.

23.11. The Performance Management and Staff Development System (PMSDS) underwent a refinement in 2013. Focus in the next biennium will be on further integrating PMSDS into WIPO’s human resource processes and systems. Additional guidance will also be provided to staff and managers to ensure that individual staff performance is managed consistently throughout the Organization.

23.12. Following the first comprehensive overhaul of the Staff Regulations and Rules (SRR) in more than 20 years in 2012, further adjustments will continue to be made to the SRR, as necessary, to ensure a clear, modern and up-to-date regulatory framework, in line with best practices in the UN common system.

23.13. Following anticipated approval in October 2013 by the Coordination Committee of revisions to the SRR in relation to the internal justice system, a new policy framework will be designed and implemented, structural changes undertaken and electronic systems developed in support of implementation. The proposed revisions place emphasis on simplified internal justice procedures and on strengthening informal mechanisms of conflict resolution such as mediation.

23.14. The biennium 2012/13 saw the implementation of the revised contractual framework for staff members. In the next biennium, emphasis will be placed on the development and implementation of policies for non-staff contracts taking duly into account DA Recommendation 6.

23.15. A review of the regulatory framework in the form of Office Instructions was conducted in 2012 resulting in more accessible and consistent human resource related information and guidelines to staff and managers. This initiative will be further pursued during the next biennium to improve consistency and accessibility of all types of human resource related information.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| <p>Rapidly evolving external business environment requiring new processes, skills and IT solutions, may lead to misalignment of workforce in critical WIPO business areas. This could lead to high costs for additional short term staff, process inefficiencies, backlogs in critical business areas, and a diminished WIPO reputation.</p> | <p>Gradual development of a more responsive and flexible workforce with a structure able to respond to fluctuations in demand; Detailed analysis and needs assessment in terms of skills and workforce strength, followed by implementation plans including reallocation of staff, adequate staff training, recruitment of critical skills and outsourcing.</p> |
| <p>New functionalities from the ERP implementation may lead to a disruption of services as staff learn new procedures. The implementation may not incorporate enough business process review and re-engineering, and primarily be a system application replacement project.</p> | <p>Careful HR staff and end user training, regular communication plans, close monitoring of ERP project team progress, and early warning of problem areas to be managed. Continuous improvement of business processes as part of the configuration and development of the technical solution.</p> |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|--|--|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | % of staff satisfied with human resource services | Highly satisfied: 31.2% Satisfied: 48.8% Dissatisfied: 17.1% Highly dissatisfied: 2.9% | 85 % highly satisfied or satisfied |
| | Timely, accurate, and efficient human resources operations services | Seven working days | Five working days |
| IX.2 A smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | Recruitment lead time | 21 weeks | 19 weeks |
| | % of organizational units with existing workforce plans linked to annual workplans | tbd | 70% |
| | % of newly recruited staff that fits organizational needs | tbd | 80% satisfactory performance after probation |
| | % of staff whose performance is evaluated against their individual objectives and competencies | 81% (2012) | 90% |
| | % of critical individual and collective training needs that have been fulfilled | no assessment available (will be available end 2013) | Critical individual training needs: 80 % fulfilled Critical collective training needs: 80 % of the needs are addressed through a training program |
| | Average no. of sick leave days per employee (absenteeism) | 9.07 (Dec 2012) | 9 |
| | % of women in professional and higher positions | P4 – 44.1% P5 – 31.8% D1 – 26.2% D2 – 23.1% (Dec 2012) | P4 – 46% P5 – 35% D1 – 30% D2 – 30% |
| Geographical diversity - % of staff per region | Africa 11.0% Asia & the Pacific 13.7% Eastern & Central Europe & Central Asia 6.2% Latin America & the Caribbean 8.6% Middle East 1.2% North America 8.0% Western Europe 51.2% | tbd | |

RESOURCES FOR PROGRAM 23

23.16. The increase of 2.2 million Swiss francs, is partly due (i) to the allocation of incremental personnel resources to cater for the increased costs of WIPO's agreement with UNOG for the provision of medical services; (ii) to the enhanced support of gender balance and geographical diversity in the Organization; and (iii) to the re-assignment of personnel resources devoted to the implementation of ERP related activities from the Result IX.3 related to "Well managed, diversified, motivated and appropriately skilled professional workforce" in 2012/13, to Result IX.1 (Effective, efficient, quality and customer-oriented support services) in 2014/15.

23.17. The resources allocated to Result IX.2 (Agile and smooth functioning Secretariat) show a decrease of 0.5 million Swiss francs. This is the consequence of the combination of (i) a decrease in results compared to the Budget after transfers, due to the re-assignment of personnel resources as mentioned above, and (ii) an increase of 0.5 million Swiss francs in the resources allocated to training activities, which is reflected in the increase under Other Contractual Services.

Program 23: Resources by Result
(in thousands of Swiss francs)

| Expected Result No. and Description | | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|-------------------------------------|---|-------------------------|--------------------------------|-------------------------|
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 8,790 | 10,109 | 12,276 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 12,703 | 11,798 | 11,285 |
| Total | | 21,493 | 21,907 | 23,561 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 23: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 11,975 | 12,675 | 13,833 | 1,158 | 9.1% |
| Temporary Staff | 1,506 | 1,911 | 2,065 | 154 | 8.1% |
| Other Staff Costs | 2,350 | 2,350 | 2,350 | -- | 0.0% |
| Total, A | 15,832 | 16,937 | 18,248 | 1,312 | 7.7% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | 1,000 | 547 | 500 | (47) | -8.6% |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,000</i> | <i>547</i> | <i>500</i> | <i>(47)</i> | <i>-8.6%</i> |
| Travel and Fellowships | | | | | |
| Staff Missions | 213 | 170 | 187 | 17 | 10.0% |
| Third-party Travel | 305 | 146 | 71 | (75) | -51.5% |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>518</i> | <i>316</i> | <i>258</i> | <i>(58)</i> | <i>-18.4%</i> |
| Contractual Services | | | | | |
| Conferences | 29 | 13 | 9 | (4) | -29.5% |
| Publishing | 15 | 14 | -- | (14) | -100.0% |
| Individual Contractual Services | 600 | 409 | 387 | (22) | -5.4% |
| Other Contractual Services | 2,222 | 2,334 | 2,802 | 468 | 20.1% |
| <i>Sub-total</i> | <i>2,866</i> | <i>2,769</i> | <i>3,198</i> | <i>429</i> | <i>15.5%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 50 | 37 | -- | (37) | -100.0% |
| Communication | 50 | 37 | -- | (37) | -100.0% |
| Representation | 5 | 5 | -- | (5) | -100.0% |
| Admin & Bank Charges | -- | -- | 32 | 32 | n/a |
| UN Joint Services | 1,057 | 1,173 | 1,317 | 144 | 12.3% |
| <i>Sub-total</i> | <i>1,162</i> | <i>1,251</i> | <i>1,349</i> | <i>98</i> | <i>7.8%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 40 | 28 | -- | (28) | -100.0% |
| Supplies & Materials | 75 | 60 | 8 | (52) | -86.6% |
| <i>Sub-total</i> | <i>115</i> | <i>88</i> | <i>8</i> | <i>(80)</i> | <i>-90.9%</i> |
| Total, B | 5,661 | 4,971 | 5,313 | 342 | 6.9% |
| TOTAL | 21,493 | 21,907 | 23,561 | 1,654 | 7.5% |
| POSTS | 36 | 38 | 38 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 24 GENERAL SUPPORT SERVICES

PLANNING CONTEXT

24.1. Procured goods and services, as well as travel, continue to constitute one of WIPO's most important non-personnel related cost and is therefore an area with potentially high efficiency and cost gains for the Organization. Procurement and travel services will therefore focus on driving value through strategic sourcing and enhancing the efficiency of its activities while ensuring a continuous high quality and customer-oriented support to users across the Organization.

24.2. A main challenge in relation to the management of premises consists of, firstly, ensuring an optimal use of workplaces and other spaces in existing premises in order to accommodate the need for additional office space without requiring rental of additional premises, and, secondly, implementing a systematic review of the usage of existing premises (not only office spaces) with a view to converting some of them into spaces better corresponding to the Organization's needs.

24.3. Work initiated in 2012/13 to ensure compliance of all technical installations with applicable standards will continue into the next biennium. This will entail verification and potential upgrading/replacement of critical installations.

24.4. Several of the WIPO buildings are in need of major renovation, transformation and/or modernization. These are major undertakings. The most significant ones will also bring a reduction of energy consumption and carbon footprint of the premises while others will have the added benefit of improving the physical accessibility to the premises. They will therefore be implemented using a gradual, and in some cases, a phased approach based on established priorities, as reflected in the WIPO Capital Master Plan.

24.5. Initiated in 2009 under a project approach which was then integrated into the SRP, both the environmental responsibility and the social responsibility (physical accessibility to the premises) will remain amongst WIPO's core values to be mainstreamed, in particular in this Program.

IMPLEMENTATION STRATEGIES

24.6. In order to continue optimizing the cost of WIPO procured goods and services, focus in the biennium will be on further enhancing the competitive tendering process and exploring cost reduction strategies, including through leveraging expenditure across the Organization and enhanced collaboration with other UN system organizations. Building on work initiated in the 2012/13 biennium, the implementation of facilitating tools, such as a vendor contract database, will be further explored and better procurement planning promoted. In parallel, measures to enhance the efficiency of procurement and travel processes will be pursued. This will include the streamlining of travel processes by shortening booking lead time, thus placing WIPO in a position to benefit from better market fares, and reducing expenditure with the WIPO travel agency. Further cost efficiencies on air fares and travel agency transaction fees are expected following the introduction of an Online Booking Tool for air tickets. In addition, the procure-to-pay tool will also be adapted to reduce costs by eliminating unnecessary administration of low-value purchases.

24.7. Regarding the management of premises, an optimal allocation of workspace to host all WIPO staff and a review of the optimal usage, conversion or upgrading of certain spaces other than workspaces, will be made easier and simpler through the establishment and administration of a formal space management system. To ensure a continuous and uniform upgrading of technical facilities in WIPO premises, an overall plan for renovation and enhancement of technical installations throughout the WIPO Campus will be established based on a set of technical standards. Critical installations will be prioritized through this process. The options for the renovation and/or enhancement of technical installations will be, *inter alia*, based on their ability to reduce environmental impact and improve physical accessibility to persons with disabilities. For example, as a result of the adoption of a number of environmental friendly measures, a 4 and 10 per cent reduction in electricity and water consumption respectively is expected by end of biennium. Major renovations, transformations and/or modernization of premises, will be implemented and managed in accordance with the priorities reflected in the Capital Master Plan. In the biennium these will include: major repairs to the PCT Building and to the

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AB Building. Regarding the implementation of physical accessibility improvement measures in selected WIPO buildings, progress will be made in the biennium in accordance with the five-year plan established in 2013 following the 2012 Physical Accessibility Audit, noting that some of the measures will be integrated in the Capital Master Plan.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Failure of key suppliers triggers a disruption to the service provided to our external customers | PTD and WIPO Programs should develop a contingency plan for contracts that are considered to be of high risk and vital for a continued operation |
| External event or incident prevents occupation of one or more buildings for a prolonged period, potentially causing disruption to external services and leading to wasted resources affecting negatively Program delivery | Develop renovation and major maintenance plan of all premises and continue to undertake – or reinforce as needed – regular maintenance of all key technical installations. Regularly review and update the business continuity plan and activate as necessary. Identify back-up office options |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|---|--|---|
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | HLCM and Subsidiary Networks Closed Recommendations | Percentage of closed recommendations on January 1, 2013 | Percentage of closed recommendations on December 31, 2013 |
| | % of locally sourced good and services compared to total amount procured for development activity | 2013 result | 2013 + 5% |
| | % of spend subject to UN leverage (either common tender or piggy backing) | 2013 result | tbd |
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | Cost savings for goods and services procured by WIPO (derived from RFPs or direct negotiations) | 2013 result | 2013 + 5% |
| | % of internal clients satisfied with procurement services | 2012 result | 2012 + 5% |
| | Processing time of travel related requests (eTA, ER, Visas) | Processing time of travel related requests: eTA = 1day ER = 2 hours Visa for 3rd party = 2 days (baseline 2013) | eTA = 1/2 day ER = 1 hour Visas = 2 days |
| | Average ticket cost (TMC and UNDP tickets) | cost (baseline 2013) | Reduced average ticket cost |

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| | All types of space on the WIPO campus (workplaces, storage and archiving) are effectively managed | Maintain number of workplaces throughout buildings in order to accommodate service expansion and changes in WIPO activities (number of employees at end 2013); maximum of 80 rented workplaces (end 2013); 6 off-site storage/archiving areas (end 2013) | Maximum of 80 rented workplaces (out of a total of 1,582 workplaces); 6 storage/archiving areas |
| | Buildings in the WIPO campus are renovated/modernized/transformed to remain fit for purpose | 6-year plan for first phase of implementation of required major renovation, transformation and/or modernization of premises on WIPO campus | Implementation of major renovation, transformation and/or modernization projects according to 6-year plan |
| | All types of critical technical installations comply with applicable technical standards | Compliance of technical installations with applicable standards and definition of critical installations | Verification and/or improve/replace (if required) of critical technical installations as necessary |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | Improved physical access to the WIPO campus | 5-year plan for implementation of recommendations in 2012 Physical Accessibility Audit (plan established at end 2013) | Implementation of audit recommendations according to 5-year plan |
| | Reduced impact of WIPO buildings on the environment | Annual electricity and water consumption (at end 2013) | 4% reduction in electricity consumption and 10% reduction in water consumption by end-2015 |
| | WIPO premises comply with recommendations in 2009 audit by Institute of Safety and Security (Neuchatel) and UN H-MOSS peripheral security measures | 6-year plan for implementation of recommendations in 2009 audit by Institute of Safety and Security (Neuchatel) | Implementation of audit recommendations according to 6-year plan phasing and peripheral security measures by end-2015 |

RESOURCES FOR PROGRAM 24

24.8. Resources allocated to Result VIII.5 (Effective interaction and partnering with UN and IGOs) reflect increased focus on collaboration with other UN system organizations and support for the WIPO Development Agenda in various countries of the world by procuring necessary goods and services, as much as possible locally or regionally. The increase is primarily the result of a higher share of personnel resources allocated to the achievement of this result.

24.9. Resources allocated to Result IX.1 (Effective, efficient, quality and customer-oriented support services) have increased primarily as a result of the transfer of provisions for the payment of interest on the loan for the financing of the construction of the New Building. These costs were previously budgeted under Program 29, and reflected in the increase in the Premises and Maintenance category.

24.10. Resources allocated to result IX.4 (An environmentally and socially responsible organization, where individuals, information and assets are safe and secure) are proposed to increase in order to address the implementation of physical accessibility improvement measures in selected WIPO

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buildings, following the 2012 Physical Accessibility Audit. The increase is primarily the result of a higher share of personnel resources allocated to the achievement of this result.

Program 24: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|-------------------------------------|---|-------------------------|--------------------------------|-------------------------|
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 190 | 179 | 1,105 |
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 44,949 | 38,640 | 44,878 |
| IX.4 | An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 1,132 | 1,181 | 1,417 |
| Total | | 46,271 | 40,000 | 47,400 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 24: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 15,724 | 16,396 | 17,998 | 1,601 | 9.8% |
| Temporary Staff | 1,627 | 1,620 | 1,432 | (189) | -11.7% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 17,351 | 18,017 | 19,429 | 1,413 | 7.8% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 397 | 333 | 244 | (89) | -26.7% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 397 | 333 | 244 | (89) | -26.7% |
| Contractual Services | | | | | |
| Conferences | 6 | 5 | -- | (5) | -100.0% |
| Publishing | 20 | 18 | 20 | 2 | 11.1% |
| Individual Contractual Services | 100 | 129 | 44 | (85) | -65.8% |
| Other Contractual Services | 675 | 841 | 644 | (197) | -23.5% |
| <i>Sub-total</i> | 801 | 993 | 708 | (285) | -28.7% |
| Operating Expenses | | | | | |
| Premises & Maintenance | 24,611 | 17,983 | 24,679 | 6,697 | 37.2% |
| Communication | 14 | 9 | 8 | (1) | -13.0% |
| Representation | 5 | 5 | 9 | 5 | 106.7% |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | 53 | 140 | 200 | 60 | 42.7% |
| <i>Sub-total</i> | 24,683 | 18,137 | 24,897 | 6,760 | 37.3% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 2,607 | 2,110 | 1,113 | (997) | -47.2% |
| Supplies & Materials | 432 | 411 | 1,009 | 598 | 145.4% |
| <i>Sub-total</i> | 3,039 | 2,521 | 2,122 | (399) | -15.8% |
| Total, B | 28,920 | 21,983 | 27,970 | 5,987 | 27.2% |
| TOTAL | 46,271 | 40,000 | 47,400 | 7,400 | 18.5% |
| POSTS | 51 | 53 | 53 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 25 INFORMATION AND COMMUNICATION TECHNOLOGY

PLANNING CONTEXT

25.1. Information and Communications Technology (ICT) continues to play two vital roles at WIPO. Externally, it has become the critical channel for delivering WIPO's services to its clients all over the world. These include registration services, the global IP infrastructure services, access to IP information and analysis, access to platforms in relation to addressing IP in the context of global policy issues, communications to Member States and stakeholders through webcasting of WIPO meetings, etc. Internally, ICT enables WIPO to sustain its daily operations through the provision of services such as telecommunications, email and the processing of a wide range of administrative transactions. Thus all nine Strategic Goals of WIPO are highly dependent on reliable and effective ICT infrastructure and services for Program delivery.

25.2. With increasing importance, comes increasing expectations and responsibility. Global clients expect WIPO's ICT services to be more responsive to their needs, increasingly reliable and secure against nature and man-made disasters including cyber attacks.

25.3. In response to such expectations, further efforts are needed to reinforce information security, mitigate risks, enhance business continuity and disaster recovery capabilities of the Organization. WIPO's growing online products and services will continue to demand higher responsiveness, performance and availability.

25.4. Enhanced business continuity, disaster recovery and online responsiveness require re-architecting of some critical business systems, as well as the back-end ICT infrastructure. Additional measures are also needed to improve the Organization's capabilities in response to increasing risk of cyber-attacks.

25.5. As the Enterprise Resource Planning (ERP) project progressively delivers its solutions, ERP will become more important to the Organization's daily operations. As end-users access multiple applications to complete their daily work, easy, consistent and secure access methods will become critical.

25.6. Development of a responsive and sustainable ICT ecosystem at WIPO requires continued reliance on external service partners and extensive outsourcing. A special challenge for the Program is cost containment while remaining responsive to rapidly increasing demands. Outsourcing, in the short term, cannot decrease costs significantly. Additional efforts will be needed to address the Organization's ICT investment requirements and to identify innovative ways of utilizing and leveraging external cost-effective service providers.

IMPLEMENTATION STRATEGIES

25.7. The internal organization of the ICT Department is aligned to the new requirements. An Enterprise Architecture and Program Management unit will be set-up and tasked to coordinate the re-architecting efforts and to ensure that all solution, technology and product decisions are taken in accordance with the target enterprise architecture and its associated standards and are responsive to business needs. Additional resources are dedicated to broaden the scope of information security and strengthen its ability in providing reasonable assurance and internal control. Activities of the IT Technical Service are focused on the cooperation with the strategic partners. Extension of the partnerships is expected to achieve higher cost-effectiveness and geographical responsiveness. Extensive outsourcing requires further strengthening of the information assurance. Controls will be enhanced and new tools implemented. The Organization will selectively pursue industry standard certification such as ISO certification to obtain independent validation of its frameworks, procedures and tools.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| PCT and related Information Systems experience unacceptable level of interruptions, resulting in the inability to accept PCT filings and subsequently the effect on processing and publication of those applications. Reputation would be affected negatively | Introduce redundant infrastructure at separate locations, and further develop and refine business continuity plan |
| Cyber-attacks against WIPO information systems cause Information systems' security to be compromised, with the risk of malicious or accidental exposure of confidential information. WIPO's reputation and operations would be seriously affected | Segregation of WIPO web contents and applications based on different confidentiality requirements and intended usages; introduce separate IT infrastructure and security measures accordingly. High level of IT Security activity |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|---|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | ICT Systems are cost-effectively hosted and managed in line with business demands | Unit costs for physical, virtual servers, for storage and backup | Unit costs of infrastructure hosting are at the level or below the baseline |
| | No. of SLAs for hosted systems and services that are compliant with ICT SLA framework | Standard ICT SLA Framework in place | % of SLAs that comply with the ICT Framework |
| | ICT Service Continuity of critical systems | Data backed-up offline, data restore may require several days | Critical systems can be recovered in a timely manner without data loss in the event of localized major disruptions |
| | % end-users and business sectors who are satisfied with ICT services | Business managers' satisfaction at the beginning of the biennium | Maintain or improve against the baseline |
| | Comprehensive and integrated communication technologies are easily accessible to staff | Available on desktops (and laptops) | Available on other mobile devices |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | Information security is reinforced to protect against increasing attacks on the Internet | No major breaches to WIPO information systems | No major breaches to WIPO information systems |
| | Status of ISO 27001 Certification and Information Risk management processes | No. of outstanding risk mitigation activities at commencement of biennium; PCT Section ISO 27001 certified | 90% of baseline resolved within biennium; 60% of new risks mitigated within 3 months of identification; organizational units certified, as needed; PCT certification maintained |
| | Effectiveness of Information Security controls (internal and external facing) | 5 or less incidents per year | 2 or less incidents per year |

RESOURCES FOR PROGRAM 25

25.8. Overall resource levels for Result IX.1 (Effective, efficient, quality and customer-oriented support services) will remain stable compared to the 2012/13 Budget after transfers. This is the combined result of (i) an increase in non-personnel expenditures, such as Other Contractual Services, and Premises and Maintenance, due to a higher level of resources allocated to key initiatives, including enhanced business continuity, disaster recovery and online responsiveness, and (ii) a decrease in personnel resources allocated to this result.

25.9. The decrease in resources for Result IX.2 (Agile and smooth functioning Secretariat) reflects the re-allocation of personnel resources to the respective business areas responsible for these in the 2014/15 biennium.

25.10. Overall additional resources are proposed to be dedicated to information security and strengthening of the Organization's ability to provide reasonable assurance and internal controls, as well as defense against cyber-attacks. Resources dedicated to these activities are allocated partly under Result IX.1 (Effective, efficient, quality and customer-oriented support services) (such as the cost of ongoing licenses and maintenance), and partly under Result IX.4 (An environmentally and socially responsible organization, where individuals, information and assets are safe and secure).

Program 25: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|---|--------------------------------|---------------------------------------|--------------------------------|
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 45,827 | 43,533 | 43,549 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 2,147 | 2,244 | - |
| IX.4 | An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 2,433 | 2,200 | 1,720 |
| Total | | 50,408 | 47,977 | 45,269 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 25: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 16,388 | 17,507 | 13,220 | (4,287) | -24.5% |
| Temporary Staff | 2,741 | 2,323 | 1,723 | (600) | -25.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 19,128 | 19,830 | 14,944 | (4,886) | -24.6% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 200 | 180 | 180 | -- | 0.0% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>200</i> | <i>180</i> | <i>180</i> | <i>--</i> | <i>0.0%</i> |
| Contractual Services | | | | | |
| Conferences | -- | -- | -- | -- | n/a |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | 350 | 219 | 40 | (179) | -81.7% |
| Other Contractual Services | 26,955 | 24,800 | 25,330 | 531 | 2.1% |
| <i>Sub-total</i> | <i>27,305</i> | <i>25,019</i> | <i>25,370</i> | <i>352</i> | <i>1.4%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 2,174 | 1,478 | 2,375 | 897 | 60.6% |
| Communication | 1,600 | 1,470 | 1,800 | 330 | 22.4% |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>3,774</i> | <i>2,948</i> | <i>4,175</i> | <i>1,227</i> | <i>41.6%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | -- | -- | n/a |
| Supplies & Materials | -- | -- | 600 | 600 | n/a |
| <i>Sub-total</i> | <i>--</i> | <i>--</i> | <i>600</i> | <i>600</i> | <i>n/a</i> |
| Total, B | 31,279 | 28,147 | 30,325 | 2,178 | 7.7% |
| TOTAL | 50,408 | 47,977 | 45,269 | (2,708) | -5.6% |
| POSTS | 47 | 49 | 36 | (13) | -26.5% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 26 INTERNAL OVERSIGHT

PLANNING CONTEXT

26.1. The mission of the Internal Audit and Oversight Division (IAOD) is to serve as an independent and objective reviewer of WIPO operations and activities. IAOD examines operations and activities selected based on risk and relevance to WIPO management and constituencies with a view towards promoting economy, efficiency, effectiveness and impact of the Secretariat's work. IAOD also investigates allegations of fraud, waste, and mismanagement, and seeks to have a deterrent effect. IAOD administratively reports to the Director General and provides reasonable, objective assurance to the Member States, on the effectiveness, efficiency, economy and relevance of WIPO operations, activities and business systems. IAOD also assesses the safeguarding of assets and whether funds entrusted to the Organization are fully accounted for, and that management practices and internal controls are adequate and functioning well. IAOD activities have been designed to add value to the Organization in accordance with WIPO's Internal Oversight Charter.

IMPLEMENTATION STRATEGIES

26.2. IAOD will conduct objective assessments of management processes and ensure the existence of good stewardship of both the monetary and physical resources of the Organization. It will assess the adequacy and effectiveness of internal controls, risk management and governance processes and provide reasonable assurance as to whether WIPO's operations are in conformity with its governing regulations. Institutional learning and accountability through transparent and participatory oversight processes will be fostered.

26.3. Audit will continue to focus on high-risk areas and make recommendations and provide advice for potential improvement of internal controls, information security and risk management. Gaps in internal controls will be identified and addressed to management for appropriate action in a timely manner.

26.4. The generation of quality and timely evaluation reports will be further developed, building on the experience gained in previous biennia. Independent evaluations (program level, thematic, strategic goal level) will be conducted based on priorities established with major stakeholders. Independent evaluations will complement and inform organizational performance assessment mechanisms (e.g. Program Performance Reports). The DA will continue to be an important focus for evaluation work.

26.5. Internal Oversight will continue to support management in 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. This will be accomplished through provision of professional and timely investigation reports conducted in accordance with generally accepted investigation standards and good practices within the UN system. IAOD will continue to provide for a "hot line" for reporting wrongdoing and possible misconduct in WIPO. A risk assessment framework will be developed, to mitigate the consequences of wrongdoing, misbehavior and fraud.

26.6. Cooperation and coordination with the External Auditor, Ombudsman and Ethics Office will remain a high priority. In addition, appropriate oversight tools, such as manuals, policies and guidelines will continue to be developed in line with internationally recognized professional standards and good practices from the UN and other international organizations.

26.7. Cooperation with the UN internal oversight community and international and professional associations will continue during the biennium to ensure that internal oversight at WIPO keeps abreast of latest developments and benefits from international and UN good practices.

26.8. Progress in implementing oversight recommendations will be regularly monitored and reported to the Director General, the Independent Advisory Oversight Committee (IAOC) and the WIPO Assemblies. Several software applications fully in use by 2013 will enhance the efficiency of the oversight process in the next biennium.

26.9. To share lessons and insights from oversight activities with key stakeholders inside and outside WIPO, the main results and outcomes of oversight work will be regularly shared through presentations at information and training events.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|---|
| Internal oversight activity is not independent and IAOD staff are not objective in performing their work. Impartiality and credibility of the work undertaken would be at stake. Trust in the oversight function would be diminished. | IAOD and its staff will abide by the Internal Oversight Charter; regularly report to the IAOC; and provide annual reports to the WIPO General Assembly on its independence |
| IAOD's work is not relevant and does not assist the Organization in reaching its results. The oversight plan does not target areas that are of interest for the Organization in reaching its objectives. Investigations are not completed in a timely manner. | Professional planning for audit, evaluation and investigations; Input to oversight plan by Director General, Senior Management, Member States; and coordination with other Sectors. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets | |
|--|---|--|--|---|
| IX.8 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | No interference and perceived independence by key stakeholders | No interference in IAOD's work | Full independence and perceived independence by key stakeholders (Clients/IAOC/MS) | |
| | EFFECTIVENESS % of work of IAOD which covers high risk/high relevance areas | All work (100%) covers high risk/high relevance areas | All work (100%) covers high risk/high relevance areas | |
| | EFFICIENCY: (a) Timely and qualitative completion of oversight reports, (b) Number of audits & evaluations completed as per oversight workplan; (c) Number of complaints/reports of possible misconduct handled | | (a) Investigations, audits/evaluations completed on average in 10 and five months in 2012; | (a) Investigations completed in six months on average, audits and evaluations in five months; |
| | | | (b) three audits and five evaluations completed in 2012; | (b) 12 audits and six evaluations completed; |
| | | | (c) 15 investigations closed in 2011 and 23 in 2012; | (c) At least 15 investigations closed; |
| | | | (d) all oversight work done in accordance with standards. | (d) compliance with standards. |
| RELEVANCE, ADDED VALUE & STEWARDSHIP- Tangible cost savings or improvements made in business processes and systems | Not available | tbd | | |
| ORGANIZATIONAL LEARNING- Uptake of Lessons and Recommendations from Oversight Processes. | 90% of recommendations accepted 90% of recommendations implemented in two years time | 90% of recommendations accepted 90% of recommendations implemented in two years time | | |

RESOURCES FOR PROGRAM 26

Program 26: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|--------------------------------|---------------------------------------|--------------------------------|
| IX.8 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | 5,050 | 4,837 | 5,116 |
| Total | 5,050 | 4,837 | 5,116 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 26: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget | Difference from 2012/13 Budget after transfers | |
|-------------------------------------|-------------------------------|--------------------------------------|-------------------------------|---|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,213 | 3,170 | 3,271 | 101 | 3.2% |
| Temporary Staff | 1,036 | 862 | 1,125 | 263 | 30.5% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 4,250 | 4,032 | 4,396 | 364 | 9.0% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 95 | 86 | 100 | 15 | 17.0% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>95</i> | <i>86</i> | <i>100</i> | <i>15</i> | <i>17.0%</i> |
| Contractual Services | | | | | |
| Conferences | -- | -- | -- | -- | n/a |
| Publishing | 5 | 5 | -- | (5) | -100.0% |
| Individual Contractual Services | 480 | 661 | 595 | (66) | -10.0% |
| Other Contractual Services | 160 | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>645</i> | <i>666</i> | <i>595</i> | <i>(71)</i> | <i>-10.6%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | -- | -- | -- | -- | n/a |
| Communication | 20 | 18 | -- | (18) | -100.0% |
| Representation | -- | -- | 5 | 5 | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>20</i> | <i>18</i> | <i>5</i> | <i>(13)</i> | <i>-72.2%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 20 | 18 | 20 | 2 | 11.1% |
| Supplies & Materials | 20 | 18 | -- | (18) | -100.0% |
| <i>Sub-total</i> | <i>40</i> | <i>36</i> | <i>20</i> | <i>(16)</i> | <i>-44.4%</i> |
| Total, B | 800 | 805 | 720 | (85) | -10.6% |
| TOTAL | 5,050 | 4,837 | 5,116 | 279 | 5.8% |
| POSTS | 7 | 7 | 7 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 27 CONFERENCE AND LANGUAGE SERVICES

PLANNING CONTEXT

27.1. The Program facilitates the activities of the Organization by providing efficient and effective conference, translation, interpretation, records management and archives, printing and mail expedition services. It also deals with the formulation, adoption and implementation of related policy issues and manages IT projects aimed at streamlining and improving the functioning of these areas.

27.2. The Member States adopted the WIPO Language Policy in 2011 in an effort to promote multilingualism in the activities of the Organization. Accordingly, the six-language coverage has been extended to all documentation for WIPO Committees and Main Bodies. A significant challenge arising from the policy is to manage the increased workload and ensure acceptable quality of the documentation, within the available resources. Following the introduction of the new policy, the volume of translation increased by 53 per cent in 2012 over the previous year, with the language service translating 1.52 million words per month in 2012, as compared to 0.99 million words per month in 2011.

27.3. The Records Management and Archiving Policy was adopted internally to develop and promote a digital record keeping culture, which can be adapted to changing environments. This policy also seeks to ensure the protection of verbal records that are necessary for the resumption or continuation of WIPO activities in an emergency or disaster.

27.4. The conference and interpretation services provide efficient and quality services to the Member States and other stakeholders for meetings in Geneva as well as for Diplomatic Conferences held outside Geneva. Major challenges facing these services are the ever-rising number, duration and extended hours of meetings organized at WIPO, and servicing of the new conference hall, scheduled to open in 2014.

27.5. The Program maintains efficient and timely printing operations to provide Member States and other stakeholders with the necessary documents and publications to facilitate the work of the Committees and other bodies, as well as to disseminate information on IP. The mailing services provide speedy and cost efficient services to all organizational units.

IMPLEMENTATION STRATEGIES

27.6. In order to meet the work load challenges faced by the language service, the level of outsourcing will need to be increased and simultaneously steps would be taken to contain the volume of work. The focus will be on striking a balance between the need to fulfill the projected demands of the Member States and optimize the use of available resources. Efforts will be made to rigorously enforce rationalization and control measures for the implementation of the Language Policy internally in respect of length of documents and committee reports. While a core team of expert revisers and translators will be maintained in-house, the increased workload will continue to be met mainly through outsourcing to individual and institutional translators. With the percentage of outsourcing rising to 56 per cent in 2012, the overall methodology will be governed by quality management principles, and high standards ensured by applying the "quality at source" concept. Furthermore, efforts will be made to further develop the computer assisted translation and terminological tools, used by the service, to improve the quality and productivity of translation. The records management and archiving policy will be implemented by developing electronic records and archives procedures for all WIPO Sectors.

27.7. Conference services will endeavor to further use IT systems to enhance the on-line registration and document delivery tools for Delegates and other participants attending WIPO meetings. Conference room technology systems, such as electronic recording and webcasting of proceedings, will be further developed, particularly after the completion of the new conference hall. Printing activities will be rationalized to streamline operations and optimize resources. Mailing services will continue to re-negotiate contracts with the major carriers, to obtain competitive rates and enforce economies.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|--|
| <p>Inadequate implementation of the Language Policy</p> <p>Due to increasing requests for translation and non-adherence to prescribed limits, translation workloads mount significantly, leading to budgetary imbalances</p> | <p>Monitoring the number and size of documents; strictly enforcing rationalization and control measures; encouraging Sectors concerned to avoid repetitive text in documents</p> |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|--|--|
| <p>IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders</p> | <p>% of internal and external participants satisfied with WIPO Conference Services</p> | <p>Rate at end 2013</p> | <p>10% increase in rate by 2015</p> |
| | <p>Effective implementation of WIPO Language Policy</p> | <p>Language coverage limited to certain Committees/Main bodies; Variable length of documents</p> | <p>Quality translation to be made available for all Committees/Main Bodies; Length of documents for Committees/Main Bodies reduced to 3300 words</p> |
| | <p>Cost per word of translation</p> | <p>tbd</p> | <p>tbd</p> |
| | <p>Quality of translation</p> | <p>% of documents which respect quality criteria</p> | <p>% of documents which respect quality criteria</p> |
| | <p>Reduction in printing costs (per page)</p> | <p>tbd</p> | <p>tbd</p> |
| | <p>Timely publication of documents for committees and working groups</p> | <p>% of documents published two months before the relevant meetings (tbd)</p> | <p>65% of documents published two months before the relevant meetings</p> |

RESOURCES FOR PROGRAM 27

27.8. The proposed increase in the overall resources of Result IX.1 (Effective, efficient, quality and customer-oriented support services) under the Program reflects the increase in staff costs and the additional allocation of 793 thousand Swiss francs for the extension of the six-language coverage, for the documentation for the Working Groups, in a phased and cost effective manner, during the biennium 2014/15. As noted above, efforts will be made to rigorously enforce rationalization and control measures in Language Services, and to improve the quality of outsourcing. Following the implementation of the contract reform, the services of individuals hired under the International Association of Conference Translators (AICT) are reflected under the Conferences category. The allocation under this cost category has been increased by 435 thousand Swiss francs, while that for individual contractual services (previously Special Service Agreements) has been reduced by 319 thousand Swiss francs. The overall net increase for translation services has therefore been limited to 116 thousand Swiss francs.

27.9. Reductions are expected to be achieved in the cost of mailing services, as a result of continued review and re-negotiation of contracts with the major carriers, in order to obtain competitive rates. This is reflected as the net reduction of 459 thousand Swiss francs, which is the result of the reduction of 1.4 million Swiss francs under Other Contractual Services and the increase of 900 thousand Swiss francs, which has correctly been reflected under Communication costs.

Program 27: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|------------------------------------|---|--|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 37,240 | 37,691 | 41,117 |
| Total | 37,240 | 37,691 | 41,117 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 27: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 24,712 | 24,360 | 27,400 | 3,040 | 12.5% |
| Temporary Staff | 2,578 | 2,861 | 2,839 | (22) | -0.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 27,290 | 27,221 | 30,238 | 3,017 | 11.1% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 40 | 39 | 88 | 49 | 128.5% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>40</i> | <i>39</i> | <i>88</i> | <i>49</i> | <i>128.5%</i> |
| Contractual Services | | | | | |
| Conferences | 1,670 | 1,621 | 2,056 | 435 | 26.8% |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | 3,850 | 4,858 | 4,539 | (319) | -6.6% |
| Other Contractual Services | 1,550 | 1,384 | 818 | (566) | -40.9% |
| <i>Sub-total</i> | <i>7,070</i> | <i>7,862</i> | <i>7,413</i> | <i>(450)</i> | <i>-5.7%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 1,700 | 1,677 | 1,600 | (77) | -4.6% |
| Communication | -- | -- | 900 | 900 | n/a |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>1,700</i> | <i>1,677</i> | <i>2,500</i> | <i>824</i> | <i>49.1%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 105 | 104 | 73 | (31) | -29.8% |
| Supplies & Materials | 1,035 | 788 | 805 | 17 | 2.1% |
| <i>Sub-total</i> | <i>1,140</i> | <i>892</i> | <i>878</i> | <i>(14)</i> | <i>-1.6%</i> |
| Total, B | 9,950 | 10,470 | 10,879 | 409 | 3.9% |
| TOTAL | 37,240 | 37,691 | 41,117 | 3,426 | 9.1% |
| POSTS | 79 | 80 | 80 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 28 SAFETY AND SECURITY

PLANNING CONTEXT

28.1. An increase in the level of actual and perceived global threats targeting the UN system in general poses the key on-going challenge for this Program. Through effective and efficient use of resources, this Program will continue to ensure the safety and security of all stakeholders/clients (staff, visitors and delegates) at the WIPO premises and outside sponsored events, and the overall protection of WIPO assets in a way that is commensurate with the threats to WIPO.

28.2. Building on progress made in the 2012/13 biennium, such as for example the new Control Center, the Program will continue the implementation of the safety and security upgrade project of existing premises. Such enhancements will also be gradually integrated in the new building projects.

28.3. Overall organizational safety and security concepts and strategies that are independent but in line with the UN Security Management System standards and guidelines will continue to provide the basis for safety and security services at WIPO.

IMPLEMENTATION STRATEGIES

28.4. The expected results will be achieved through a security risk management approach consisting of continuous monitoring of direct or indirect risks and threats in order to reduce the likelihood of their occurrence against staff or the Organization's assets. This will include implementation and/or monitoring of procedures, policies and training to enhance the awareness of stakeholders/clients on safety and security issues. Furthermore, the new or upgraded systems, equipment and services at the WIPO premises will significantly contribute to enhance the safety and security in the longer term.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|--|---|
| Current antiquated/obsolete physical security systems and equipment in existing premises may lead to safety and security incidents if not replaced | With the existing premises upgrade project (2012/13), the current systems and equipment will be slowly phased out. The upgrades are planned for implementation starting 2014/15 |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|---|--------------|
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | % of WIPO staff, delegates & visitors reporting a work related injury or incident | 2% or less of total stakeholders / clients reporting a work related injury or incident | 2% or less |
| | % of timely requests for safety & security assistance at conferences or events held in or outside of Geneva | 65 % or more of total stakeholders / clients requesting timely for safety & security assistance at conferences or events held in or outside of Geneva | 80 % or more |

RESOURCES FOR PROGRAM 28

28.5. The resources allocated to Result IX.4 (An environmentally and socially responsible organization, where individuals, information and assets are safe and secure) remain largely stable under the proposed 2014/15 proposed budget. In line with cost efficiency measures, conscious efforts have been made to contain any cost increases in security related contracts, which has resulted in more cost effective delivery of the safety and security services for the Organization.

Program 28: Resources by Result
(in thousands of Swiss francs)

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|--------------------------------|---------------------------------------|--------------------------------|
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 12,159 | 10,814 | 10,786 |
| Total | 12,159 | 10,814 | 10,786 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 28: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|----------------------------------|--------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,398 | 1,819 | 2,035 | 216 | 11.9% |
| Temporary Staff | 295 | 380 | 316 | (64) | -16.8% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 2,693 | 2,199 | 2,351 | 153 | 6.9% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 90 | 81 | 81 | -- | 0.0% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | 90 | 81 | 81 | -- | 0.0% |
| Contractual Services | | | | | |
| Conferences | -- | -- | -- | -- | n/a |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | -- | -- | -- | -- | n/a |
| Other Contractual Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | 9,255 | 8,426 | 8,247 | (178) | -2.1% |
| Communication | 2 | 2 | -- | (2) | -100.0% |
| Representation | -- | -- | -- | -- | n/a |
| Admin & Bank Charges | -- | -- | -- | -- | n/a |
| UN Joint Services | 90 | 81 | 81 | -- | 0.0% |
| <i>Sub-total</i> | 9,347 | 8,508 | 8,328 | (180) | -2.1% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | -- | -- | -- | -- | n/a |
| Supplies & Materials | 29 | 26 | 26 | (0) | -0.4% |
| <i>Sub-total</i> | 29 | 26 | 26 | (0) | -0.4% |
| Total, B | 9,466 | 8,615 | 8,435 | (180) | -2.1% |
| TOTAL | 12,159 | 10,814 | 10,786 | (28) | -0.3% |
| POSTS | 8 | 6 | 6 | -- | 0.0% |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

PROGRAM 29 NEW CONFERENCE HALL

PLANNING CONTEXT

29.1. The biennium 2014/15 will focus on the completion of the new conference hall, the access center and the major renovations to several lower floors of the AB Building in accordance with quality requirements and within budgetary limits, under the revised timetable following the take over of the project by WIPO after the amicable termination of the contract with the former general contractor.

29.2. It is expected that in addition to meetings and events organized by WIPO, the new conference hall might, as from 2015, be used for other events organized by Member States, IGOs and other entities.

IMPLEMENTATION STRATEGIES

29.3. The project will continue to be implemented using the previously established project management and governance structure (Construction Committee, Internal Project Monitoring Team, Pilot) as well as the new management structure reporting to the Construction Committee which was established following the termination of the contract with the former general contractor (i.e. Construction Management and Coordination Committee and *direction des travaux* which includes the architect and WIPO-mandated agents). The aforementioned governance structure will ensure continuous monitoring of risks related to construction quality, budget and revised project timelines.

29.4. The Program will intensify coordination with relevant WIPO services to optimize the use of the new conference facilities for meetings and events, including for those organized by other UN entities.

MAJOR RISKS AND MITIGATION STRATEGIES

| Risk(s) to the Program achieving its Results | Mitigation plans in place or under implementation |
|---|--|
| Major architectural or construction flaw discovered during remaining construction time of construction, or afterwards, hampers or delays use of the new conference hall | Selected high quality architect and contractors. The timber consortium with its own wood engineers is composed of highly qualified and experienced local companies. The construction site manager exercises a close monitoring of the project implementation at tight intervals. |

RESULTS FRAMEWORK

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|---|--|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | Completion of New Conference Hall Project in accordance with quality requirements, on time and within budgetary limits | Ensuring hall is delivered within budget and according to the revised completion date (due to termination of contract with the general contractor) for 2014 Assemblies of Member States | 2014 Assemblies of Member States to be held in new conference hall |

Proposed Program and Budget for 2014/15

| Expected Results | Performance Indicators | Baselines | Targets |
|--|---|--|---|
| | Use of conference hall as preferred location for meetings and events organized by Member States | Starting 2015, requests for use of facilities by Member States (for meetings and events other than those organized by WIPO) | At least two requests per annum by Member States or other international organizations or other entities for the organization of meetings and/or events (other than those organized by WIPO) |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | Monitoring of physical accessibility measures ensuring that the new conference hall and related facilities are in full compliance with the applicable standards during construction | To be established beginning 2014 when new conference hall is delivered and on the basis of the specific architectural and technical assessment carried out in 2013 | To be established beginning 2014 when new conference hall is delivered and on the basis of the specific architectural and technical assessment carried out in 2013 |
| | Monitoring of environmentally sound measures and energy consumption reduction measures implemented during construction | To be established beginning 2014 when new conference hall is delivered | To be established beginning 2014 when new conference hall is delivered |
| | Completion of UN H-MOSS peripheral security measures for the new conference hall | n/a | Completion of peripheral UN H-MOSS measures by end-2015 |

RESOURCES FOR PROGRAM 29

29.5. The reduction under Result IX.1 (Effective, efficient, quality and customer-oriented support services) is related to the transfer of the payment of interest on the loan for the financing of the construction of the new buildings to Program 24, as reflected under the Premises and Maintenance category.

29.6. A small increase in personnel resources under Result IX.4 (An environmentally and socially responsible organization, where individuals, information and assets are safe and secure) has been allocated to following up on ensuring compliance with physical accessibility, environmentally sound energy consumption and safety and security requirements in respect of the new conference hall building.

Program 29: Resources by Result (in thousands of Swiss francs)

| Expected Result No. and Description | 2012/13 Approved Budget | 2012/13 Budget after transfers | 2014/15 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 7,629 | 7,098 | 765 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 46 | 46 | 69 |
| Total | 7,675 | 7,144 | 834 |

Note: The 2012/13 Approved Budget and Budget after transfers by Expected Result have been restated to reflect the proposed Organizational Results Framework for 2014/15.

Program 29: Resources by Object of Expenditure
(in thousands of Swiss francs)

| | 2012/13 | 2012/13 | 2014/15 | Difference from 2012/13 | |
|-------------------------------------|--------------------|---------------------------|--------------------|-------------------------|---------------|
| | Approved Budget | Budget after transfers | Proposed Budget | Budget after transfers | |
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | -- | -- | -- | -- | n/a |
| Temporary Staff | 345 | 349 | 462 | 113 | 32.3% |
| Other Staff Costs | -- | -- | -- | -- | n/a |
| Total, A | 345 | 349 | 462 | 113 | 32.3% |
| B. Non-personnel Resources | | | | | |
| Interns and WIPO Fellowships | | | | | |
| Interns | -- | -- | -- | -- | n/a |
| WIPO Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | -- | -- | -- | -- | n/a |
| Travel and Fellowships | | | | | |
| Staff Missions | 20 | 18 | 30 | 12 | 66.7% |
| Third-party Travel | -- | -- | -- | -- | n/a |
| Course Fellowships | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>20</i> | <i>18</i> | <i>30</i> | <i>12</i> | <i>66.7%</i> |
| Contractual Services | | | | | |
| Conferences | -- | 50 | 50 | -- | 0.0% |
| Publishing | -- | -- | -- | -- | n/a |
| Individual Contractual Services | -- | -- | 100 | 100 | n/a |
| Other Contractual Services | 280 | 194 | -- | (194) | -100.0% |
| <i>Sub-total</i> | <i>280</i> | <i>244</i> | <i>150</i> | <i>(94)</i> | <i>-38.5%</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | 7,010 | 6,516 | 42 | (6,474) | -99.4% |
| Communication | -- | -- | -- | -- | n/a |
| Representation | -- | -- | 10 | 10 | n/a |
| Admin & Bank Charges | -- | -- | 120 | 120 | n/a |
| UN Joint Services | -- | -- | -- | -- | n/a |
| <i>Sub-total</i> | <i>7,010</i> | <i>6,516</i> | <i>172</i> | <i>(6,344)</i> | <i>-97.4%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 10 | 9 | 10 | 2 | 17.6% |
| Supplies & Materials | 10 | 9 | 10 | 2 | 17.6% |
| <i>Sub-total</i> | <i>20</i> | <i>17</i> | <i>20</i> | <i>3</i> | <i>17.6%</i> |
| Total, B | 7,330 | 6,795 | 372 | (6,423) | -94.5% |
| TOTAL | 7,675 | 7,144 | 834 | (6,310) | -88.3% |
| POSTS | -- | -- | -- | -- | n/a |

Notes:

- (1) 2012/13 Approved Budget and Budget after transfers are restated based on the proposed 2014/15 cost category structure.
- (2) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5. For additional details on the 2012/13 Budget after Transfers, please refer to the Table in Annex I (Budget after Transfers by Program) of this document and document WO/PBC/20/2 (Program Performance Report for 2012). Personnel costs for the 2012/13 Budget after transfers represent actual expenditures incurred up to March 31, 2013 and budgeted amounts, based on standard costs, for the remaining nine months of 2013.
- (3) For further details on posts for the Program please refer to the Table in Annex II.

IV. ANNEXES

- Annex I. 2012/13 Budget after transfers by Program
- Annex II. 2014/15 Proposed Resources by Program
- Annex III. Allocation of Projected Income and Budget by Union
- Annex IV Evolution of Demand for Services Under the PCT, Madrid and The Hague Systems in the Medium Term
- Annex V Indicators of PCT Operations
- Annex VI Indicators of the Madrid and Lisbon Systems Operations
- Annex VII Indicators of the Hague System Operations
- Annex VIII Funds-in-Trust Resources Potentially Available for Programming
- Annex IX Annual Budget Tables for IPSAS Reporting
- Annex X 2014/15 Budget by Expected Result and Program
- Annex XI 2014/15 Budget by Expected Result
- Annex XII WIPO Organigram

ANNEX I 2012/13 BUDGET AFTER TRANSFERS BY PROGRAM

Table 8. 2012/13 Budget after Transfers by Program
(in thousands of Swiss francs)

| Program (2012/13 structure) | 2012/13 Approved Budget | Transfers | Transfers as % of Approved Budget of a Program | Transfers as % of Total Approved Budget | 2012/13 Approved Budget after Transfers* |
|--|-------------------------|------------|--|---|--|
| 1 Patent Law | 4,843 | 319 | 6.6% | 0.0% | 5,163 |
| 2 Trademarks, Industrial Designs and Geographical Indications | 6,053 | -400 | -6.6% | -0.1% | 5,654 |
| 3 Copyright and Related Rights | 18,593 | 832 | 4.5% | 0.1% | 19,425 |
| 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 7,980 | -1,350 | -16.9% | -0.2% | 6,630 |
| 5 The PCT System | 178,600 | -2,707 | -1.5% | -0.4% | 175,893 |
| 6 Madrid, and Lisbon Systems | 52,094 | -1,471 | -2.8% | -0.2% | 50,622 |
| 7 Arbitration, Mediation and Domain Names | 10,585 | -610 | -5.8% | -0.1% | 9,975 |
| 8 Development Agenda Coordination | 4,788 | -656 | -13.7% | -0.1% | 4,132 |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 35,102 | -1,976 | -5.6% | -0.3% | 33,126 |
| 10 Cooperation with Certain Countries in Europe and Asia | 6,439 | -91 | -1.4% | 0.0% | 6,348 |
| 11 The WIPO Academy | 10,332 | 1,524 | 14.7% | 0.2% | 11,856 |
| 12 International Classifications and Standards | 6,932 | 44 | 0.6% | 0.0% | 6,976 |
| 13 Global Databases | 4,503 | -202 | -4.5% | 0.0% | 4,302 |
| 14 Services for Access to Information and Knowledge | 7,038 | 596 | 8.5% | 0.1% | 7,634 |
| 15 Business Solutions for IP Offices | 7,813 | 292 | 3.7% | 0.0% | 8,104 |
| 16 Economics and Statistics | 4,585 | 612 | 13.4% | 0.1% | 5,198 |
| 17 Building Respect for IP | 2,992 | -108 | -3.6% | 0.0% | 2,884 |
| 18 IP and Global Challenges | 6,768 | 280 | 4.1% | 0.0% | 7,048 |
| 19 Communications | 16,599 | -330 | -2.0% | -0.1% | 16,269 |
| 20 External Relations, Partnerships and External Offices | 10,912 | -563 | -5.2% | -0.1% | 10,349 |
| 21 Executive Management | 18,948 | -611 | -3.2% | -0.1% | 18,338 |
| 22 Program and Resource Management | 18,901 | 173 | 0.9% | 0.0% | 19,074 |
| 23 Human Resources Management and Development | 21,493 | 414 | 1.9% | 0.1% | 21,907 |
| 24 General Support Services | 46,271 | -6,271 | -13.6% | -1.0% | 40,000 |
| 25 Information and Communication Technology | 50,408 | -2,431 | -4.8% | -0.4% | 47,977 |
| 26 Internal Oversight | 5,050 | -212 | -4.2% | 0.0% | 4,837 |
| 27 Conference and Language Services | 37,240 | 451 | 1.2% | 0.1% | 37,691 |
| 28 Safety and Security | 12,159 | -1,345 | -11.1% | -0.2% | 10,814 |
| 29 Construction Projects | 7,675 | -531 | -6.9% | -0.1% | 7,144 |
| 30 SMEs and Innovation | 11,261 | -1,444 | -12.8% | -0.2% | 9,816 |
| 31 The Hague System | 6,970 | -65 | -0.9% | 0.0% | 6,906 |
| Unallocated | 7,503 | 18,817 | 250.8% | 2.9% | 26,319 |
| GRAND TOTAL | 647,430 | 982 | 0.2% | 0.2% | 648,411 |

*Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5 as well as flexibility adjustments in line with Financial Regulation 5.6. Under the flexibility adjustments, 5 posts were created under Program 5 (The PCT System) in view of the higher than budgeted level of registration activity foreseen for 2012/13, resulting in additional allocation of personnel resources in the amount of 982 thousand Swiss francs. For details on the Flexibility formulas, please refer to Appendix D in this document.

ANNEX II 2014/15 PROPOSED RESOURCES BY PROGRAM

Table 9. 2014/15 Budget by Program
(in thousands of Swiss francs)

| Program (2014/15 structure) | 2012/13 Approved Budget | | | 2012/13 Budget after Transfers* | | | 2014/15 Budget | | | Difference from 2012/13 Budget after Transfers | | | |
|--|-------------------------|-------------------------|----------------|---------------------------------|-------------------------|----------------|---------------------|-------------------------|----------------|--|-------------------------|---------------|-------------|
| | Personnel Resources | Non-Personnel Resources | Total | Personnel Resources | Non-Personnel Resources | Total | Personnel Resources | Non-Personnel Resources | Total | Personnel Resources | Non-Personnel Resources | Total | % |
| 1 Patent Law | 3,107 | 1,736 | 4,843 | 3,672 | 1,491 | 5,163 | 3,746 | 1,204 | 4,950 | 74 | (286) | (213) | -4.1% |
| 2 Trademarks, Industrial Designs and Geographical Indications | 3,934 | 2,119 | 6,053 | 4,255 | 1,399 | 5,654 | 4,122 | 2,040 | 6,162 | (133) | 641 | 508 | 9.0% |
| 3 Copyright and Related Rights | 10,866 | 7,727 | 18,593 | 10,533 | 8,892 | 19,425 | 10,315 | 6,114 | 16,430 | (218) | (2,778) | (2,996) | -15.4% |
| 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 4,000 | 3,980 | 7,980 | 3,939 | 2,691 | 6,630 | 4,434 | 3,430 | 7,864 | 495 | 739 | 1,234 | 18.6% |
| 5 The PCT System | 118,705 | 59,895 | 178,600 | 117,527 | 58,365 | 175,893 | 129,325 | 68,648 | 197,973 | 11,797 | 10,283 | 22,080 | 12.6% |
| 6 Madrid, and Lisbon Systems | 38,617 | 13,477 | 52,094 | 38,628 | 11,994 | 50,622 | 43,365 | 11,880 | 55,245 | 4,737 | (114) | 4,623 | 9.1% |
| 7 WIPO Arbitration and Mediation Center | 9,634 | 951 | 10,585 | 7,142 | 2,833 | 9,975 | 8,065 | 3,109 | 11,175 | 924 | 276 | 1,200 | 12.0% |
| 8 Development Agenda Coordination | 2,813 | 1,975 | 4,788 | 2,469 | 1,663 | 4,132 | 3,093 | 1,248 | 4,341 | 624 | (415) | 210 | 5.1% |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 22,512 | 12,590 | 35,102 | 22,263 | 10,863 | 33,126 | 23,563 | 8,762 | 32,325 | 1,300 | (2,100) | (800) | -2.4% |
| 10 Cooperation with Certain Countries in Europe and Asia | 4,283 | 2,156 | 6,439 | 4,409 | 1,939 | 6,348 | 6,405 | 2,039 | 8,443 | 1,996 | 100 | 2,096 | 33.0% |
| 11 The WIPO Academy | 4,755 | 5,577 | 10,332 | 6,697 | 5,159 | 11,856 | 6,978 | 4,905 | 11,883 | 281 | (254) | 27 | 0.2% |
| 12 International Classifications and Standards | 5,302 | 1,630 | 6,932 | 5,518 | 1,458 | 6,976 | 5,879 | 1,438 | 7,317 | 361 | (21) | 340 | 4.9% |
| 13 Global Databases | 2,998 | 1,505 | 4,503 | 3,047 | 1,255 | 4,302 | 3,447 | 1,245 | 4,692 | 399 | (10) | 390 | 9.1% |
| 14 Services for Access to Information and Knowledge | 5,650 | 1,388 | 7,038 | 6,288 | 1,347 | 7,634 | 6,585 | 954 | 7,539 | 298 | (393) | (95) | -1.2% |
| 15 Business Solutions for IP Offices | 3,893 | 3,919 | 7,813 | 4,427 | 3,677 | 8,104 | 6,023 | 5,604 | 11,628 | 1,596 | 1,927 | 3,523 | 43.5% |
| 16 Economics and Statistics | 3,455 | 1,130 | 4,585 | 3,787 | 1,411 | 5,198 | 4,354 | 982 | 5,336 | 566 | (428) | 138 | 2.7% |
| 17 Building Respect for IP | 2,192 | 800 | 2,992 | 2,104 | 780 | 2,884 | 3,277 | 712 | 3,989 | 1,172 | (68) | 1,105 | 38.3% |
| 18 IP and Global Challenges | 5,513 | 1,255 | 6,768 | 5,923 | 1,125 | 7,048 | 6,008 | 930 | 6,938 | 85 | (195) | (110) | -1.6% |
| 19 Communications | 13,299 | 3,300 | 16,599 | 13,379 | 2,890 | 16,269 | 14,712 | 2,545 | 17,257 | 1,333 | (345) | 988 | 6.1% |
| 20 External Relations, Partnerships and External Offices | 7,554 | 3,358 | 10,912 | 7,150 | 3,198 | 10,349 | 9,209 | 4,126 | 13,335 | 2,059 | 928 | 2,987 | 28.9% |
| 21 Executive Management | 16,420 | 2,528 | 18,948 | 14,743 | 3,595 | 18,338 | 16,799 | 2,146 | 18,945 | 2,056 | (1,449) | 608 | 3.3% |
| 22 Program and Resource Management | 16,760 | 2,141 | 18,901 | 16,778 | 2,296 | 19,074 | 22,572 | 5,460 | 28,032 | 5,794 | 3,164 | 8,958 | 47.0% |
| 23 Human Resources Management and Development | 16,832 | 4,661 | 21,493 | 16,937 | 4,971 | 21,907 | 18,248 | 5,313 | 23,561 | 1,312 | 342 | 1,654 | 7.5% |
| 24 General Support Services | 17,351 | 28,920 | 46,271 | 18,017 | 21,983 | 40,000 | 19,429 | 27,970 | 47,400 | 1,413 | 5,987 | 7,400 | 18.5% |
| 25 Information and Communication Technology | 19,128 | 31,279 | 50,408 | 19,830 | 28,147 | 47,977 | 14,944 | 30,325 | 45,269 | (4,886) | 2,178 | (2,708) | -5.6% |
| 26 Internal Oversight | 4,250 | 800 | 5,050 | 4,032 | 805 | 4,837 | 4,396 | 720 | 5,116 | 364 | (85) | 279 | 5.8% |
| 27 Conference and Language Services | 28,090 | 9,150 | 37,240 | 27,221 | 10,470 | 37,691 | 30,238 | 10,879 | 41,117 | 3,017 | 409 | 3,426 | 9.1% |
| 28 Safety and Security | 2,693 | 9,466 | 12,159 | 2,199 | 8,615 | 10,814 | 2,351 | 8,435 | 10,786 | 153 | (180) | (28) | -0.3% |
| 29 New Conference Hall | 345 | 7,330 | 7,675 | 349 | 6,795 | 7,144 | 462 | 372 | 834 | 113 | (6,423) | (6,310) | -88.3% |
| 30 Small and Medium-Sized Enterprises (SMEs) and Innovation | 7,567 | 3,694 | 11,261 | 6,007 | 3,810 | 9,816 | 5,086 | 1,610 | 6,696 | (920) | (2,200) | (3,120) | -31.8% |
| 31 The Hague System | 5,373 | 1,597 | 6,970 | 5,468 | 1,437 | 6,906 | 6,242 | 1,346 | 7,587 | 773 | (92) | 682 | 9.9% |
| Unallocated | 5,500 | 2,003 | 7,503 | 5,964 | 20,355 | 26,319 | 3,327 | 500 | 3,827 | (2,637) | (19,855) | (22,493) | -85.5% |
| GRAND TOTAL | 413,393 | 234,037 | 647,430 | 410,703 | 237,708 | 648,411 | 447,000 | 226,993 | 673,993 | 36,297 | (10,716) | 25,581 | 3.9% |

* The 2012/13 Budget after transfers includes flexibility adjustments approved by the Director General in line with the Financial Regulation 5.6, whereby 5 posts were created under Program 5 (The PCT System) in view of the higher than budgeted level of registration activity foreseen for 2012/13, resulting in additional allocation of personnel resources in the amount of 982 thousand Swiss francs. For details of the Flexibility formulas, please refer to Appendix D in this document.

Table 10. 2014/15 Posts by Program

| Program (2014/15 structure) | 2012/13 Approved Budget | | | | | 2012/13 Budget after Transfers* | | | | | 2014/15 Budget | | | | | Difference** | | | | |
|--|-------------------------|-----------|------------|------------|--------------|---------------------------------|-----------|------------|------------|--------------|----------------|-----------|------------|------------|--------------|--------------|---|----------|-----------|-----------|
| | DG/DDG /ADG | D | P | G | Total | DG/DDG /ADG | D | P | G | Total | DG/DDG /ADG | D | P | G | Total | DG/DDG /ADG | D | P | G | Total |
| 1 Patent Law | - | 1 | 4 | 3 | 8 | - | 1 | 5 | 3 | 9 | - | 1 | 5 | 3 | 9 | - | - | - | - | - |
| 2 Trademarks, Industrial Designs and Geographical Indications | - | 1 | 7 | 1 | 9 | - | 1 | 7 | 1 | 9 | - | 1 | 7 | 1 | 9 | - | - | - | - | - |
| 3 Copyright and Related Rights | 1 | 2 | 15 | 5 | 23 | 1 | 3 | 12 | 5 | 21 | 1 | 3 | 11 | 5 | 20 | - | - | -1 | - | -1 |
| 4 Traditional Know ledge, Traditional Cultural Expressions and Genetic Resources | - | 2 | 3 | 1 | 6 | - | 2 | 3 | 2 | 7 | - | 2 | 3 | 2 | 7 | - | - | - | - | - |
| 5 The PCT System | 1 | 4 | 129 | 211 | 345 | 1 | 5 | 129 | 230 | 365 | 1 | 5 | 128 | 229 | 363 | - | - | -1 | -1 | -2 |
| 6 Madrid, and Lisbon Systems | 1 | 4 | 43 | 59 | 107 | 1 | 5 | 45 | 60 | 111 | 1 | 5 | 46 | 61 | 113 | - | - | 1 | 1 | 2 |
| 7 WIPO Arbitration and Mediation Center | - | 1 | 10 | 5 | 16 | - | 1 | 10 | 6 | 17 | - | 1 | 10 | 6 | 17 | - | - | - | - | - |
| 8 Development Agenda Coordination | - | 1 | 3 | 3 | 7 | - | 1 | 3 | 3 | 7 | - | 1 | 3 | 3 | 7 | - | - | - | - | - |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 1 | 6 | 28 | 14 | 49 | 1 | 8 | 25 | 15 | 49 | 1 | 8 | 25 | 15 | 49 | - | - | - | - | - |
| 10 Cooperation with Certain Countries in Europe and Asia | - | 1 | 6 | 4 | 11 | - | 1 | 7 | 5 | 13 | - | 1 | 10 | 5 | 16 | - | - | 3 | - | 3 |
| 11 The WIPO Academy | - | - | 7 | 5 | 12 | - | 2 | 9 | 5 | 16 | - | 2 | 9 | 5 | 16 | - | - | - | - | - |
| 12 International Classifications and Standards | - | - | 8 | 6 | 14 | - | 1 | 8 | 6 | 15 | - | 1 | 8 | 6 | 15 | - | - | - | - | - |
| 13 Global Databases | - | - | 7 | 1 | 8 | - | - | 7 | 1 | 8 | - | - | 8 | 1 | 9 | - | - | 1 | - | 1 |
| 14 Services for Access to Information and Know ledge | 1 | 1 | 5 | 4 | 11 | 1 | 1 | 7 | 4 | 13 | 1 | 1 | 7 | 4 | 13 | - | - | - | - | - |
| 15 Business Solutions for IP Offices | - | 1 | 7 | 2 | 10 | - | 1 | 8 | 2 | 11 | - | 1 | 11 | 2 | 14 | - | - | 3 | - | 3 |
| 16 Economics and Statistics | - | 1 | 6 | 1 | 8 | - | 1 | 7 | 2 | 10 | - | 1 | 7 | 2 | 10 | - | - | - | - | - |
| 17 Building Respect for IP | - | 1 | 3 | 2 | 6 | - | 1 | 3 | 2 | 6 | - | 1 | 5 | 2 | 8 | - | - | 2 | - | 2 |
| 18 IP and Global Challenges | 1 | 1 | 4 | 5 | 11 | 1 | 2 | 4 | 3 | 10 | 1 | 2 | 4 | 3 | 10 | - | - | - | - | - |
| 19 Communications | - | 1 | 18 | 14 | 33 | - | 1 | 18 | 15 | 34 | - | 1 | 18 | 16 | 35 | - | - | - | 1 | 1 |
| 20 External Relations, Partnerships and External Offices | - | 3 | 10 | 2 | 15 | - | 3 | 11 | 2 | 16 | - | 3 | 13 | 2 | 18 | - | - | 2 | - | 2 |
| 21 Executive Management | 1 | 4 | 18 | 12 | 35 | 1 | 4 | 16 | 13 | 34 | 1 | 4 | 15 | 13 | 33 | - | - | -1 | - | -1 |
| 22 Program and Resource Management | - | 1 | 19 | 24 | 44 | - | 4 | 17 | 24 | 45 | - | 4 | 25 | 24 | 53 | - | - | 8 | - | 8 |
| 23 Human Resources Management and Development | - | 1 | 15 | 20 | 36 | - | 2 | 16 | 20 | 38 | - | 2 | 16 | 20 | 38 | - | - | - | - | - |
| 24 General Support Services | 1 | 2 | 14 | 34 | 51 | 1 | 2 | 15 | 35 | 53 | 1 | 2 | 15 | 35 | 53 | - | - | - | - | - |
| 25 Information and Communication Technology | - | 1 | 32 | 14 | 47 | - | 2 | 31 | 16 | 49 | - | 2 | 19 | 15 | 36 | - | - | -12 | -1 | -13 |
| 26 Internal Oversight | - | 1 | 6 | - | 7 | - | 1 | 6 | - | 7 | - | 1 | 6 | - | 7 | - | - | - | - | - |
| 27 Conference and Language Services | - | 1 | 32 | 46 | 79 | - | 2 | 32 | 46 | 80 | - | 2 | 32 | 46 | 80 | - | - | - | - | - |
| 28 Safety and Security | - | - | 3 | 5 | 8 | - | - | 2 | 4 | 6 | - | - | 2 | 4 | 6 | - | - | - | - | - |
| 29 New Conference Hall | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 30 Small and Medium-Sized Enterprises (SMEs) and Innovation | - | 2 | 9 | 3 | 14 | - | 1 | 9 | 2 | 12 | - | 1 | 8 | 2 | 11 | - | - | -1 | - | -1 |
| 31 The Hague System | - | - | 8 | 6 | 14 | - | 1 | 6 | 7 | 14 | - | 1 | 6 | 7 | 14 | - | - | - | - | - |
| Unallocated | - | 10 | -10 | 60 | 60 | - | - | - | 24 | 24 | - | - | - | 116 | 116 | - | - | - | 92 | 92 |
| Total Posts | 8 | 55 | 469 | 572 | 1,104 | 8 | 60 | 478 | 563 | 1,109 | 8 | 60 | 482 | 655 | 1,205 | - | - | 4 | 92 | 96 |

* The 2012/13 Budget after transfers includes flexibility adjustments approved by the Director General in line with the Financial Regulation 5.6, whereby 5 posts were created under Program 5 (The PCT System) in view of the higher than budgeted level of registration activity foreseen for 2012/13, resulting in additional allocation of personnel resources in the amount of 982 thousand Swiss francs. For details of the Flexibility formulas, please refer to Appendix D in this document.

**The difference between the proposed number of posts in 2014/15 compared to the 2012/13 Budget after transfers is the 96 regularization posts proposed for utilization under paragraph 40.

ANNEX III ALLOCATION OF PROJECTED INCOME AND BUDGET BY UNION

INTRODUCTION

1. Under the WIPO Financial Regulations and Rules (Rule 102.2), the proposed Program and Budget is required to present the biennial budget for the Organization as well as separately for each Union.

ALLOCATION OF BUDGETED EXPENDITURE BY UNION

2. 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 as described below.

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

3.1 *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.

3.1.1 *Contribution-financed Unions:* Programs 1 (Patent Law) (partly), 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 3 (Copyright and Related Rights) (partly), 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources), 7 (WIPO Arbitration and Mediation Center) (partly), 12 (International Classifications and Standards) (partly) and 14 (Services for Access to Information and Knowledge) (partly).

3.1.2 *PCT Union:* Programs 1 (Patent Law) (partly), 5 (The PCT System), 7 (WIPO Arbitration and Mediation Center) (partly), 12 (International Classifications and Standards) (partly), 13 (Global Databases) (partly) and 14 (Services for Access to Information and Knowledge) (partly).

3.1.3 *Madrid Union:* Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid and Lisbon Systems) (partly), 7 (WIPO Arbitration and Mediation Center) (partly), 12 (International Classifications and Standards) (partly), 13 (Global Databases) (partly), 14 (Services for Access to Information and Knowledge) (partly) and 25 (Information and Communication Technology).

3.1.4 *Hague Union:* Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid and Lisbon Systems) (partly), 7 (WIPO Arbitration and Mediation Center) (partly), 12 (International Classifications and Standards) (partly) and 14 (Services for Access to Information and Knowledge) (partly) and 31 (The Hague System).

3.1.5 *Lisbon Union:* Programs 2 (Trademarks, Industrial Designs and Geographical Indications) (partly), 6 (Madrid and Lisbon Systems) (partly), 7 (WIPO Arbitration and Mediation Center) (partly) and 14 (Services for Access to Information and Knowledge) (partly).

3.2 *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. The two-step process applies to that part of administrative expenditure which is not easily identifiable as linked to a specific union.

4. *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.

4.1 *Indirect Union expenses*: The following Program activities and budgeted expenditures are considered under this heading: Programs 1 (Patent Law) (partly), 3 (Copyright and Related Rights) (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 and Some Mediterranean States), 11 (The WIPO Academy), 15 (Business Solutions for IP Offices), 16 (Economics and Statistics), 17 (Building Respect for IP), 18 (IP and Global Challenges), 19 (Communications), 20 (External Relations, Partnerships and External Offices) and 30 (Small and Medium-Sized Enterprises (SMEs) and Innovation). 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.

4.2 *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*).

ALLOCATION OF IPSAS ADJUSTMENTS BY UNION

5. IPSAS adjustments to income are attributable to specific Unions, as they relate directly to fees from the PCT, Madrid and Hague systems. IPSAS adjustments to budgetary expenditure are allocated pro-rata among the Unions based on the allocation of budgetary expenditure.

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

- Table 11. 2014/15 Financial Overview by Union
- Table 12. 2014/15 Income Estimates by Union
- Table 13. 2014/15 Budget by Program and Union
- Table 14. 2014/15 Overall Scenario by Union

Proposed Program and Budget for 2014/15

Table 11. 2014/15 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 | % |
| Income 2014/15 | 36,199 | | 549,834 | | 117,282 | | 9,289 | | 694 | | 713,296 | |
| Estimated IPSAS adjustment to income | - | | (19,800) | | (400) | | (100) | | - | | (20,300) | |
| Total Income after IPSAS adjustment | 36,199 | | 530,034 | | 116,882 | | 9,189 | | 694 | | 692,996 | |
| Expenditure 2014/15 | 35,504 | | 507,795 | | 114,519 | | 14,610 | | 1,564 | | 673,993 | |
| Estimated IPSAS adjustment to expenditure | 896 | | 12,808 | | 2,888 | | 369 | | 39 | | 17,000 | |
| Total Expenditure after IPSAS adjustment | 36,400 | | 520,603 | | 117,407 | | 14,979 | | 1,604 | | 690,993 | |
| Operating Result | (201) | | 9,430 | | (526) | | (5,790) | | (910) | | 2,003 | |
| RWCF, Target | 17,752 | 50.0 | 76,169 | 15.0 | 28,630 | 25.0 | 2,192 | 15.0 | - | n/a | 124,743 | 18.5 |

*RWCF targets are calculated as percent of the biennial budgetary expenditure for each union

Table 12. 2014/15 Income Estimates 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 | 35,167 | 97.2 | - | - | - | - | - | - | - | - | 35,167 | 4.9 |
| Fees | - | - | 545,603 | 99.2 | 114,615 | 97.7 | 8,573 | 92.3 | 8 | 1.2 | 668,799 | 93.8 |
| Arbitration | 146 | 0.4 | 1,775 | 0.3 | 840 | 0.7 | 34 | 0.4 | 6 | 0.8 | 2,800 | 0.4 |
| Publications | 101 | 0.3 | 925 | 0.2 | 172 | 0.1 | 2 | 0.0 | - | - | 1,200 | 0.2 |
| Interest | 105 | 0.3 | 851 | 0.2 | 575 | 0.5 | - | - | - | - | 1,530 | 0.2 |
| Other | 680 | 1.9 | 680 | 0.1 | 1,080 | 0.9 | 680 | 7.3 | 680 | 98.0 | 3,800 | 0.5 |
| TOTAL | 36,199 | 100.0 | 549,834 | 100.0 | 117,282 | 100.0 | 9,289 | 100.0 | 694 | 100.0 | 713,296 | 100.0 |

Table 13. 2014/15 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 Patent Law | 352 | 7.1 | 1.0 | 4,496 | 90.8 | 0.9 | 103 | 2.1 | 0.1 | - | - | - | - | - | - | 4,950 | 100.0 | 0.7 |
| 2 Trademarks, Industrial Designs and Geographical Indications | 1,232 | 20.0 | 3.5 | - | - | - | 4,005 | 65.0 | 3.5 | 924 | 15.0 | 6.3 | - | - | - | 6,162 | 100.0 | 0.9 |
| 3 Copyright and Related Rights | 12,872 | 78.3 | 36.3 | 3,338 | 20.3 | 0.7 | 219 | 1.3 | 0.2 | - | - | - | - | - | - | 16,430 | 100.0 | 2.4 |
| 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 7,864 | 100.0 | 22.1 | - | - | - | - | - | - | - | - | - | - | - | - | 7,864 | 100.0 | 1.2 |
| 5 The PCT System | - | - | - | 197,973 | 100.0 | 39.0 | - | - | - | - | - | - | - | - | - | 197,973 | 100.0 | 29.4 |
| 6 Madrid, and Lisbon Systems | - | - | - | - | - | - | 54,134 | 98.0 | 47.3 | 223 | 0.4 | 1.5 | 888 | 1.6 | 56.8 | 55,245 | 100.0 | 8.2 |
| 7 WIPO Arbitration and Mediation Center | 581 | 5.2 | 1.6 | 7,085 | 63.4 | 1.4 | 3,352 | 30.0 | 2.9 | 134 | 1.2 | 0.9 | 22 | 0.2 | 1.4 | 11,175 | 100.0 | 1.7 |
| 8 Development Agenda Coordination | 66 | 1.5 | 0.2 | 4,011 | 92.4 | 0.8 | 264 | 6.1 | 0.2 | - | - | - | - | - | - | 4,341 | 100.0 | 0.6 |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 494 | 1.5 | 1.4 | 29,868 | 92.4 | 5.9 | 1,963 | 6.1 | 1.7 | - | - | - | - | - | - | 32,325 | 100.0 | 4.8 |
| 10 Cooperation with Certain Countries in Europe and Asia | 129 | 1.5 | 0.4 | 7,802 | 92.4 | 1.5 | 513 | 6.1 | 0.4 | - | - | - | - | - | - | 8,443 | 100.0 | 1.3 |
| 11 The WIPO Academy | 181 | 1.5 | 0.5 | 10,980 | 92.4 | 2.2 | 722 | 6.1 | 0.6 | - | - | - | - | - | - | 11,883 | 100.0 | 1.8 |
| 12 International Classifications and Standards | 512 | 7.0 | 1.4 | 6,439 | 88.0 | 1.3 | 293 | 4.0 | 0.3 | 73 | 1.0 | 0.5 | - | - | - | 7,317 | 100.0 | 1.1 |
| 13 Global Databases | - | - | - | 4,222 | 90.0 | 0.8 | 469 | 10.0 | 0.4 | - | - | - | - | - | - | 4,692 | 100.0 | 0.7 |
| 14 Services for Access to Information and Knowledge | 105 | 1.4 | 0.3 | 6,041 | 80.1 | 1.2 | 1,289 | 17.1 | 1.1 | 102 | 1.4 | 0.7 | 2 | 0.0 | 0.1 | 7,539 | 100.0 | 1.1 |
| 15 Business Solutions for IP Offices | 178 | 1.5 | 0.5 | 10,744 | 92.4 | 2.1 | 706 | 6.1 | 0.6 | - | - | - | - | - | - | 11,628 | 100.0 | 1.7 |
| 16 Economics and Statistics | 81 | 1.5 | 0.2 | 4,930 | 92.4 | 1.0 | 324 | 6.1 | 0.3 | - | - | - | - | - | - | 5,336 | 100.0 | 0.8 |
| 17 Building Respect for IP | 61 | 1.5 | 0.2 | 3,686 | 92.4 | 0.7 | 242 | 6.1 | 0.2 | - | - | - | - | - | - | 3,989 | 100.0 | 0.6 |
| 18 IP and Global Challenges | 106 | 1.5 | 0.3 | 6,411 | 92.4 | 1.3 | 421 | 6.1 | 0.4 | - | - | - | - | - | - | 6,938 | 100.0 | 1.0 |
| 19 Communications | 263 | 1.5 | 0.7 | 15,946 | 92.4 | 3.1 | 1,048 | 6.1 | 0.9 | - | - | - | - | - | - | 17,257 | 100.0 | 2.6 |
| 20 External Relations, Partnerships and External Offices | 204 | 1.5 | 0.6 | 12,322 | 92.4 | 2.4 | 810 | 6.1 | 0.7 | - | - | - | - | - | - | 13,335 | 100.0 | 2.0 |
| 21 Executive Management | 876 | 4.6 | 2.5 | 14,253 | 75.2 | 2.8 | 3,339 | 17.6 | 2.9 | 425 | 2.2 | 2.9 | 53 | 0.3 | 3.4 | 18,945 | 100.0 | 2.8 |
| 22 Program and Resource Management | 1,138 | 4.1 | 3.2 | 19,196 | 68.5 | 3.8 | 6,736 | 24.0 | 5.9 | 893 | 3.2 | 6.1 | 69 | 0.2 | 4.4 | 28,032 | 100.0 | 4.2 |
| 23 Human Resources Management and Development | 1,090 | 4.6 | 3.1 | 17,725 | 75.2 | 3.5 | 4,152 | 17.6 | 3.6 | 528 | 2.2 | 3.6 | 66 | 0.3 | 4.2 | 23,561 | 100.0 | 3.5 |
| 24 General Support Services | 2,192 | 4.6 | 6.2 | 35,659 | 75.2 | 7.0 | 8,353 | 17.6 | 7.3 | 1,063 | 2.2 | 7.3 | 133 | 0.3 | 8.5 | 47,400 | 100.0 | 7.0 |
| 25 Information and Communication Technology | 1,972 | 4.4 | 5.6 | 32,080 | 70.9 | 6.3 | 9,784 | 21.6 | 8.5 | 1,273 | 2.8 | 8.7 | 159 | 0.4 | 10.2 | 45,269 | 100.0 | 6.7 |
| 26 Internal Oversight | 237 | 4.6 | 0.7 | 3,849 | 75.2 | 0.8 | 902 | 17.6 | 0.8 | 115 | 2.2 | 0.8 | 14 | 0.3 | 0.9 | 5,116 | 100.0 | 0.8 |
| 27 Conference and Language Services | 1,902 | 4.6 | 5.4 | 30,932 | 75.2 | 6.1 | 7,246 | 17.6 | 6.3 | 922 | 2.2 | 6.3 | 115 | 0.3 | 7.4 | 41,117 | 100.0 | 6.1 |
| 28 Safety and Security | 499 | 4.6 | 1.4 | 8,115 | 75.2 | 1.6 | 1,901 | 17.6 | 1.7 | 242 | 2.2 | 1.7 | 30 | 0.3 | 1.9 | 10,786 | 100.0 | 1.6 |
| 29 New Conference Hall | 39 | 4.6 | 0.1 | 628 | 75.2 | 0.1 | 147 | 17.6 | 0.1 | 19 | 2.2 | 0.1 | 2 | 0.3 | 0.1 | 834 | 100.0 | 0.1 |
| 30 Small and Medium-Sized Enterprises (SMEs) and Innovation | 102 | 1.5 | 0.3 | 6,187 | 92.4 | 1.2 | 407 | 6.1 | 0.4 | - | - | - | - | - | - | 6,696 | 100.0 | 1.0 |
| 31 The Hague System | - | - | - | - | - | - | - | - | - | 7,587 | 100.0 | 51.9 | - | - | - | 7,587 | 100.0 | 1.1 |
| Unallocated | 177 | 4.6 | 0.5 | 2,879 | 75.2 | 0.6 | 674 | 17.6 | 0.6 | 86 | 2.2 | 0.6 | 11 | 0.3 | 0.7 | 3,827 | 100.0 | 0.6 |
| TOTAL | 35,504 | 5.3 | 100.0 | 507,795 | 75.3 | 100.0 | 114,519 | 17.0 | 100.0 | 14,610 | 2.2 | 100.0 | 1,564 | 0.2 | 100.0 | 673,993 | 100.0 | 100.0 |

Table 14. 2014/15 Overall Scenario by Union
(in thousands of Swiss francs)

| | CF Unions | | PCT Union | | Madrid Union | | Hague Union | | Lisbon Union | | Total | |
|---|---------------|------|----------------|------|----------------|------|----------------|------|--------------|-----|----------------|------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| Income 2014/15 | 36,199 | | 549,834 | | 117,282 | | 9,289 | | 694 | | 713,296 | |
| Estimated IPSAS adjustment to income | - | | (19,800) | | (400) | | (100) | | - | | (20,300) | |
| Total Income after IPSAS adjustment | 36,199 | | 530,034 | | 116,882 | | 9,189 | | 694 | | 692,996 | |
| Expenditure 2014/15 | | | | | | | | | | | | |
| Direct Union | 23,437 | | 224,692 | | 63,542 | | 9,044 | | 912 | | 321,628 | |
| Direct Admin | 9,259 | | 113,171 | | 39,807 | | 5,566 | | 652 | | 168,454 | |
| Sub-total, Direct | 32,696 | | 337,862 | | 103,349 | | 14,610 | | 1,564 | | 490,082 | |
| Indirect Union | 1,946 | | 117,789 | | 7,742 | | - | | - | | 127,477 | |
| Indirect Admin | 862 | | 52,144 | | 3,428 | | - | | - | | 56,433 | |
| Sub-total, Indirect | 2,808 | | 169,933 | | 11,170 | | - | | - | | 183,911 | |
| Total, Expenditure 2014/15 | 35,504 | | 507,795 | | 114,519 | | 14,610 | | 1,564 | | 673,993 | |
| Estimated IPSAS adjustment to expenditure | 896 | | 12,808 | | 2,888 | | 369 | | 39 | | 17,000 | |
| Total Expenditure after IPSAS adjustment | 36,400 | | 520,603 | | 117,407 | | 14,979 | | 1,604 | | 690,993 | |
| Operating Result | (201) | | 9,430 | | (526) | | (5,790) | | (910) | | 2,003 | |
| RWCF, Target* | 17,752 | 50.0 | 76,169 | 15.0 | 28,630 | 25.0 | 2,192 | 15.0 | - | n/a | 124,743 | 18.5 |

*RWCF targets are calculated as percent of the biennial budgetary expenditure for each union

ANNEX IV EVOLUTION AND 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/RO⁷.

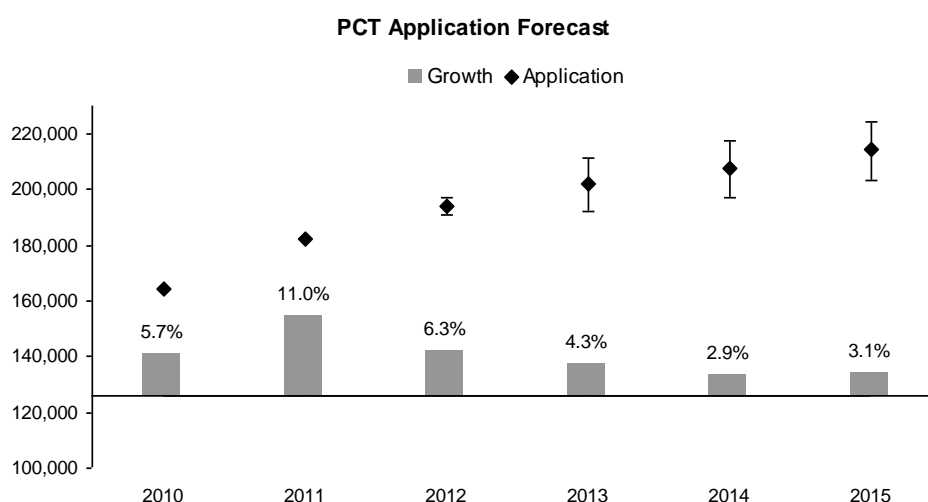
PCT Filing Forecast (Demand)

4. After falling in 2009 by close to 5 per cent year-to-year, PCT filings grew by 5.7 per cent in 2010, followed by 11 per cent increase in 2011 and 6.3 per cent increase in 2012. Chart 1 shows the forecasted number of PCT applications for the years 2011 to 2015 (based on data at the end of January 2013).

⁷ All statistics are based on the date of filing of PCT applications or Chapter II demands.

Proposed Program and Budget for 2014/15

Chart 1. PCT Applications 2010 to 2015



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-------------|---------|---------|---------|---------|---------|---------|
| PCT Filings | 164,338 | 182,369 | 193,800 | 202,200 | 208,000 | 214,500 |
| Growth | 5.7% | 11.0% | 6.3% | 4.3% | 2.9% | 3.1% |
| High bound | | | +3,200 | +9,100 | +9,600 | +10,200 |
| Low bound | | | -2,900 | -9,900 | -10,500 | -11,100 |

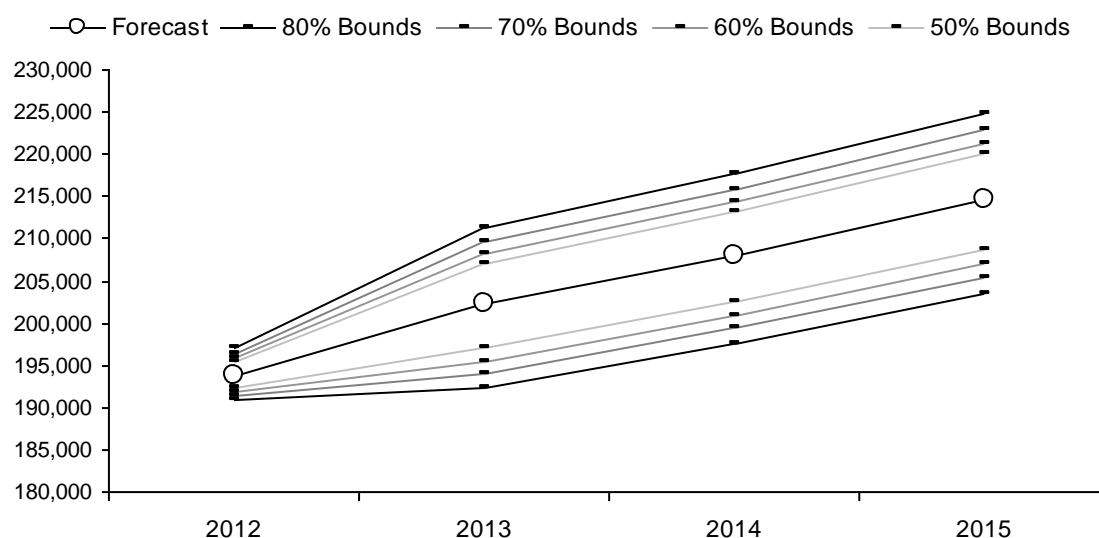
5. Chart 2 below shows the forecasted numbers of files by the country of origin.

Chart 2. PCT Filings from Selected Countries 2010 to 2015

| Country | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------|--------|--------|--------|--------|--------|--------|
| AT | 1,141 | 1,346 | 1,323 | 1,381 | 1,412 | 1,448 |
| AU | 1,772 | 1,739 | 1,673 | 1,725 | 1,777 | 1,796 |
| BE | 1,056 | 1,191 | 1,231 | 1,249 | 1,265 | 1,284 |
| BR | 488 | 564 | 532 | 578 | 594 | 611 |
| CA | 2,698 | 2,945 | 2,748 | 2,905 | 2,978 | 3,041 |
| CH | 3,728 | 4,009 | 4,194 | 4,323 | 4,439 | 4,536 |
| CN | 12,296 | 16,402 | 18,677 | 20,463 | 21,263 | 22,265 |
| DE | 17,568 | 18,851 | 18,855 | 19,522 | 19,878 | 20,372 |
| DK | 1,174 | 1,314 | 1,364 | 1,364 | 1,389 | 1,408 |
| ES | 1,772 | 1,729 | 1,687 | 1,729 | 1,828 | 1,909 |
| FI | 2,138 | 2,079 | 2,353 | 2,312 | 2,329 | 2,354 |
| FR | 7,246 | 7,438 | 7,739 | 7,669 | 7,818 | 7,914 |
| GB | 4,891 | 4,848 | 4,895 | 4,963 | 5,266 | 5,479 |
| IL | 1,475 | 1,452 | 1,367 | 1,410 | 1,490 | 1,530 |
| IN | 1,286 | 1,330 | 1,208 | 1,390 | 1,465 | 1,536 |
| IT | 2,658 | 2,695 | 2,836 | 2,985 | 3,089 | 3,115 |
| JP | 32,150 | 38,874 | 43,520 | 44,137 | 45,946 | 47,645 |
| KR | 9,669 | 10,447 | 11,848 | 12,938 | 14,061 | 15,393 |
| NL | 4,063 | 3,503 | 3,942 | 4,056 | 4,120 | 4,139 |
| NO | 708 | 698 | 683 | 686 | 700 | 711 |
| RU | 798 | 996 | 956 | 985 | 1,017 | 1,048 |
| SE | 3,314 | 3,462 | 3,550 | 3,620 | 3,669 | 3,715 |
| SG | 641 | 662 | 690 | 728 | 759 | 786 |
| US | 45,029 | 49,051 | 51,107 | 54,044 | 54,232 | 55,133 |

6. The number of international applications will likely be within a range with certain probabilities. The following graph and table indicate the probabilistic distribution of the number of filings.

Filing Forecast Probabilistic Distribution

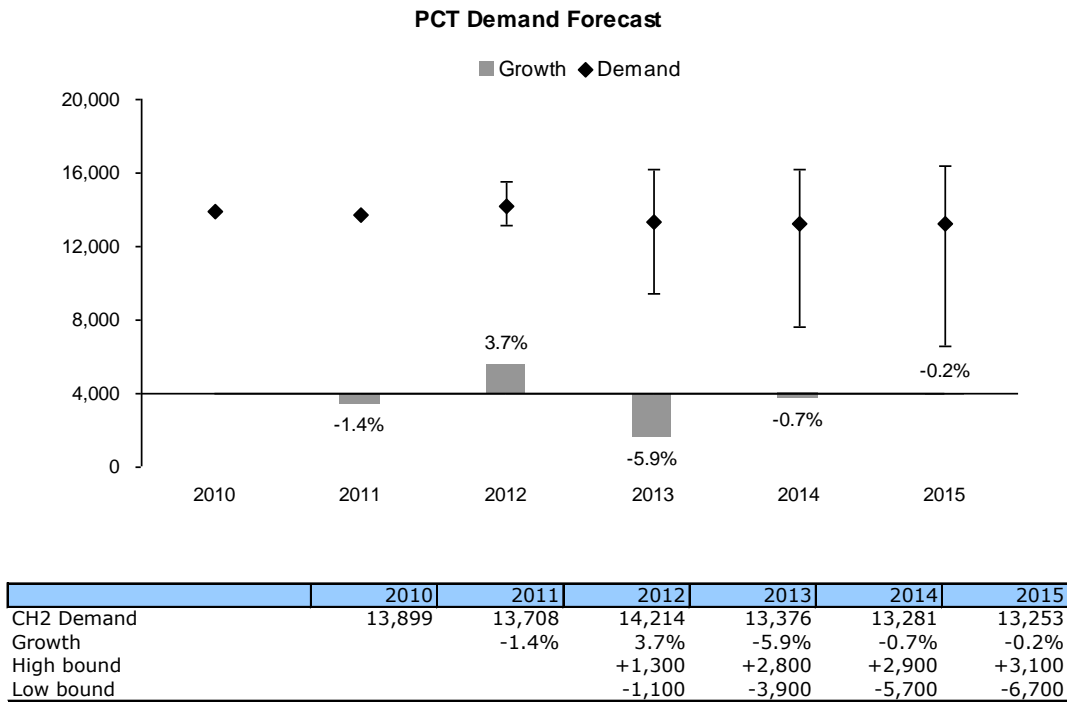


PCT Application Scenarios

| | Probability | Low | Normal | High |
|------|-------------|---------|---------|---------|
| 2012 | 80% | 190,900 | 193,800 | 197,000 |
| 2013 | | 192,300 | 202,200 | 211,300 |
| 2014 | | 197,500 | 208,000 | 217,600 |
| 2015 | | 203,400 | 214,500 | 224,700 |
| 2012 | 70% | 191,420 | 193,800 | 196,412 |
| 2013 | | 194,071 | 202,200 | 209,619 |
| 2014 | | 199,389 | 208,000 | 215,826 |
| 2015 | | 205,404 | 214,500 | 222,814 |
| 2012 | 60% | 191,841 | 193,800 | 195,950 |
| 2013 | | 195,506 | 202,200 | 208,311 |
| 2014 | | 200,916 | 208,000 | 214,444 |
| 2015 | | 207,022 | 214,500 | 221,346 |
| 2012 | 50% | 192,272 | 193,800 | 195,509 |
| 2013 | | 196,970 | 202,200 | 207,056 |
| 2014 | | 202,440 | 208,000 | 213,115 |
| 2015 | | 208,609 | 214,500 | 219,929 |

7. Chart 3 shows the evolution and forecast of the demand for the international preliminary examination procedure, under Chapter II of the PCT in the period up to 2015. As this chart shows, the demand for the Chapter II procedure is expected to remain relative stable at around 13,000 per year during the period of 2013-2015. It is recalled that the long-term decline in the use of the Chapter II procedure was due to changes in the PCT regulations that came into effect in 2002 and in 2004. Since PCT applicants became less interested in requesting preliminary examination, the final results are likely to change towards lower bound.

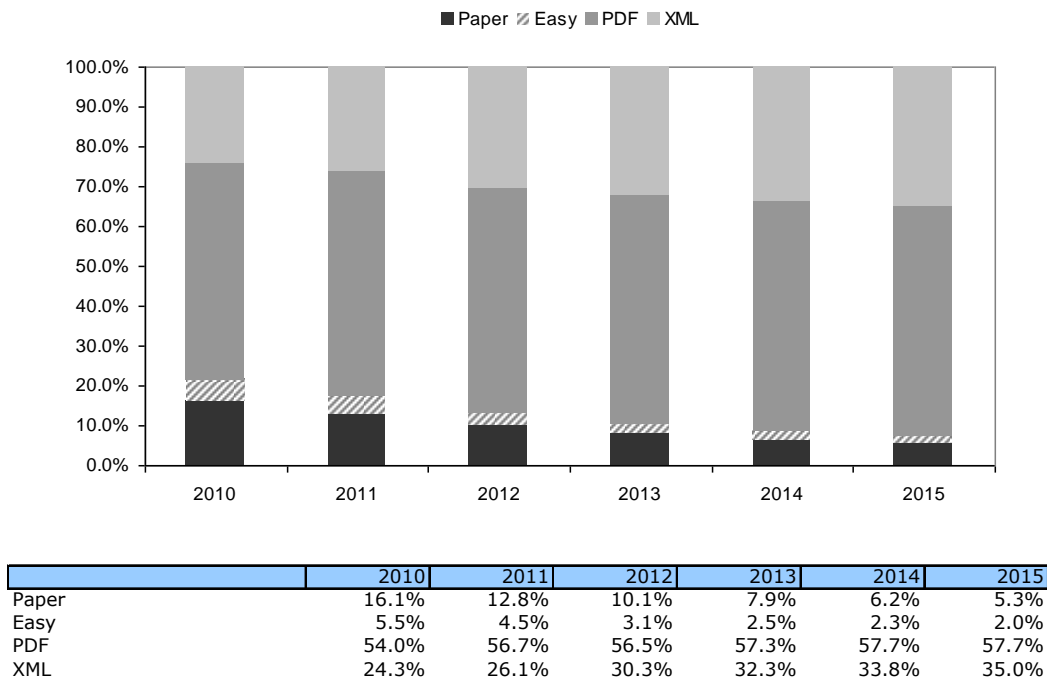
Chart 3. Chapter II Demands 2007 to 2015



Use of Electronic Filing Methods

8. 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 continues to increase steadily. In the year 2012, electronic filing was close to 90 per cent of total filings.

Chart 4. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2010 to 2015



9. 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 2015

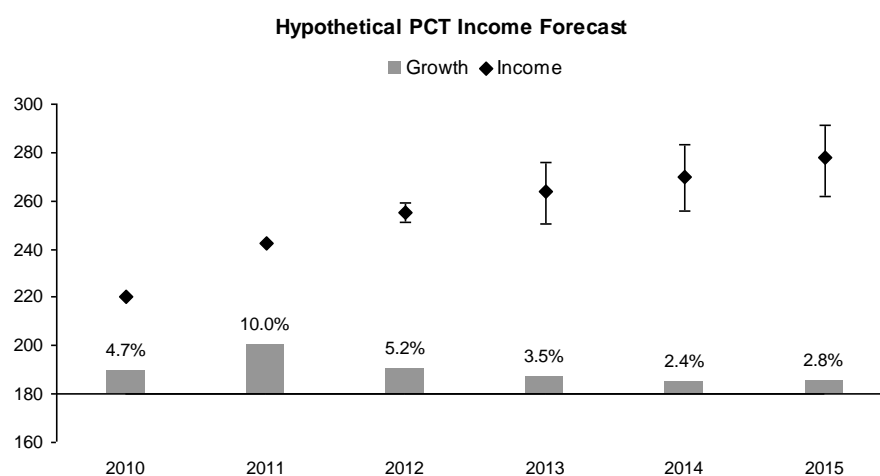
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------|-------|-------|-------|-------|-------|--------|
| RO/IB Filings | 8,681 | 8,416 | 9,067 | 9,452 | 9,833 | 10,194 |
| Growth | | -3.1% | 7.7% | 4.2% | 4.0% | 3.7% |

Expected Level of PCT Income

10. Charts 6 and 7 show calculated PCT income in the period 2010 to 2012, and forecasted PCT income in the period from 2013 to 2015, by type of income. The charts are 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 9.

11. Chart 6 shows the hypothetical PCT income forecast which is based on the assumptions that (1) all fees are paid within the same of year of filing and (2) all fees are converted to Swiss francs according to WIPO official exchange rates. Hypothetical PCT income indicates the possible revenue generated by the filings, without considering when the money is paid and how it is converted to Swiss francs. Since most applicants eventually pay their fees, the hypothetical income forecast reflects the long-term revenue expectation. The calculation takes into account all the major elements of the PCT fee structure: withdrawals, e-filing reductions and fee reductions for low-income countries.

Chart 6. Hypothetical PCT Income Forecast until 2015

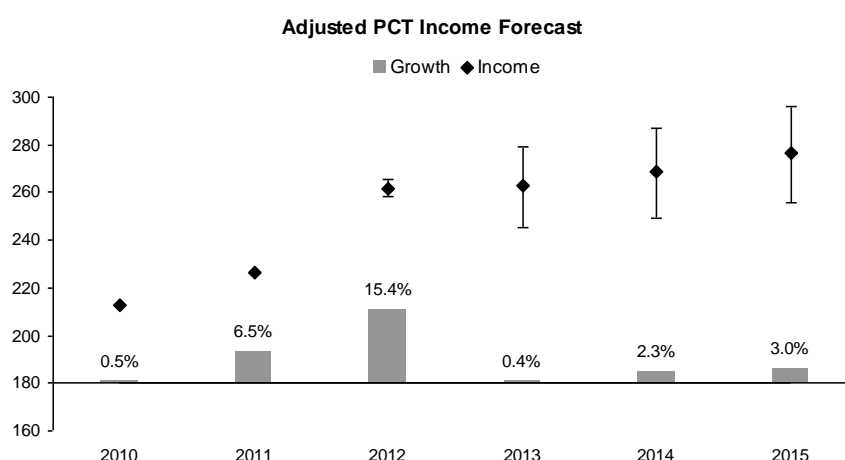


| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------|-------|-------|-------|-------|-------|-------|
| Basic fee | 214.8 | 238.5 | 253.4 | 264.2 | 271.6 | 280.0 |
| Page fee | 37.0 | 40.6 | 42.8 | 45.0 | 46.4 | 48.1 |
| E-filing reduction | -30.1 | -35.1 | -39.6 | -42.9 | -45.2 | -47.5 |
| Dev Country reduction | -5.1 | -5.3 | -5.5 | -6.1 | -6.3 | -6.6 |
| Handling fee | 2.8 | 2.7 | 2.8 | 2.7 | 2.7 | 2.7 |
| RO/IB fees | 0.8 | 0.8 | 0.9 | 0.9 | 0.9 | 1.0 |
| Income | 220.3 | 242.2 | 254.9 | 263.8 | 270.1 | 277.7 |
| Growth | 4.7% | 10.0% | 5.2% | 3.5% | 2.4% | 2.8% |
| High bound | | | +4.2 | +12.2 | +12.9 | +13.7 |
| Low bound | | | -4.0 | -13.5 | -14.6 | -15.6 |

Impact of Payment Delay on PCT Income

12. The hypothetical income forecast assumes that fees are paid within the same year of filing. However, WIPO receives payments with a delay ranging from one to six months. Some applicants – especially those who file at the beginning of the year – pay within the same year of filing (usually around 85 per cent), while others pay in the following year (usually around 15 per cent). Therefore, actual PCT income in any given year consists of a portion of payments for filings in the previous year plus a portion of payments for those in the same year. As a result, the money received in a year does not equal to that generated by the filings in the same year. Annual differences between hypothetical and real income do not alter the long-term overall income. Any income shortfall due to payment delays will likely be compensated in the following year. If a large portion of the payment is delayed to next year, this year’s actual income will fall, but next year’s will be higher. On the other hand, if a smaller portion of the payment is shifted to next year, this year’s actual income will rise and next year’s will fall. The adjusted PCT income forecasts until 2015 taking into account the impact of the payment delay is presented below in Chart 7.

Chart 7. Adjusted PCT Income Forecast until 2015



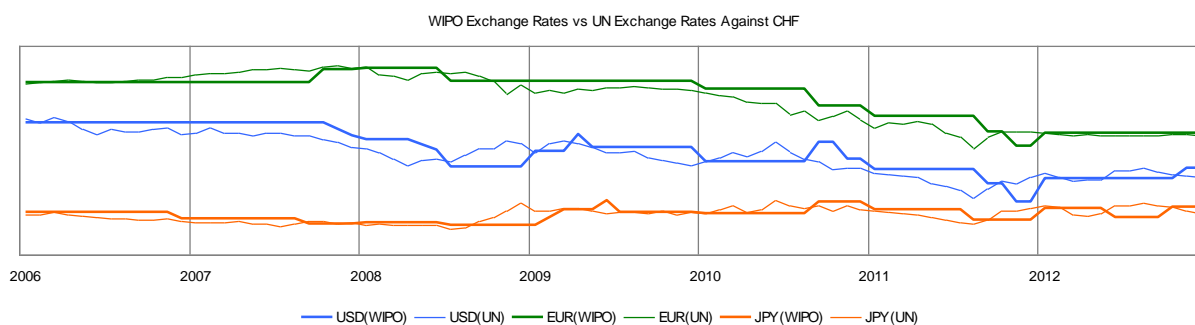
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------|-------|-------|-------|-------|-------|-------|
| Hypothetical PCT income | 220.3 | 242.2 | 254.9 | 263.8 | 270.1 | 277.7 |
| Gain/Loss by payment delay | -3.9 | -2.5 | -1.4 | -1.2 | -1.4 | -0.9 |
| Gain by exchange rate | | | 8.1 | 5.3 | 5.4 | 5.6 |
| Loss by exchange rate | -3.6 | -13.1 | | -5.3 | -5.4 | -5.6 |
| Income | 212.7 | 226.6 | 261.5 | 262.6 | 268.8 | 276.8 |
| Growth | 0.5% | 6.5% | 15.4% | 0.4% | 2.3% | 3.0% |
| High bound | | | +3.6 | +16.3 | +18.2 | +19.1 |
| Low bound | | | -3.4 | -17.4 | -19.8 | -21.0 |

Adjustment by Currency Exchange Rates

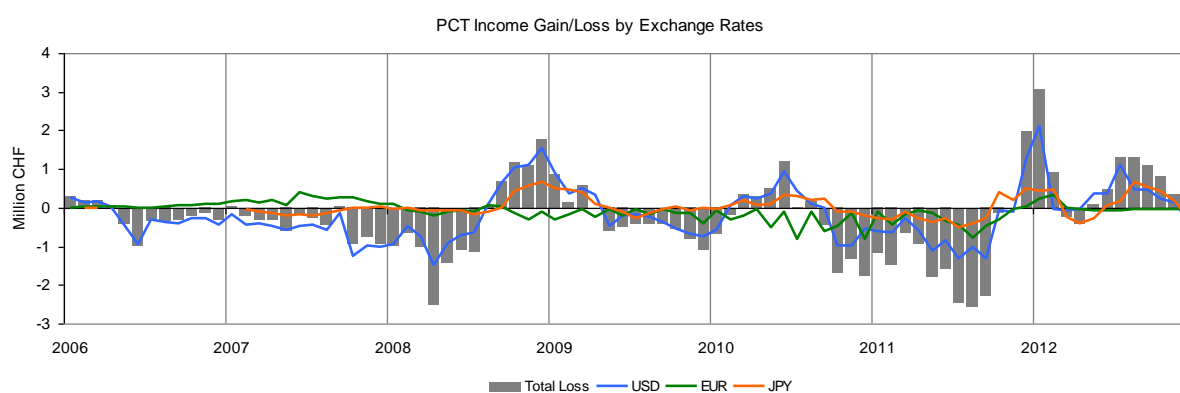
13. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals to the “equivalent amount” set by the International Bureau; whereas for “not freely convertible” ones, the receiving offices convert them into equivalent amount in Swiss franc, Euro or US dollar (PCT Rule 15). WIPO sets up the equivalent amounts according to the rules prescribed in the Directives of the PCT Assembly: (1) the exchange rates on the first Monday of October is taken as the new WIPO exchange rates for setting the equivalent amounts for the following year; (2) if for more than four consecutive Fridays the exchange rates are changed by 5 per cent, the Director General of WIPO should initiate consultation with offices for setting new equivalent amounts which should be effective after two months from their publication.

14. Applicants pay international filing fee according to the equivalent amount on the filing date. However, due to delayed implementation of the equivalent amount, the market exchange rates are likely different from the WIPO rates at the time of payment, resulting in a gain or loss of PCT income. The following graph shows the difference between WIPO exchange rates for setting the “equivalent

amount” and the UN operational rates of exchange for the three currencies, namely the US dollar, Euro and Japanese Yen.



15. The difference between the equivalent amount on the filing date and the amount converted to Swiss franc on the date of payment under UN exchange rates constitutes gain or loss of the PCT revenue. The following graph shows the monthly gain/loss of the PCT income.



16. Due to continued appreciation of the Swiss franc against all major currencies since the end of 2010, the PCT income suffered bigger than expected loss in 2011. The loss reached 13 million Swiss francs in 2011, almost 6 per cent of the projected income. However, the trend reversed towards the end of 2011 to result in an exchange gain of 8.1 million Swiss francs in 2012.

17. The current PCT schedule of fees is reproduced in Table 16 below.

Table 15. 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 |

Table 16. 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

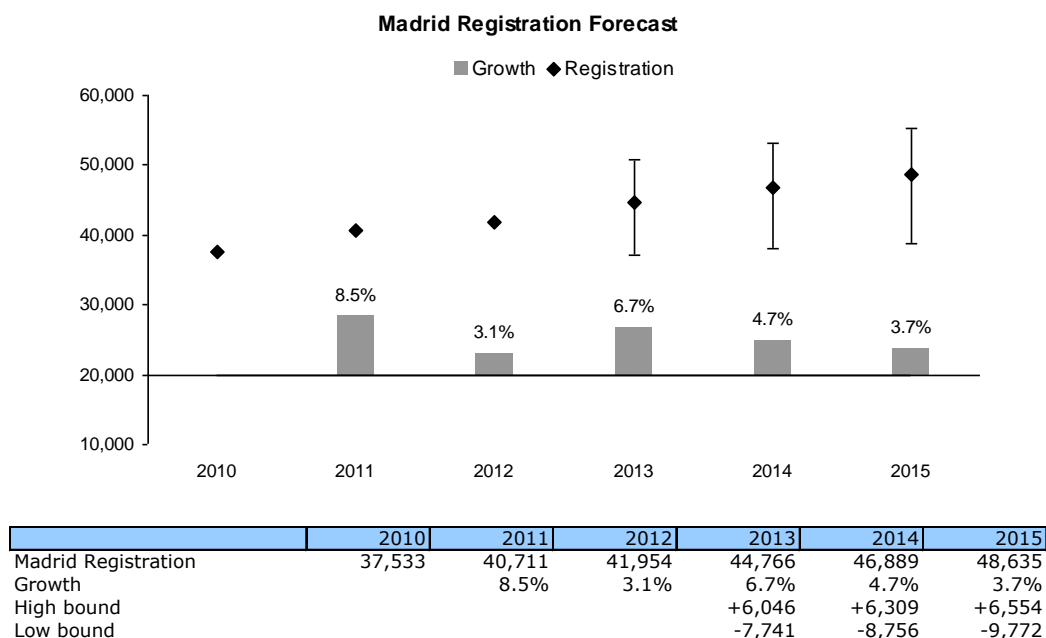
Madrid - Forecast of Demand for International Registration

18. Chart 8 shows the actual number of Madrid registrations in the period from 2010 to 2012, and the forecast for the years 2012 to 2015. The number of registrations is expected to grow by close to 7 per cent in 2013. The accession of Mexico, New Zealand, Colombia and the Philippines to the Madrid system would have a moderate impact in 2013, but it may have a bigger impact in the coming years. The forecast of Madrid registrations is based on multiple models, including autoregressive models, econometric models and transfer models. The autoregressive models are performed on both

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registrations and applications. The results of applications are then transformed into registration forecast using the average processing delay. The econometric models are based on actual GDP data and GDP forecasts released by the International Monetary Fund (IMF). The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 8. Madrid Demand for International Registration



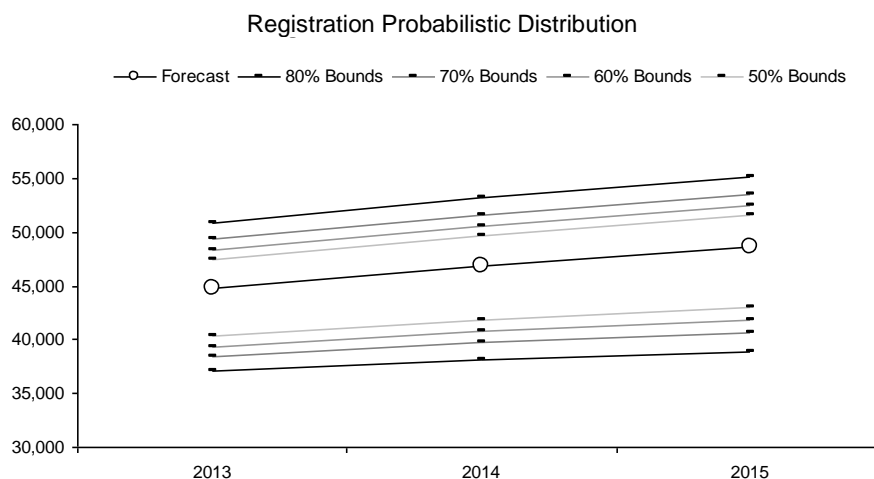
19. In light of the accession of several new member states, we used a transfer model to assess the impact of accession events on registrations. The model employs data on Paris-route “cross filings” between the existing Madrid members and the new member states. In particular, transfer rates are estimated to calculate the additional filings from the existing members due to accession. In addition, the average “transfer rates” of the existing Madrid members are used to predict the filing potential from the new members. It is noted that the true “transfer rates” are country-specific. Using average transfer rates for new members is arguably the best approximation possible, but it introduces additional uncertainty to the forecast values.

| New Madrid member states | |
|--------------------------|---------------|
| Colombia | August 2012 |
| Mexico | February 2013 |
| New Zealand | December 2012 |
| Philippines | July 2012 |

Registrations due to new members

| Year | AT | AU | CH | CN | DE | FR | GB | IT | JP | OT | TR | US | CO | MX | NZ |
|------|----|-----|-----|----|-----|-----|----|----|----|-----|----|-----|----|-----|-----|
| 2013 | 5 | 70 | 39 | 11 | 40 | 32 | 14 | 14 | 12 | 64 | 1 | 152 | 12 | 38 | 35 |
| 2014 | 10 | 142 | 80 | 23 | 80 | 65 | 28 | 27 | 24 | 132 | 2 | 309 | 26 | 77 | 71 |
| 2015 | 14 | 183 | 103 | 31 | 103 | 83 | 36 | 35 | 32 | 171 | 3 | 394 | 34 | 100 | 93 |
| 2016 | 17 | 224 | 128 | 39 | 126 | 102 | 44 | 43 | 39 | 213 | 4 | 484 | 43 | 125 | 116 |
| 2017 | 20 | 266 | 154 | 47 | 151 | 122 | 52 | 51 | 47 | 257 | 5 | 576 | | 150 | 139 |
| 2018 | 24 | 312 | 182 | 57 | 176 | 142 | 60 | 60 | 54 | 304 | 6 | 672 | | 178 | 164 |

20. The above numbers were added to the results from the autoregressive models. The registrations will likely be within a range with certain probabilities. The following graph and table indicate the probabilistic distribution of registrations.



Madrid Registration Scenarios

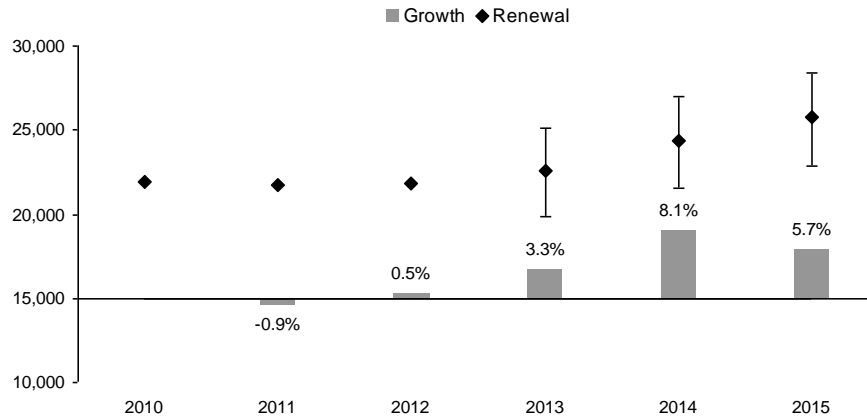
| | Probability | Low | Normal | High |
|------|-------------|--------|--------|--------|
| 2013 | 80% | 37,025 | 44,766 | 50,812 |
| 2014 | | 38,133 | 46,889 | 53,198 |
| 2015 | | 38,863 | 48,635 | 55,189 |
| 2013 | 70% | 38,389 | 44,766 | 49,306 |
| 2014 | | 39,681 | 46,889 | 51,615 |
| 2015 | | 40,595 | 48,635 | 53,536 |
| 2013 | 60% | 39,375 | 44,766 | 48,262 |
| 2014 | | 40,776 | 46,889 | 50,534 |
| 2015 | | 41,791 | 48,635 | 52,420 |
| 2013 | 50% | 40,361 | 44,766 | 47,422 |
| 2014 | | 41,889 | 46,889 | 49,666 |
| 2015 | | 43,033 | 48,635 | 51,521 |

Madrid - Forecast of Demand for Renewals

21. Chart 9 shows the actual number of renewals recorded in the period from 2010 to 2012, and the forecast for the years 2013 to 2015. Renewals are similarly forecasted based on regression models and the transfer model. In addition to the autoregressive models on the renewal time series, we also used a regression model on both renewals and registrations. This regression model assumes that first-time renewals depend on registrations with a ten-year lag, whereas subsequent renewals depend on past renewals with a ten-year lag. The transfer model looks at the potential stock of registrations coming up for renewal, and applies a percentage that is calculated from past years. Results from different models are then combined.

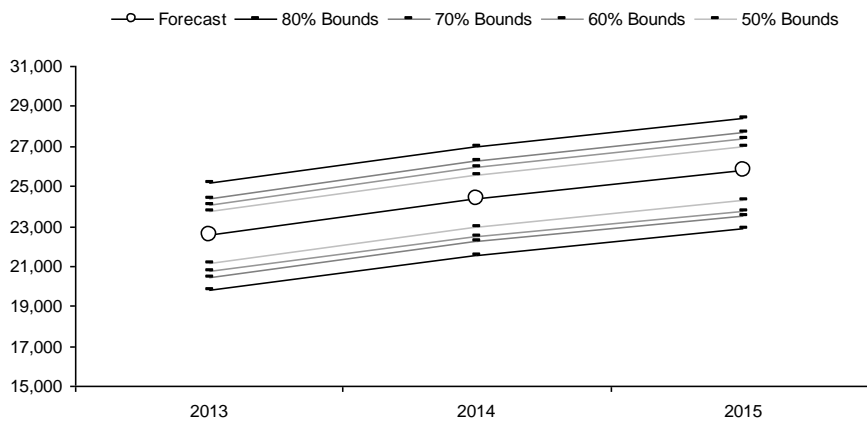
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Chart 9. Madrid Renew Forecast



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------|--------|--------|--------|--------|--------|--------|
| Madrid Renewal | 21,949 | 21,754 | 21,858 | 22,582 | 24,409 | 25,808 |
| Growth | | -0.9% | 0.5% | 3.3% | 8.1% | 5.7% |
| High bound | | | | +2,576 | +2,586 | +2,596 |
| Low bound | | | | -2,753 | -2,836 | -2,919 |

Renewal Probabilistic Distribution



Madrid Renewal Scenarios

| | Probability | Low | Normal | High |
|------|-------------|--------|--------|--------|
| 2013 | 80% | 19,829 | 22,582 | 25,158 |
| 2014 | | 21,573 | 24,409 | 26,995 |
| 2015 | | 22,889 | 25,808 | 28,404 |
| 2013 | 70% | 20,468 | 22,582 | 24,415 |
| 2014 | | 22,221 | 24,409 | 26,256 |
| 2015 | | 23,545 | 25,808 | 27,669 |
| 2013 | 60% | 20,726 | 22,582 | 24,069 |
| 2014 | | 22,458 | 24,409 | 25,917 |
| 2015 | | 23,756 | 25,808 | 27,337 |
| 2013 | 50% | 21,118 | 22,582 | 23,718 |
| 2014 | | 22,935 | 24,409 | 25,563 |
| 2015 | | 24,323 | 25,808 | 26,980 |

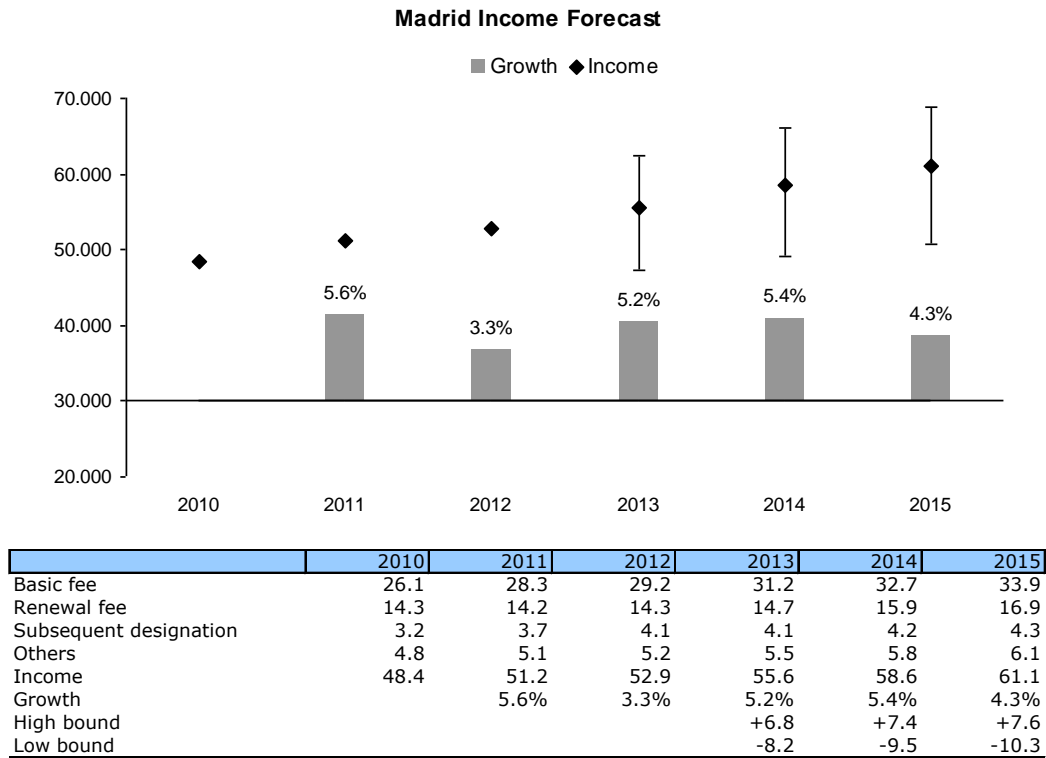
Expected Level of Madrid Fee Income

22. 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) the

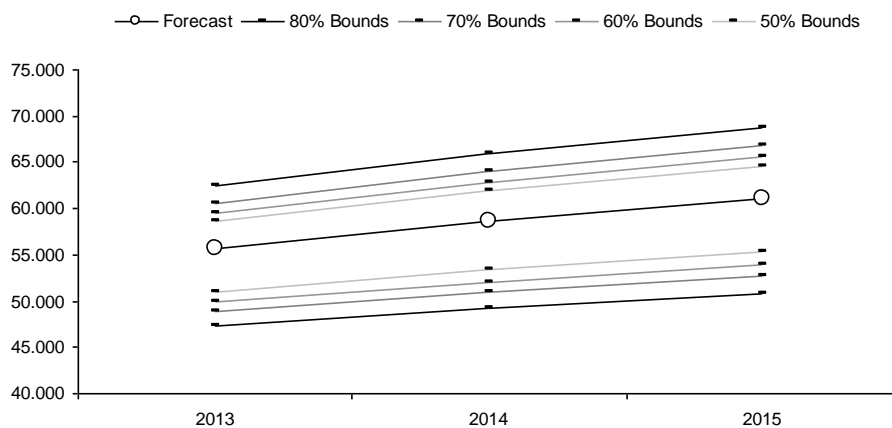
recording of subsequent designations and (d) other services, including different modifications and the issuance of extracts.

23. Chart 10 below shows actual figures of Madrid fee income for the period 2010 to 2012, and estimated figures of Madrid fee income for the period 2013 to 2015, attributable to each of the above-mentioned categories of services. Income estimates are based on the numbers of international registrations and renewals that are expected to get recorded from 2013 to 2015.

Chart 10. Expected Level of Madrid Fee Income, by Source



Income Probabilistic Distribution



Proposed Program and Budget for 2014/15

| Madrid Income Scenarios | | | | |
|-------------------------|-------------|--------|--------|--------|
| | Probability | Low | Normal | High |
| 2013 | 80% | 47.361 | 55.594 | 62.384 |
| 2014 | | 49.159 | 58.615 | 65.994 |
| 2015 | | 50.786 | 61.121 | 68.739 |
| 2013 | 70% | 48.949 | 55.594 | 60.613 |
| 2014 | | 50.977 | 58.615 | 64.065 |
| 2015 | | 52.765 | 61.121 | 66.747 |
| 2013 | 60% | 49.915 | 55.594 | 59.519 |
| 2014 | | 52.042 | 58.615 | 62.890 |
| 2015 | | 53.875 | 61.121 | 65.547 |
| 2013 | 50% | 51.000 | 55.594 | 58.581 |
| 2014 | | 53.361 | 58.615 | 61.876 |
| 2015 | | 55.396 | 61.121 | 64.501 |

24. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2010 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 17. Madrid Total Fee Income and Average Fee

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|--------|--------|--------|--------|--------|--------|
| Madrid Registration | 37,533 | 40,711 | 41,954 | 44,766 | 46,889 | 48,635 |
| Madrid Renewal | 21,949 | 21,754 | 21,858 | 22,582 | 24,409 | 25,808 |
| Registration + Renewal | 59,482 | 62,465 | 63,812 | 67,348 | 71,298 | 74,443 |
| Madrid Income (Million Sfr) | 48.4 | 51.2 | 52.9 | 55.6 | 58.6 | 61.1 |
| Average fee (Sfr) | 814 | 819 | 828 | 825 | 822 | 821 |

25. For the first time, forecasted activity under the Madrid System in the draft 2014-2015 Program and Budget has been based upon a sophisticated forecasting model established by the Chief Economist, rather than a simple forecasting model based upon linear extrapolation of earlier and actual Madrid System activity. The new model is similar to that used to predict PCT activity, and takes into account not only earlier Madrid System activity, but also trademark application and registration activity in other offices, as well as economic forecasting data from the IMF, *inter alia*. Given ongoing global economic uncertainty, and until more experience is gained with the new forecasting model, the Brands and Designs Sector felt a forecast slightly less than that delivered by the new model was more prudent. Table below reflects these figures, which are the basis for the Madrid registry's fee income and R&R volumes estimated for 2014/15.

Table 18. Madrid Total Fee Income and Average Fee (Basis for PB 2014/15)

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|--------|--------|--------|--------|--------|--------|
| Madrid Registration | 37,533 | 40,711 | 41,954 | 43,500 | 45,600 | 46,900 |
| Madrid Renewal | 21,949 | 21,754 | 21,858 | 22,000 | 24,000 | 25,000 |
| Registration + Renewal | 59,482 | 62,465 | 63,812 | 65,500 | 69,600 | 71,900 |
| Madrid Income (Million Sfr) | 48.4 | 51.2 | 52.8 | 53.1 | 56.4 | 58.2 |
| Average fee (Sfr) | 814 | 819 | 827 | 810 | 810 | 810 |

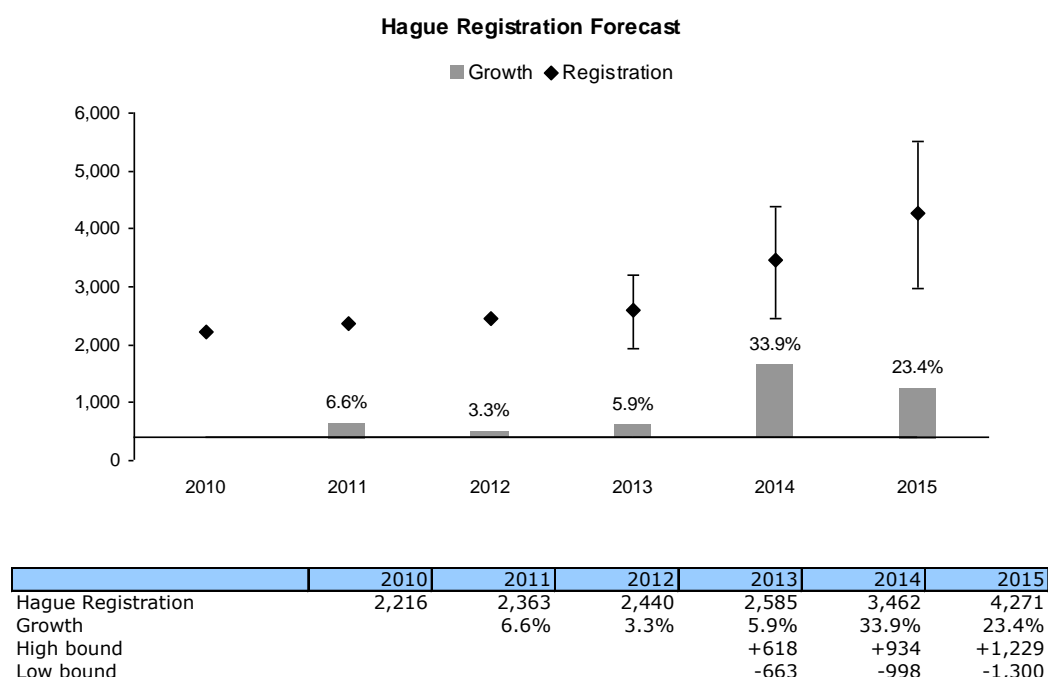
Hague

The Hague - Forecast of Demand for International Registration

26. Chart 11 shows the actual number of Hague registrations recorded by the International Bureau in the period from 2010 to 2012, and the forecast for the years 2013 to 2015. The number of registrations is expected to grow by 5.9 per cent in 2013. The anticipated accession of China, Japan, Republic of Korea, Russian Federation and the United States to the Hague System will have considerable impact from 2014 onwards, resulting in a possible jump in filings and income. The forecast of Hague registrations is based on multiple models, including autoregressive models, econometric models and transfer models. The autoregressive models are performed on registrations. The econometric models are based on actual GDP data and GDP forecasts released by the

International Monetary Fund. The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 11. Hague Registrations and Renewals



27. In light of the anticipated accessions of several new member states from 2014 onwards, a transfer model was used to assess the impact of accession events on registrations. The model employs data on Paris-route “cross filings” between the existing Hague members and the new member states. In particular, transfer rates are estimates to calculate the additional filings from the existing members due to accessions. In addition, the average “transfer rates” of the existing Hague members are used to predict the filing potential from the new members. It is noted that the true “transfer rates” are country-specific. Using average transfer rates for new members is arguably the best approximation possible, but it introduces additional uncertainty to the forecast values. The current estimation is based on the following assumptions of the timing of accessions.

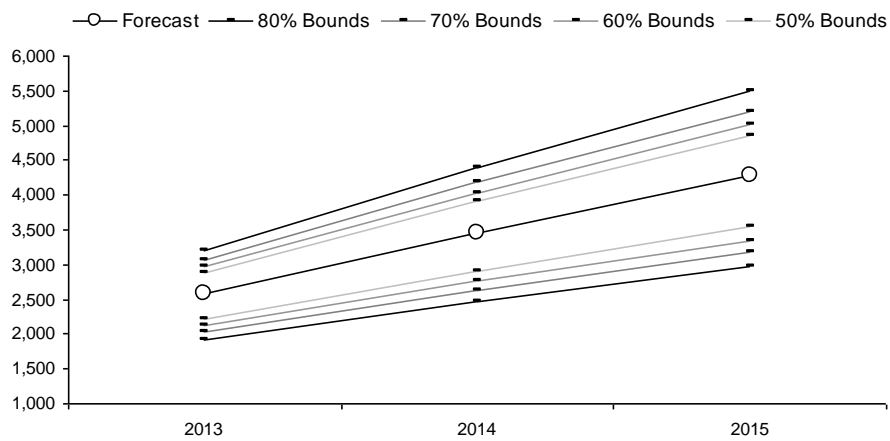
| New Hague member states | |
|-------------------------|--------------|
| China | January 2014 |
| Japan | January 2015 |
| Republic of Korea | January 2015 |
| Russian Federation | January 2014 |
| United States | January 2014 |

Registrations due to new members

| Year | CH | DE | FR | IT | NL | TR | Others | CN | JP | KR | RU | US |
|------|-----|-----|-----|-----|----|----|--------|-----|-----|-----|----|-----|
| 2014 | 66 | 197 | 61 | 44 | 29 | 18 | 297 | 19 | 0 | 0 | 2 | 67 |
| 2015 | 115 | 282 | 90 | 63 | 46 | 25 | 429 | 43 | 195 | 66 | 4 | 164 |
| 2016 | 141 | 349 | 111 | 77 | 56 | 31 | 531 | 70 | 408 | 140 | 7 | 264 |
| 2017 | 168 | 417 | 132 | 93 | 66 | 37 | 635 | 98 | 629 | 220 | 9 | 363 |
| 2018 | 198 | 491 | 155 | 109 | 78 | 44 | 744 | 118 | 868 | 307 | 11 | 431 |

28. The above numbers were added to the results from the autoregressive models. The registrations will likely be in a range with certain probabilities. The following graph and table indicate the probabilistic distribution of the scenarios.

Registration Probabilistic Distribution



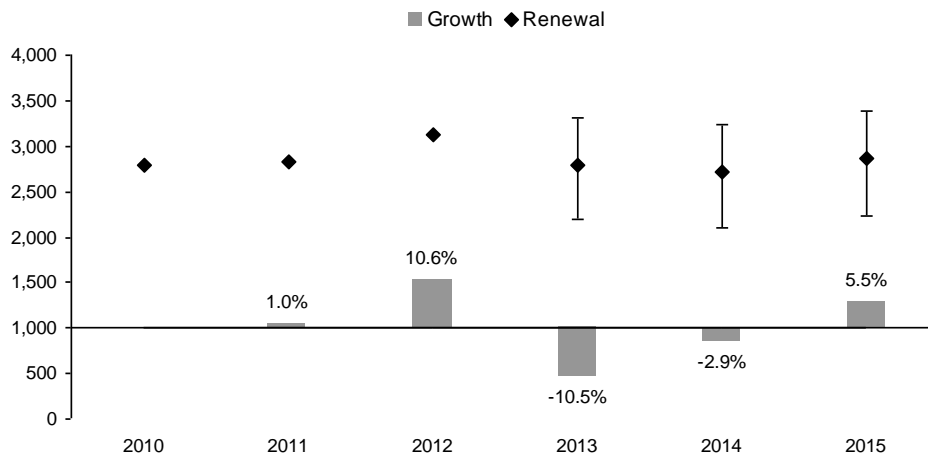
Hague Registration Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|-------|
| 2013 | 80% | 1,922 | 2,585 | 3,203 |
| 2014 | | 2,464 | 3,462 | 4,396 |
| 2015 | | 2,971 | 4,271 | 5,500 |
| 2013 | 70% | 2,027 | 2,585 | 3,060 |
| 2014 | | 2,627 | 3,462 | 4,179 |
| 2015 | | 3,187 | 4,271 | 5,207 |
| 2013 | 60% | 2,115 | 2,585 | 2,964 |
| 2014 | | 2,756 | 3,462 | 4,035 |
| 2015 | | 3,351 | 4,271 | 5,022 |
| 2013 | 50% | 2,211 | 2,585 | 2,878 |
| 2014 | | 2,904 | 3,462 | 3,906 |
| 2015 | | 3,547 | 4,271 | 4,855 |

Hague - Forecast of Demand for Renewals

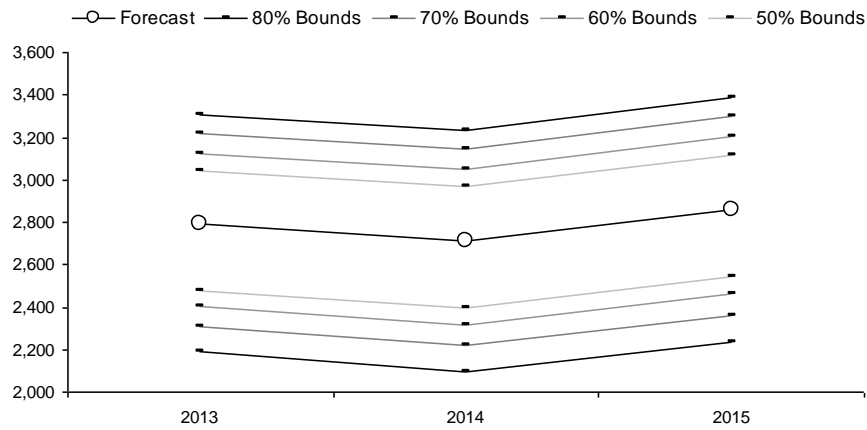
29. Different regression models are employed to forecast registration renewals. In addition to autoregressive models, use is made of the relationship between renewals and registrations with five-year lags as well as past renewals with five-year lags, since the registrations and renewals five years ago should contribute to the total renewals in the current year.

Chart 12. Hague Renewal Forecast



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------|-------|-------|-------|--------|-------|-------|
| Hague Renewal | 2,793 | 2,821 | 3,120 | 2,791 | 2,710 | 2,859 |
| Growth | | 1.0% | 10.6% | -10.5% | -2.9% | 5.5% |
| High bound | | | | +516 | +522 | +529 |
| Low bound | | | | -598 | -611 | -626 |

Renewal Probabilistic Distribution



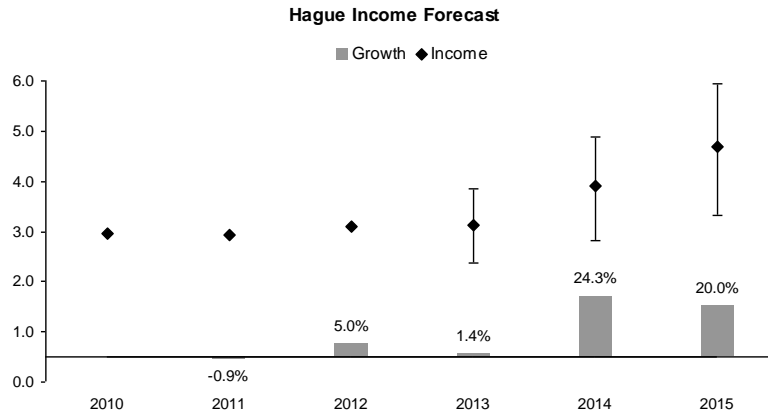
Hague Renewal Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|-------|
| 2013 | 80% | 2,193 | 2,791 | 3,307 |
| 2014 | | 2,099 | 2,710 | 3,232 |
| 2015 | | 2,233 | 2,859 | 3,388 |
| 2013 | 70% | 2,307 | 2,791 | 3,220 |
| 2014 | | 2,221 | 2,710 | 3,144 |
| 2015 | | 2,363 | 2,859 | 3,300 |
| 2013 | 60% | 2,402 | 2,791 | 3,121 |
| 2014 | | 2,317 | 2,710 | 3,046 |
| 2015 | | 2,460 | 2,859 | 3,202 |
| 2013 | 50% | 2,481 | 2,791 | 3,043 |
| 2014 | | 2,397 | 2,710 | 2,965 |
| 2015 | | 2,543 | 2,859 | 3,119 |

Expected Level of Hague Income

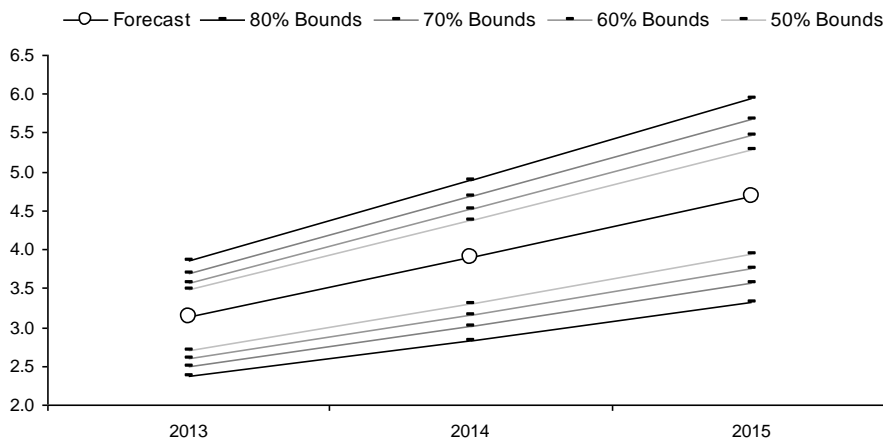
30. The income generated by the Hague System is calculated based on the current fee schedule. The main components of this schedule are the basic fee and renewal fees. These two parts cover about 90 per cent of the income. Other fees are grouped as “Others”.

Chart 13. Expected Level of Hague Fee Income, by Source



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|-------|------|------|-------|-------|
| Basic | 1.8 | 1.9 | 2.0 | 2.1 | 2.8 | 3.5 |
| Renewal | 0.7 | 0.7 | 0.8 | 0.7 | 0.7 | 0.7 |
| Others | 0.3 | 0.3 | 0.3 | 0.3 | 0.4 | 0.5 |
| Income | 3.0 | 2.9 | 3.1 | 3.1 | 3.9 | 4.7 |
| Growth | | -0.9% | 5.0% | 1.4% | 24.3% | 20.0% |
| High bound | | | | +0.7 | +1.0 | +1.3 |
| Low bound | | | | -0.8 | -1.1 | -1.4 |

Income Probabilistic Distribution



Hague Income Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|-------|
| 2013 | 80% | 2.365 | 3.136 | 3.849 |
| 2014 | | 2.822 | 3.897 | 4.895 |
| 2015 | | 3.323 | 4.676 | 5.943 |
| 2013 | 70% | 2.494 | 3.136 | 3.698 |
| 2014 | | 3.009 | 3.897 | 4.682 |
| 2015 | | 3.565 | 4.676 | 5.669 |
| 2013 | 60% | 2.602 | 3.136 | 3.579 |
| 2014 | | 3.156 | 3.897 | 4.518 |
| 2015 | | 3.747 | 4.676 | 5.464 |
| 2013 | 50% | 2.711 | 3.136 | 3.476 |
| 2014 | | 3.310 | 3.897 | 4.375 |
| 2015 | | 3.944 | 4.676 | 5.284 |

31. Income estimates for 2013 to 2015 in the table below are based on the expected numbers of international registrations and renewals, and an estimated average fee that would evolve from 556 in 2012 to 656 in 2015. It should be noted that the income estimates given below are based on the assumption that no changes to the schedule of fees payable to the International Bureau under the Hague system will take place in the forthcoming years.

Table 19. Hague Total Fee Income and Average Fee

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------|-------|-------|-------|-------|-------|-------|
| Hague Registration | 2,216 | 2,363 | 2,440 | 2,585 | 3,462 | 4,271 |
| Hague Renewal | 2,793 | 2,821 | 3,120 | 2,791 | 2,710 | 2,859 |
| Registration + Renewal | 5,009 | 5,184 | 5,560 | 5,376 | 6,172 | 7,130 |
| Hague Income (Million Sfr) | 3.0 | 2.9 | 3.1 | 3.1 | 3.9 | 4.7 |
| Average fee (Sfr) | 593 | 568 | 556 | 583 | 631 | 656 |

ANNEX V INDICATORS OF PCT OPERATIONS

PERFORMANCE INDICATORS FOR THE EXPECTED RESULT “IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF PCT OPERATIONS”

General

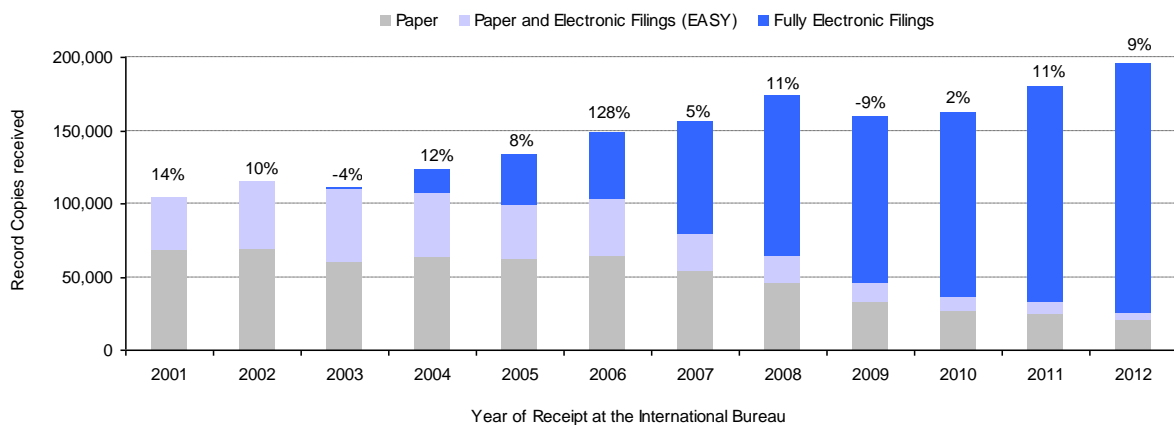
1. As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, it is useful to consider the evolution of:

- The PCT workloads;
- The language distribution of those workloads; and
- The number of staff assigned to process those workloads.

Workloads

2. The workloads are tracked on the basis of the yearly number of record copies received by the IB⁸.

Evolution of Record Copies by Medium of Filing



Source: WIPO Statistics Database, March 2013.

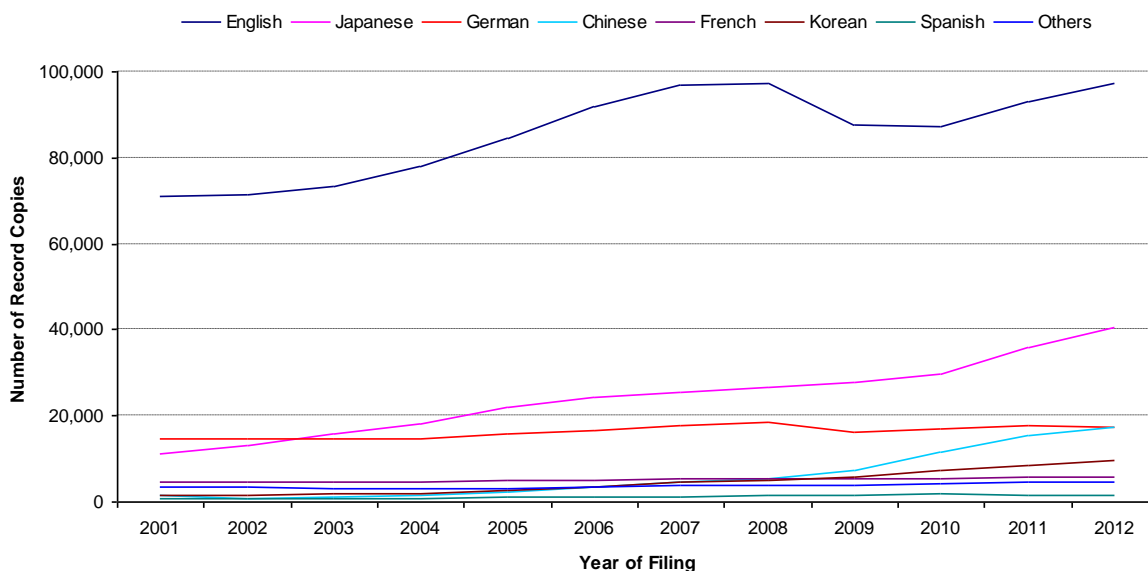
- The IB received approximately 196,200 record copies in 2012, representing an increase of 9 per cent compared to 2011.
- The share of fully electronic filing methods kept increasing in 2012 and now represents 87 per cent of total filings.

⁸ A record copy is a PCT application transmitted to the International Bureau by a receiving Office after its filing at, and its processing by, that Office. 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 these Offices. For this reason, trends in the receipt of record copies, while valid indicators of International Bureau workloads do not accurately match trends in the filing of PCT applications.

Language distribution

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

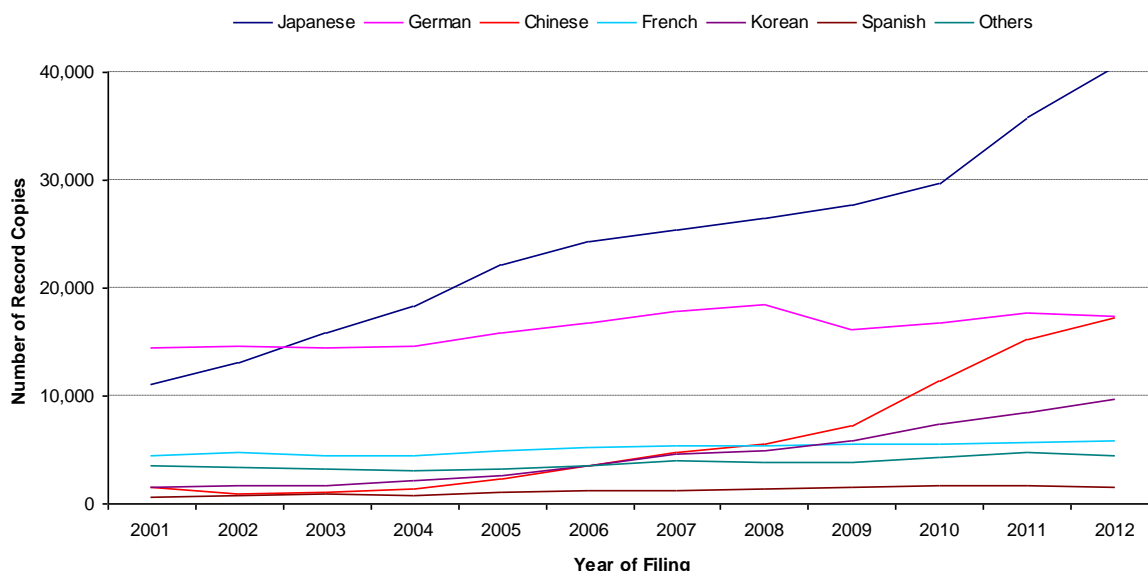
Languages of Filing



Source: WIPO Statistics Database, March 2013
Note: 2011 data are provisional and incomplete.

4. As can be observed, while English remains by far the most important language of filing, its importance has diminished relative to Japanese, Chinese and Korean. The combined share of the PCT applications filed in Japanese, Chinese and Korean has increased from 33 per cent in 2011 to 35 per cent in 2012. Zooming in on languages other than English provides the following picture:

Languages of Filing

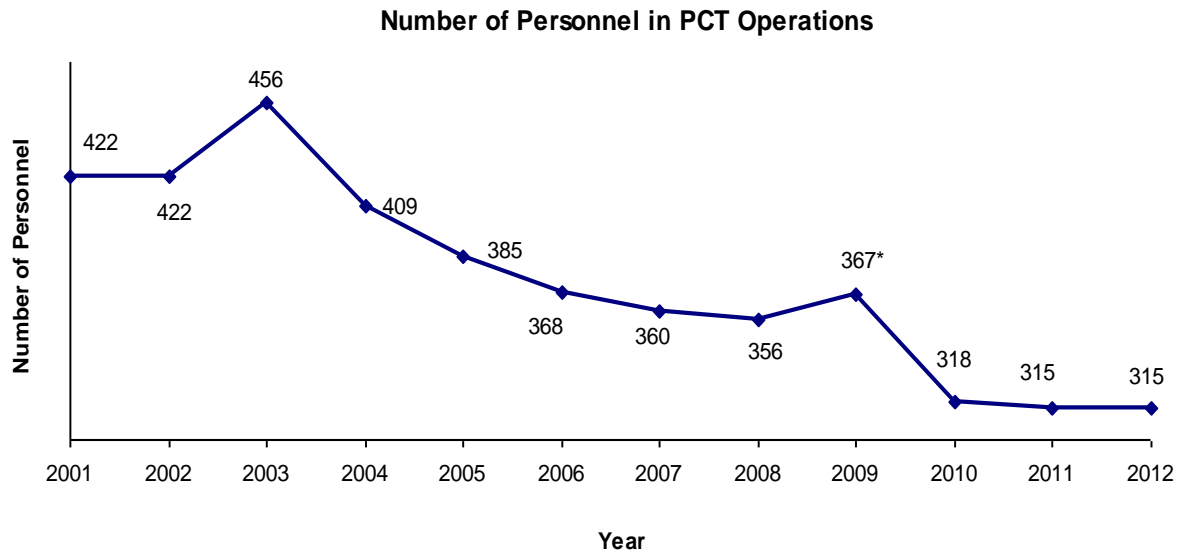


Source: WIPO Statistics Database, March 2013
Note: 2011 data are provisional and incomplete.

5. These evolutions put a considerable strain on the IB because it takes many years to adjust the language composition of the PCT Operations staff.

Staff

6. The chart below shows the number of PCT Operations staff since 2001, in Full Time Staff Equivalent (- FTSE - total number of full-time staff plus the full-time equivalent of the part-time staff).



Source: WPO Statistics Database, March 2013

Note: Personnel is counted in full time equivalent from December lists of staff.

* Note that the increase in personnel in 2009 is due to the integration into the PCT Operations Division of two units which were not part of the Division prior to 2009 (and therefore were not counted as part of its personnel at that time). The units in question are the PCT Information Systems Service (30 persons) and the PCT fee handling team (2 persons). Without the integration of these two units, the number of personnel in the Division would have decreased from 356 in 2008 to 335 in 2009.

- The PCT Operations Division's personnel remained stable in 2012 compared to 2011.

Unit cost of processing an application

7. The IB's productivity in processing PCT applications can be measured by unit cost of processing, defined as the average total cost of publishing a PCT application. Average total cost is determined by total PCT expenditure, plus a certain share of expenditure on support and management activities.⁹ The unit cost thus includes the cost of all PCT activities – including translation, communication, management and others.

8. In computing unit cost, the production cost consists of two parts: direct and indirect costs. Direct costs correspond to the expenditure incurred by the IB (for administration of the PCT system and related programs). Indirect costs include expenditure for supporting units (e.g., buildings and information technology, among others). Indirect costs are weighted to take into account only the share attributable to the PCT system. The cost of storing published applications is added to unit cost since the PCT system must store them for 30 years.

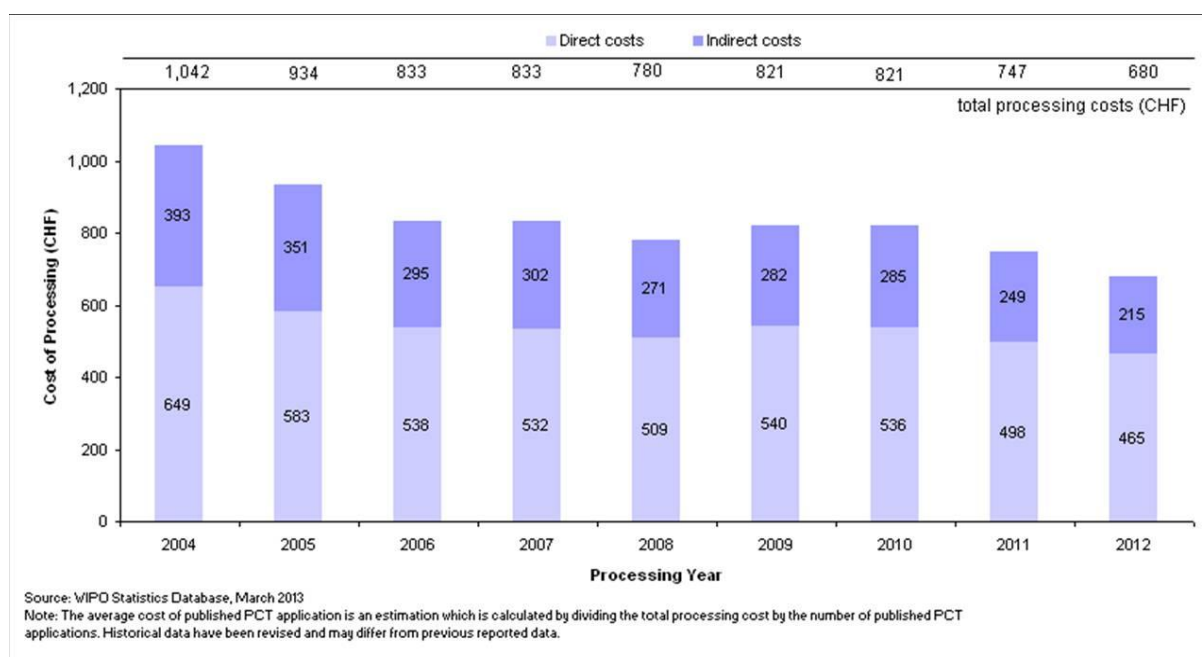
9. Formally, unit cost is defined as:

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

10. The graph below depicts the evolution of the unit cost of processing from 2004 to 2012, including a breakdown of the contribution of direct and indirect costs.

⁹ The complete methodology is available at www.wipo.int/edocs/mdocs/govbody/en/a_42/a_42_10-annex3.pdf.

Unit cost of processing a published PCT application



Source: WIPO Statistics Database, March 2012

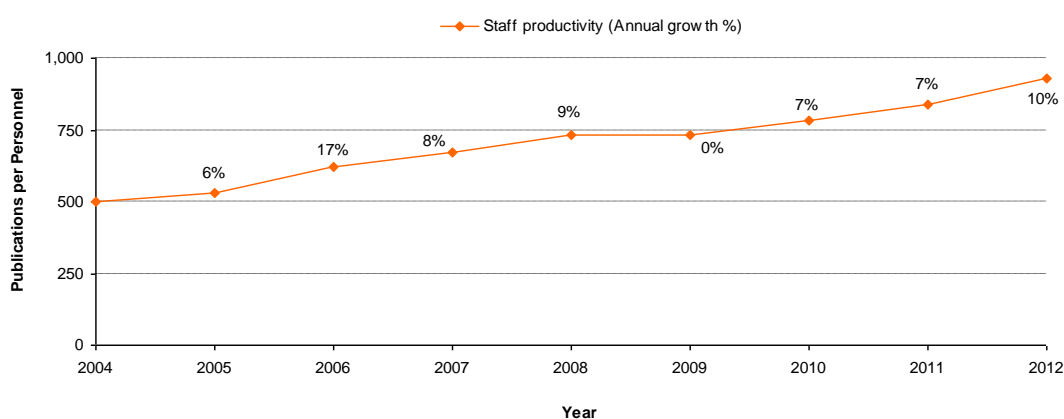
- The average cost of processing a published PCT application has decreased by 9 per cent in 2012 compared to 2011, and reached 680 Swiss Francs¹⁰. This decrease is partly explained by the fact that 8.9 per cent more PCT applications were published in 2012 than in 2011, while overall costs decreased slightly (in particular indirect costs).

Processing

Productivity of formalities examination

11. The definition of staff productivity is output (i.e., number of PCT publications) divided by the number of available staff for formality examination.

Productivity of formality examination



Source: WIPO Statistics Database, March 2013
 Note: Personnel is counted in full time equivalent from December lists of staff.

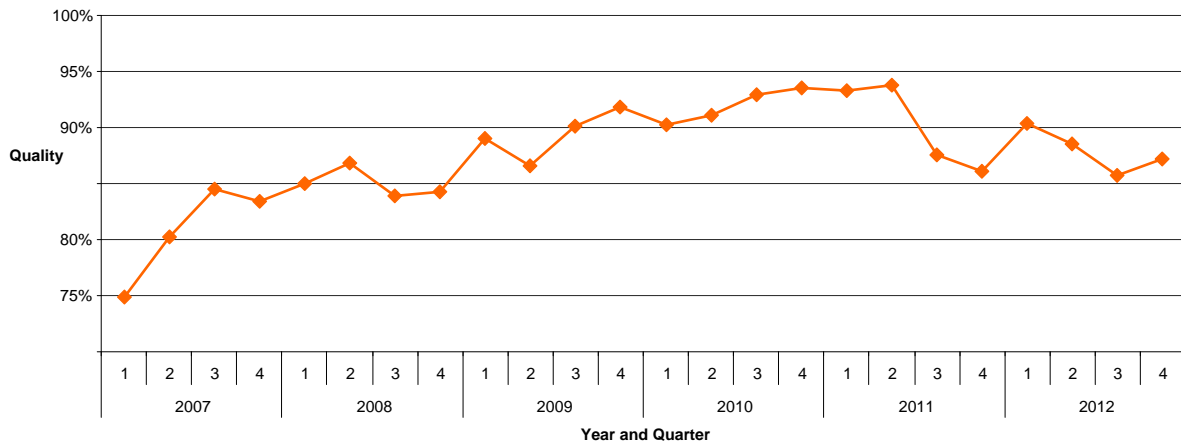
¹⁰ The unit cost figures in the graph were calculated based on the unit cost methodology in place until end 2012. Since 2013, the methodology has been further revised to ensure consistency with the union costing methodology (Annex III). Based on the revised methodology, the total unit cost in 2012 was estimated at 712 Swiss francs, including 464 Swiss francs for direct costs and 248 Swiss francs for indirect costs.

- Historically, productivity of formality examination has increased, mainly due to automation which has permitted the processing of much larger workloads with less staff.

Aggregate quality of formalities examination

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

Quality index of Formalities Examination



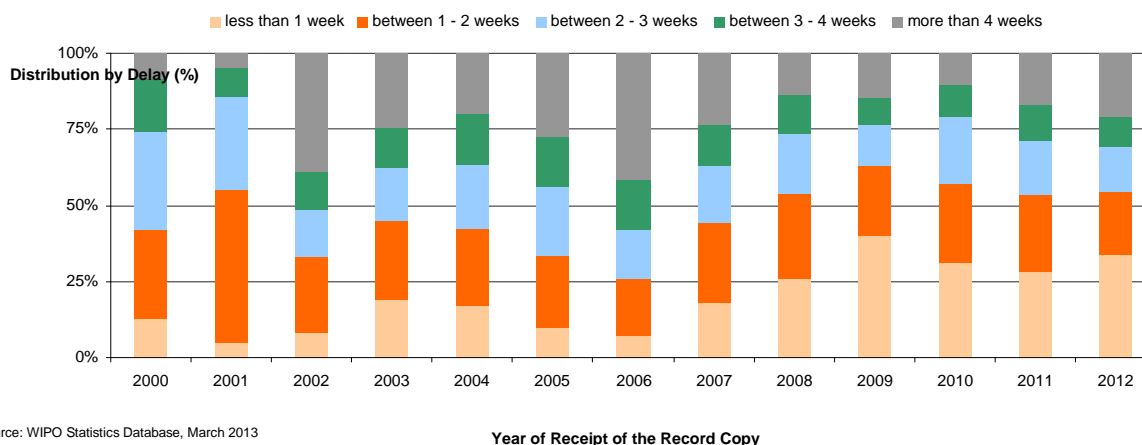
Source: WIPO Statistics Database, March 2013
 Note: 2011 data are provisional and incomplete.

- The quality, as measured by the aggregate index, improved markedly from 2007 to the second quarter of 2011. Increased delays in the republication of PCT applications with the ISR were the main cause of the drop observed in the second half of 2011.
- The quality improved markedly in the first quarter of 2012 but decreased again during the next two quarters. The main reason for this drop was deterioration in the share of notifications of receipt of a PCT application sent to applicants within five weeks, which decreased from 90.8 per cent in quarter 1 to 76.3 per cent in quarter 3. However, since quarter 4, part of these notifications has been automatically sent to applicants shortly after the receipt of their applications, thus explaining the share of 93.7 per cent at the end of the year.
- In addition, the share of applications republished within two months diminished drastically during the second half of 2012. In the second quarter of 2012, approximately 76.6 per cent of applications were republished within two months; however, this dropped to only 57.7 per cent in the last quarter of 2012.

Timeliness of formalities examination

13. This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formality examination of the application has been completed. Applicants appreciate receiving this Form as soon as possible because it allows them to know whether their application has any formal defects.

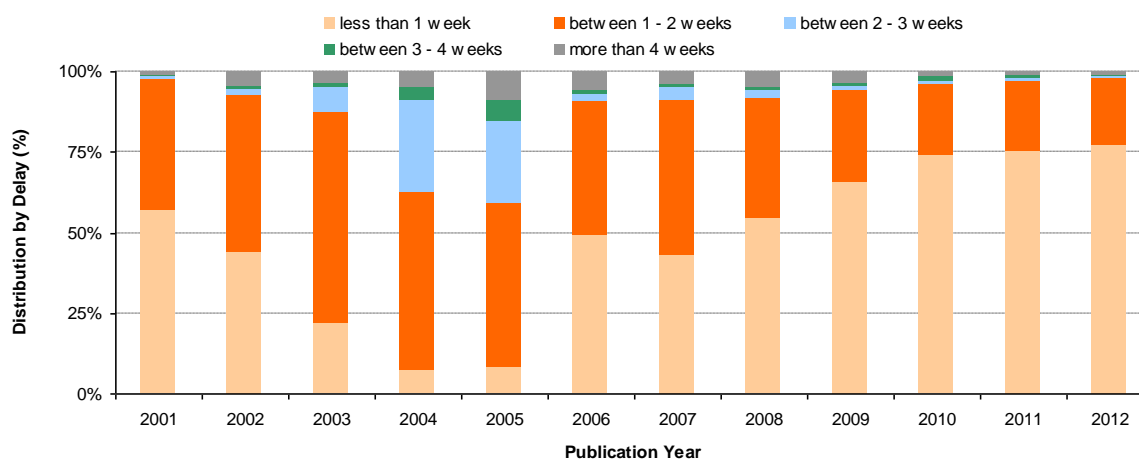
Timeliness of Formalities Examination



Timeliness of publication

14. This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the "... international publication of the international application shall be effected promptly after the expiration of 18 months from the priority date of that application."

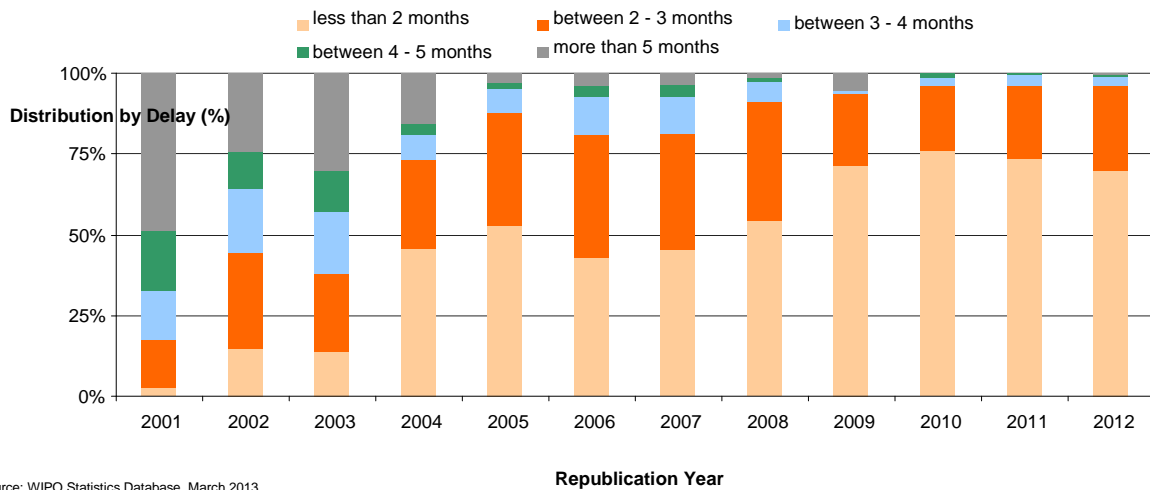
Timeliness of Publication



Timeliness of republication

15. This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the ISR. Due to delays in the communication of ISRs by ISAs, a number of international applications are published without the ISR. When the ISR becomes available, the international application needs to be republished with the ISR as soon as possible, so as to complete the international publication.

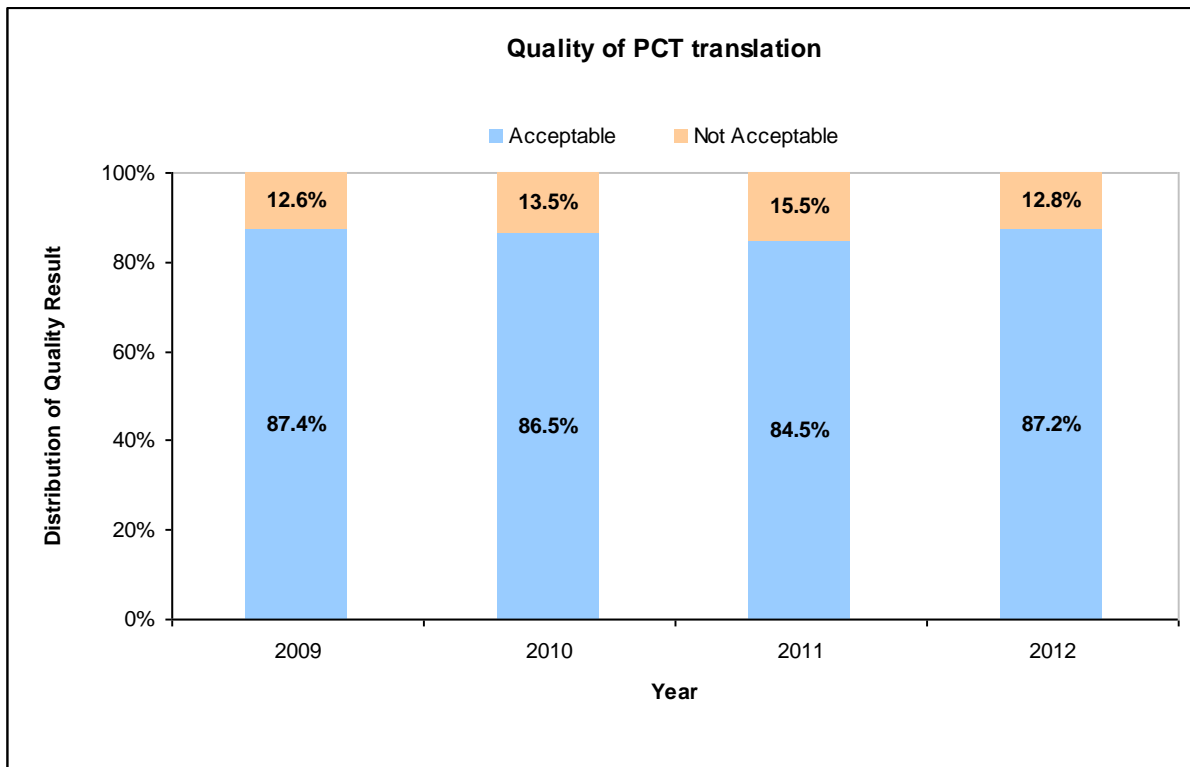
Timeliness of Republication



Translation

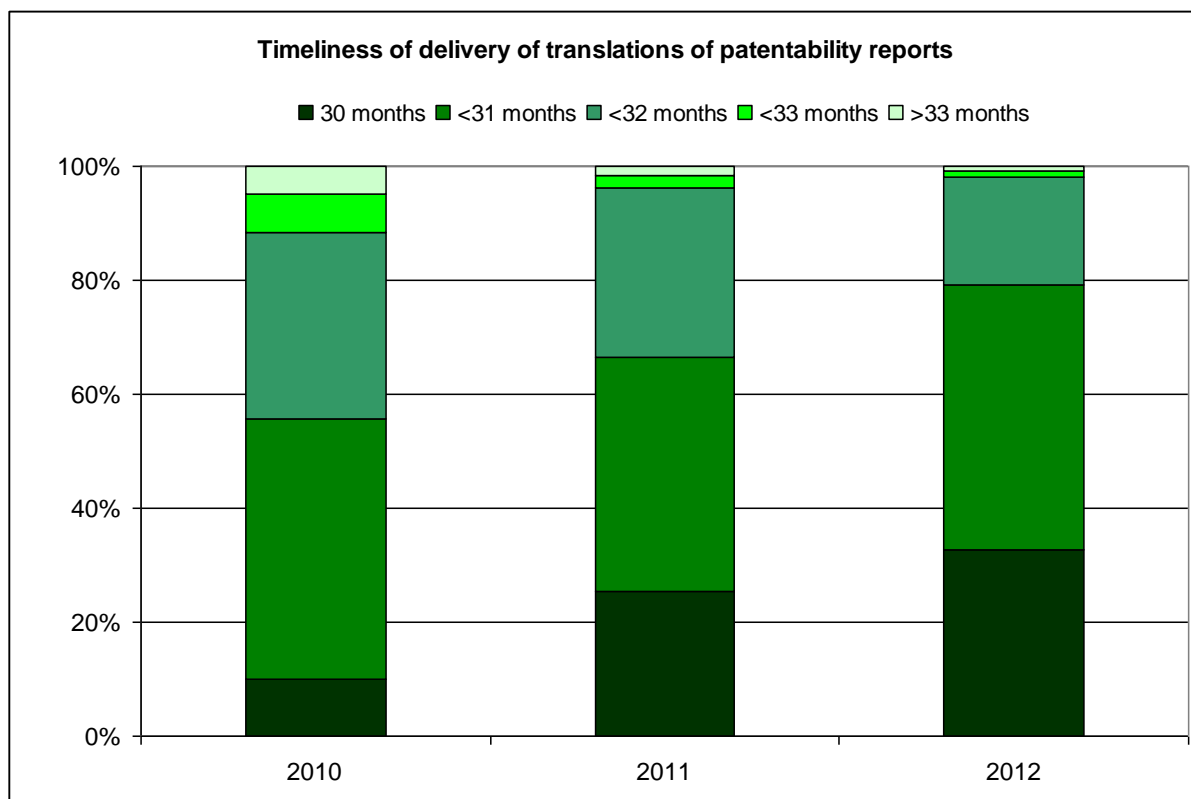
Quality of translation

16. Statistically calculated numbers of documents are selected at random from translations of abstracts and reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with any agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued.



Timeliness of report translation

17. The purpose of this indicator is to provide information on the timeliness with which patentability report translations are made available by the IB to applicants and Offices. The IB intends to increase the percentage of patentability reports delivered at 30 months from the priority date of the application, but this increase will be gradual because of the associated budget implications.

**PCT IS***Quality of software development*

18. Starting in the 2014/15 budget period, the quality of the IB's software development within the PCT will be measured by a new performance indicator entitled "Quality of Software Development". Procedures and toolkits will be established making it possible to record the degree of effort required for each development task at various stages of the process. Under this approach, development outputs that require little or no rework will be deemed high quality, whereas those that require a lot of rework will be deemed low quality. Software development quality will thus be defined as:

$$\text{Software development quality} = \frac{\text{Total effort for initial work}}{\text{Total effort}}$$

The closer this measurement is to 100% the lower the degree of rework in developing functionality that meets business requirements.

Information systems service levels

19. Starting in the 2014/15 budget period, the service levels of the IB's PCT information systems will be measured by a new performance indicator entitled "Information systems service levels". Procedures and toolkits will be established making it possible to record the metrics necessary to measure the elements that contribute to this composite indicator.

20. The information systems service levels will be calculated using the weighted average of five performance indicators, namely: (1) the average time required to resolve incidents; (2) the average

Proposed Program and Budget for 2014/15

time required for incoming documents to appear in the eDossier worklists,¹¹; (3) the success rate of the batch processing jobs; (4) the availability of the eDossier system; and, (5) the availability of the ePCT system. Percentages will be used as the common measurement scale needed across each contributing indicator to make it possible to combine each individual score into a single composite score. The closer each score is to 100% the better the service level for that indicator.

Receiving Office at the International Bureau

Filings

21. This table presents PCT filings by the top ten receiving offices over the past five years to 2012. In principle, a PCT application is filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving office for applicants from all PCT contracting states. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving offices, as well as its market share can be observed in this table.

| Receiving Offices | International Filing Year | | | | | 2012 Share (%) | Changed compared to 2011 (%) |
|--------------------------|---------------------------|---------|---------|---------|---------|----------------|------------------------------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | | |
| United States of America | 52,053 | 46,055 | 45,226 | 49,313 | 51,677 | 26.6 | 4.8 |
| Japan | 28,027 | 29,291 | 31,523 | 37,972 | 42,787 | 22.0 | 12.7 |
| European Patent Office | 29,494 | 27,360 | 28,900 | 30,893 | 32,593 | 16.8 | 5.5 |
| China | 6,081 | 8,000 | 12,917 | 17,471 | 19,930 | 10.3 | 14.1 |
| Republic of Korea | 7,911 | 8,025 | 9,639 | 10,413 | 11,869 | 6.1 | 14.0 |
| International Bureau | 9,050 | 8,688 | 8,679 | 8,772 | 9,711 | 5.0 | 10.7 |
| United Kingdom | 5,273 | 4,627 | 4,411 | 4,226 | 4,149 | 2.1 | -1.8 |
| France | 3,805 | 3,771 | 3,441 | 3,498 | 3,240 | 1.7 | -7.4 |
| Canada | 2,299 | 1,895 | 2,058 | 2,193 | 2,121 | 1.1 | -3.3 |
| Sweden | 2,317 | 2,046 | 1,775 | 1,845 | 1,721 | 0.9 | -6.7 |
| All others | 16,930 | 15,648 | 15,769 | 15,781 | 14,602 | 7.5 | -7.5 |
| Total | 163,240 | 155,406 | 164,338 | 182,377 | 194,400 | 100 | 6.6 |

Source: WIPO Statistics Database, March 2013

Note: 2012 data are estimated

22. Starting in the 2014/15 budget period, the following two new performance indicators will be added for the RO/IB:

Timeliness of notification of international filing date

23. This indicator reflects the time required by the RO/IB to issue Form 105. This form is issued after the international filing date has been accorded. Applicants appreciate receiving this form as soon as possible, because an international application has the effect of a regular national application in each designated State as of the international filing date, which date shall be considered to be the actual filing date in each designated State.

Timeliness of transmittal of search copy

24. This indicator reflects the time required by the RO/IB to transmit the search copies to the ISAs. The search copy is to be transmitted promptly after payment of the search fee, so that the ISA can establish the ISR within the deadlines stipulated by the PCT regulatory framework. Delays in the transmission of the search copies negatively impact upon the ability of ISAs to meet these deadlines.

¹¹ The eDossier is the main system used by staff to process the applications.

ANNEX VI INDICATORS OF MADRID AND LISBON SYSTEMS OPERATIONS

INDICATORS FOR THE EXPECTED RESULT “IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF THE MADRID AND LISBON SYSTEMS”

Madrid System: Registration Activity of the International Bureau (IB)

1. The work undertaken by the IB, in the framework of the Madrid system, is divided in three areas: acquisition and maintenance of rights; decisions by the designated Contracting Parties; and, modifications to the International Register as well as the provision of information in the form of statistical summaries and extracts of the register.
2. With respect to the acquisition and maintenance of rights, the IB performs an examination of each international application, verifying its compliance with the provisions of the legal framework of the Madrid system and ensuring proper classification and translation of suitable indications of goods and services. The Madrid system also provides for the subsequent designation of Contracting Parties, which were not initially designated in the international application. In order to maintain rights acquired under an international registration, such registrations may be renewed every ten years.
3. With respect to the decisions concerning the scope of protection in each designated Contracting Party, the IB examines, records, publishes and notifies decisions taken by Offices, granting or refusing protection.
4. Finally, one of the features of the Madrid system is the centralized management of international registrations, meaning that a change effected in the International Register would also have effect in all the designated Contracting Parties. Accordingly, the IB examines, records, publishes and notifies request concerning, *inter alia*, changes in ownership, changes in the address of the holder, cancellations, renunciations, limitations, and licenses.

Background

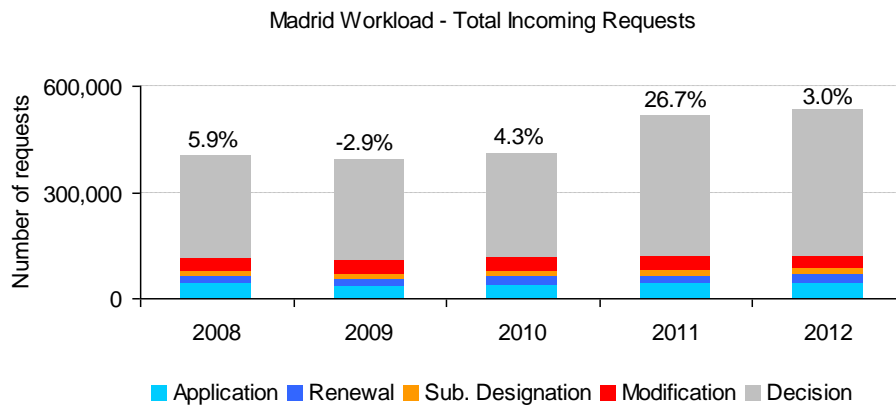
5. As background for the performance indicators for the expected result “improved productivity and service quality of the Madrid and Lisbon systems”, it is useful to consider the evolution of:
 - The Madrid system workloads;
 - Resources assigned to cope with the workload.

Workloads

6. The workloads are tracked on the basis of the yearly number of incoming requests received by the IB in three areas, namely, acquisition and maintenance of rights, which includes new applications, requests for renewal and subsequent designation; decisions by the designated Contracting Parties (including interim status); and, requests for modifications to the International Register.
7. In 2012, the IB received 532,532 requests, representing an increase of 3.6 per cent compared to 2011. From 2010 to 2011, the increase was 26.7 per cent. This increase was due to a modification of the legal framework which require that an Office must send a decision about the final status of a mark in a designated Contracting Party where protection is granted.

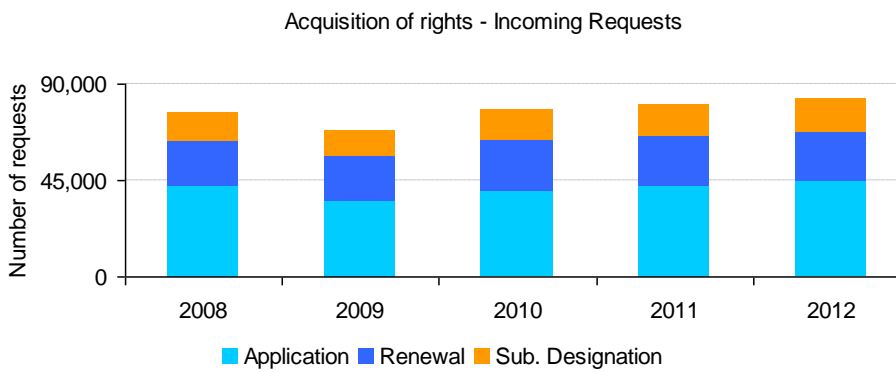
Proposed Program and Budget for 2014/15

Total number of request received by the IB



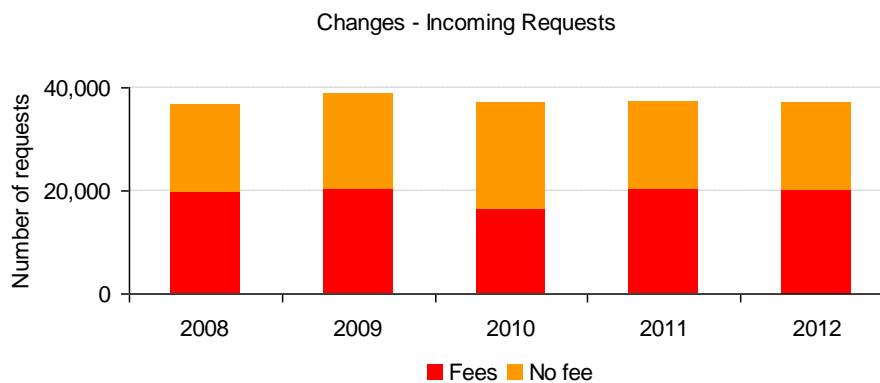
Acquisition of rights

8. Acquisition of rights include requests which create, extend or maintain a trademark in the international registry: registration, subsequent designation and renewals.



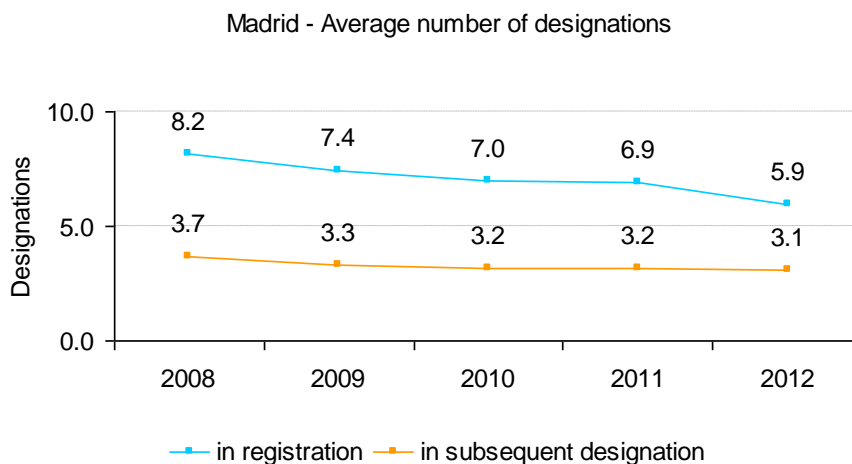
Request for changes

9. The evolution of the number of requests for modification in the registry is illustrated below. Only a fraction of the modifications are subject to a payment of fees.



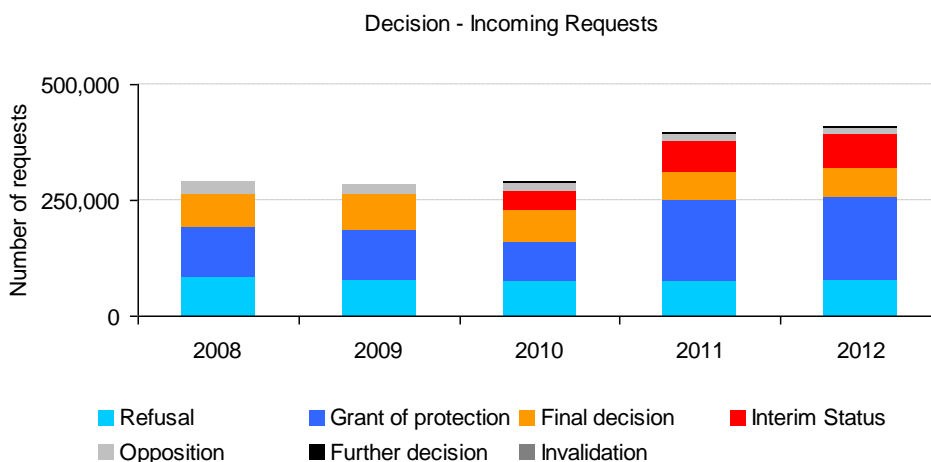
Number of designations

10. The average number of designations in registrations and subsequent designations is an indicator of the number of decisions to be received in the following 12 to 18 months. It therefore affects the future decision workload but not income.



Decisions

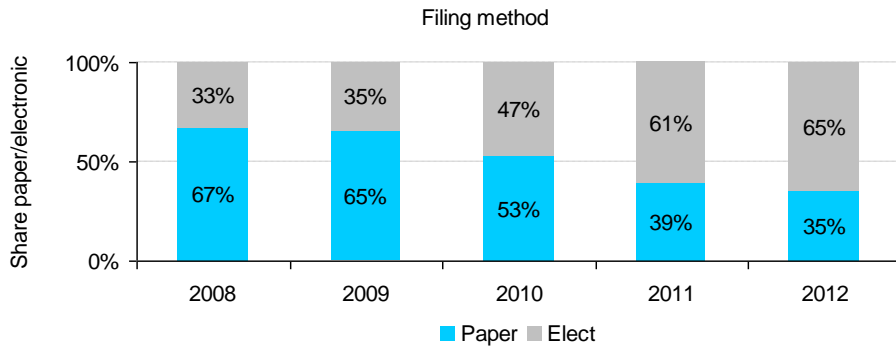
11. Despite a regular decrease in the average number of designations, the number of decisions processed by the IB has increased. This is due to a change in the legal framework mentioned above, introducing the recording of interim status document and the mandatory sending of Grants of Protection.



Filing Method

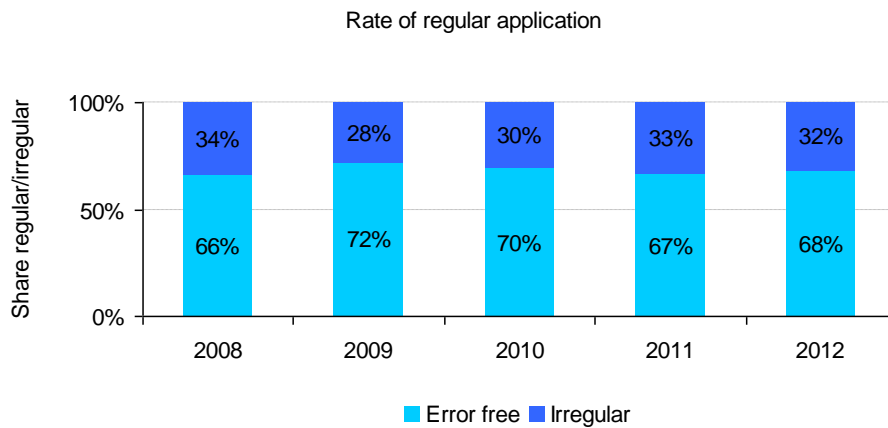
12. Filing Method rate has an impact on the logistic unit (document scanning and indexing), but the increase in electronic communication in 2012 and its automatic treatment has enabled the increase in incoming requests to be absorbed. The number of paper files is only slightly decreasing (-6.9 per cent in 2012)

Proposed Program and Budget for 2014/15



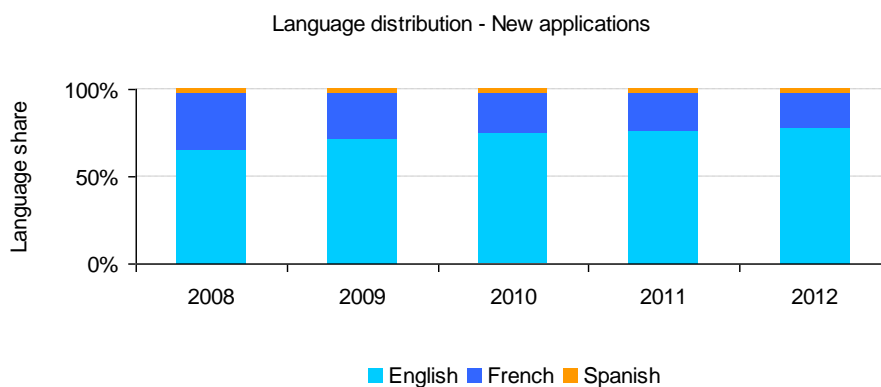
Rate of regular application

13. The number of irregular applications has an upward effect on the examination workload increasing the number of re-examinations and therefore the overall duration of the procedure.



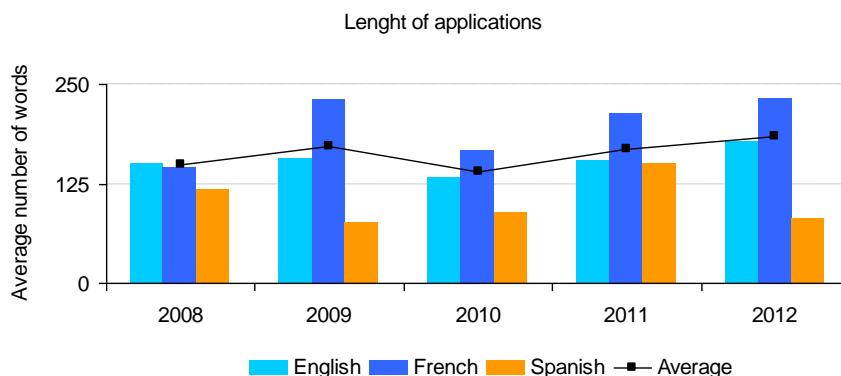
Language distribution

14. Language distribution is an indicator of the quantity and capability of resources required to classify and translate indications of goods and services, *inter alia*, included in international applications.

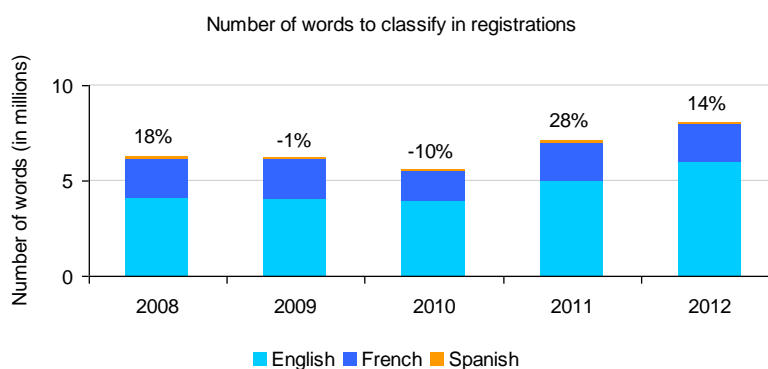


Length of applications

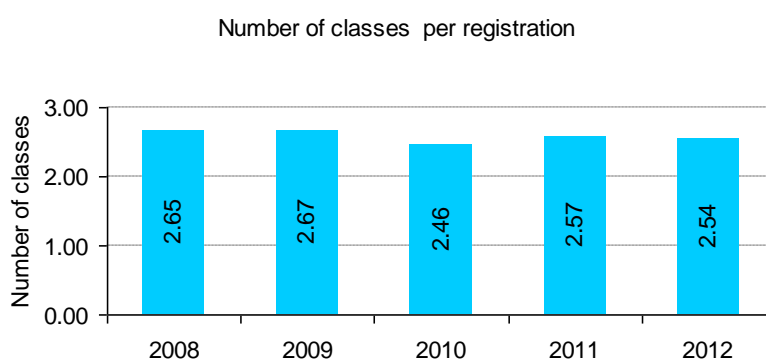
15. The length of applications impacts the complexity and duration of the classification and translation processes, and therefore the resources required for examination and translation. The latest increase in the average length of applications may therefore negatively affect the timely processing of applications.



16. As a result of the increase in the average length of applications, the number of words to classify and translate has increased dramatically in 2011 and 2012, growing from 5.5 millions words in 2010 to 8 millions words in 2012. This increase impacts productivity and the unit cost of processing an international application.



Average number of classes per registration



Any additional class of goods and services above three classes generates some income for offices, but not for the IB.

Workload analysis

17. As illustrated by the indicators above, the workload in the Madrid system is affected by several parameters in addition to the number of international applications and renewals. These transactions represent 84 per cent of the income, and are therefore important for estimating future revenues. However, they represent only 12.7 per cent of the number of incoming requests, and therefore, do not provide a sufficient basis for estimating the overall workload.

Proposed Program and Budget for 2014/15

18. Therefore, in order to establish the appropriate cost indicators and to plan for the resources required we have to take into account more than the principal revenue generation transactions (applications, subsequent designations and renewals).

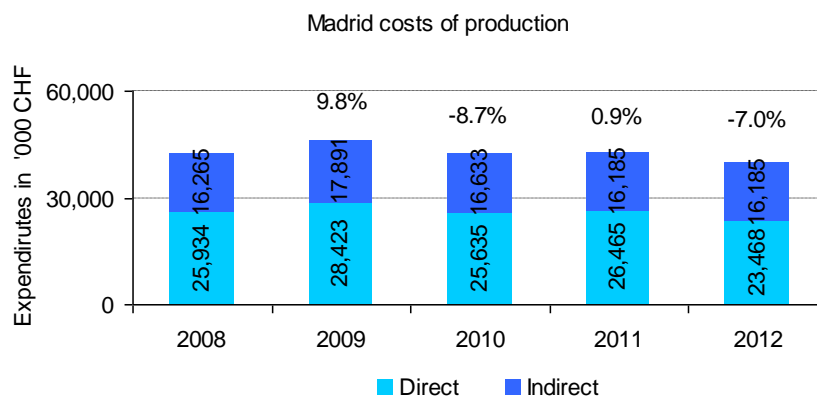
19. All of the above indicators or workload have an effect on the resources required to perform the necessary work, but very few have an impact on revenue. As an example, the increase of words per application in 2011 generated an additional 600,000 Swiss francs in translation costs, without generating any additional income.

Resources

20. Although staff remains the most important resource for processing incoming requests, some tasks, such as translation and data entry, have been partly outsourced to external contractors.

21. The production costs have been divided into direct and indirect costs. The direct costs correspond to the expenditures of the organizational units of the Madrid system (the Administration of the Madrid system and programs). The indirect costs include the expenditures of organizational units that support the Madrid system (e.g. premises, IT). These expenditures have been estimated pro-rata to reflect costs attributable to the Madrid system only.

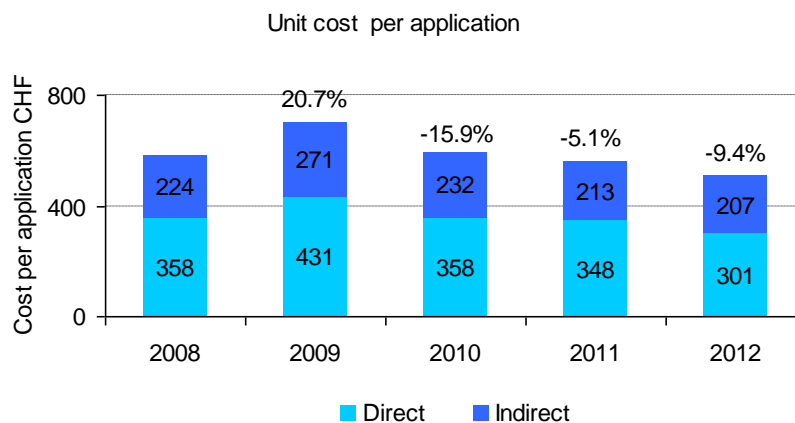
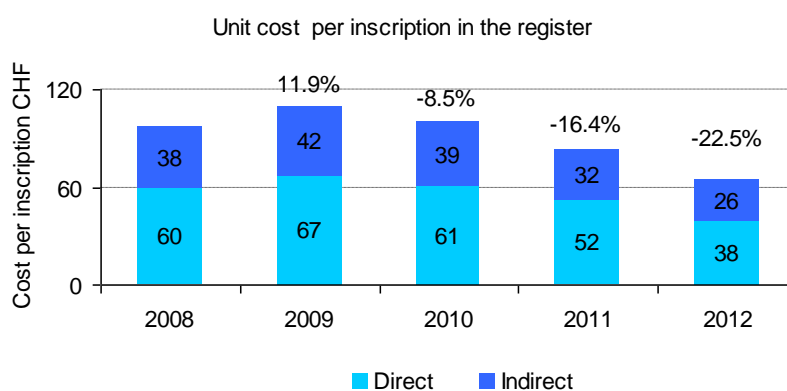
22. The decrease in overall production costs, despite an overall increase in workload, is primarily due to increased automation of both examination, classification and translation tasks.



Unit cost indicator

23. Unit cost is the average total cost of producing one unit of output. It can be disaggregated into two indicators:

- Unit cost per application, an application being a registration, renewal or subsequent designation; it represents the costs of processing “acquisition of rights” related applications.
- Unit cost per inscription, which encompasses all inscriptions made into the register; it therefore shows the costs of maintaining the register and includes the entire workload.

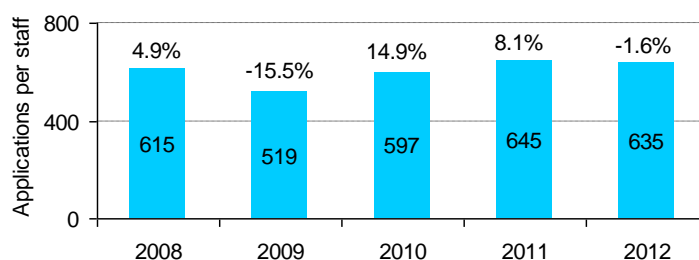
Unit cost per application*Unit cost per inscription*

24. Both the unit cost per application and the unit cost per Inscription in the register have decreased from 2010 to 2012. This is mainly due to the automation of some procedures.

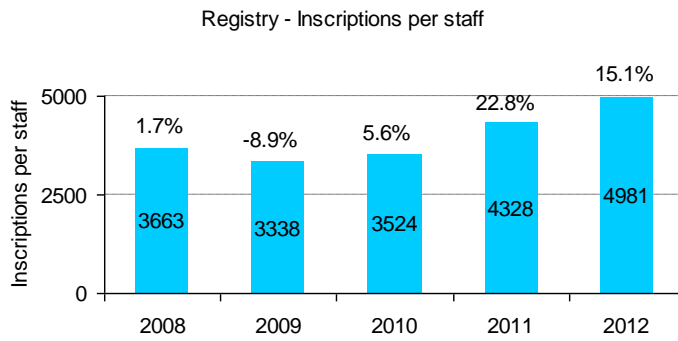
Productivity

25. Productivity is calculated as the number of units of output, i.e. applications and inscriptions, divided by the headcount at the end of each year.

Acquisition of rights - Applications per staff



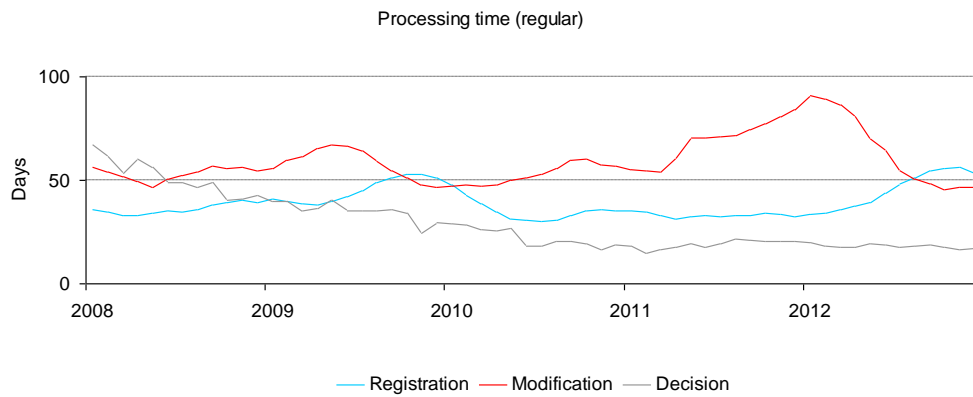
Proposed Program and Budget for 2014/15



Productivity increases are primarily attributable to ongoing IT automation efforts.

Quality indicators

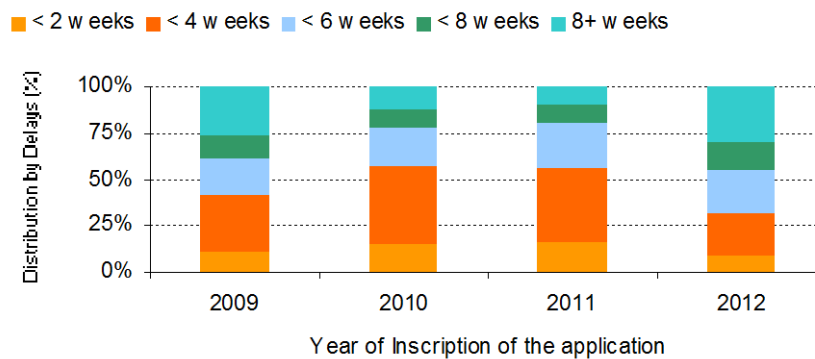
Average processing time of regular application



Timeliness of a regular application in the Madrid System

26. This indicator reflects timeliness in the processing of regular international applications for registration. It represents the time required by the IB to inscribe a regular international application in the register and includes the following processes: scanning, data entry, formal examination, classification of the goods and services ("NICE" classification), classification of the graphic element of the mark ("Vienna" classification), fees calculation and control and translation. Processing time is calculated from the reception of the document until its inscription in the register.

Timeliness of a regular application



ANNEX VII INDICATORS OF THE HAGUE SYSTEM OPERATIONS

INDICATORS FOR THE EXPECTED RESULT “IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF THE HAGUE OPERATIONS”

Hague System: Registration Activity of the International Bureau (IB)

1. The administrative work undertaken by the IB under the Hague system is divided in three areas: acquisition and maintenance of rights; decisions by the designated Contracting Parties; and, changes to international registrations.
2. With respect to the acquisition and maintenance of rights, the IB performs the formal examination of each international application, verifying its compliance with the provisions of the legal framework of the Hague system, notably the quality of the reproductions of the designs (one application may contain up to 100 designs and each can be shown in an unlimited number of reproductions) and the proper class of the designs included in the application. The ensuing international registration is then entered in the International Register and can be renewed after five years for at least two additional periods of five years
3. With respect to the decisions concerning the scope of protection in each designated Contracting Party, the IB examines, records, publishes and notifies the initial decision taken by the Office, granting or refusing protection.
4. Finally, one of the features of the Hague system is the centralized management of international registrations, meaning that a change effected in the International Register would also have effect in all the designated Contracting Parties. Accordingly, the International Bureau examines, records, publishes and notifies request concerning, *inter alia*, changes in ownership, changes in the address of the holder, renunciations and limitations.

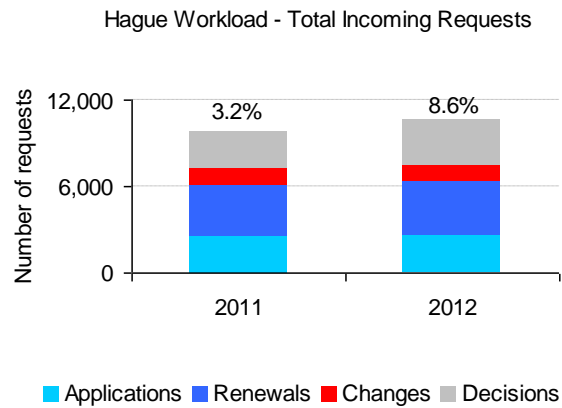
Background

5. As background for the performance indicators for the expected result “Improved productivity and service quality of the Hague operations”, it is useful to consider the evolution of:
 - The Hague system administrative workloads;
 - Resources assigned to cope with the workload.

Workloads

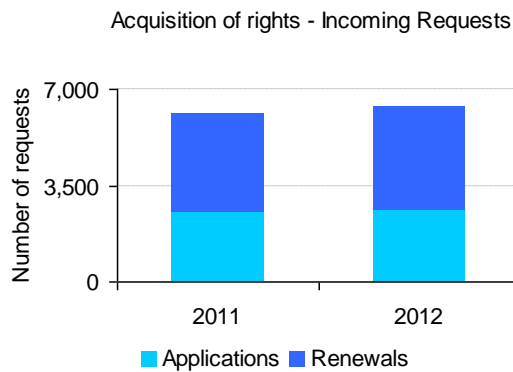
6. The workloads are tracked on the basis of the yearly number of incoming requests received by the IB in three areas; namely, acquisition and maintenance of rights, which includes new applications and requests for renewal; decisions by the designated Contracting Parties; and, requests for the recording of changes to international registrations.
7. In 2012, the IB received 10,609 requests, representing an increase of 8.6 % compared to 2011.

Total number of requests received by the International Bureau



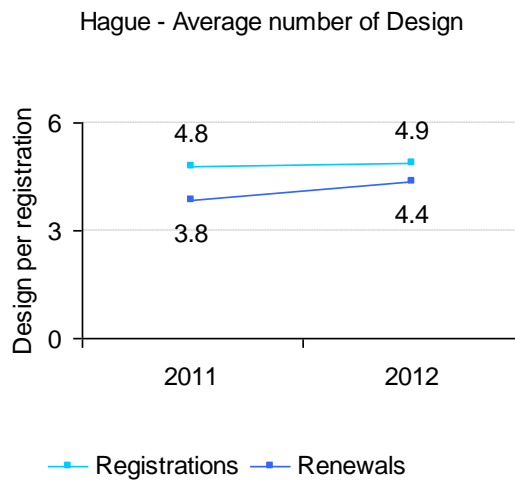
Acquisition of rights

8. Acquisition of rights include requests which lead to, or maintain, the recording of a registration in the International Register: applications and renewals.



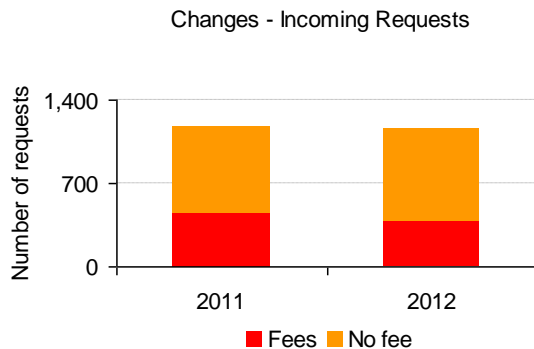
Number of Designs

9. The average number of designs per registration is 4.9 designs.

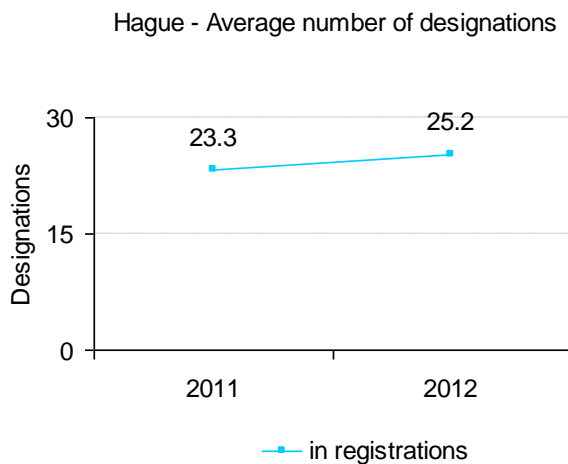


Request for changes

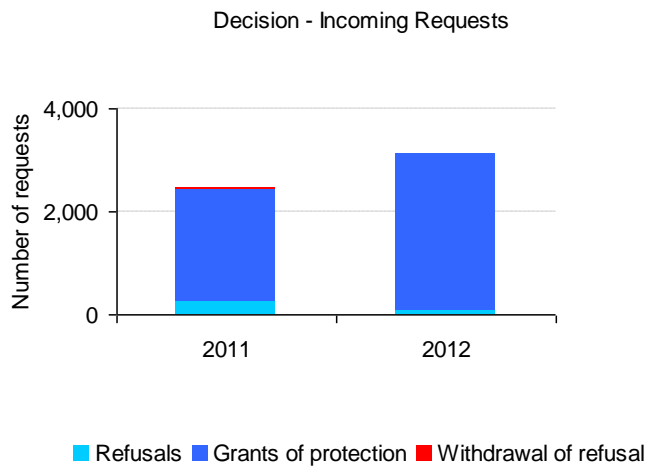
10. The evolution of the number of requests for the recording of changes in the International Register is illustrated below. Only a fraction of the changes are subject to the payment of a fee.



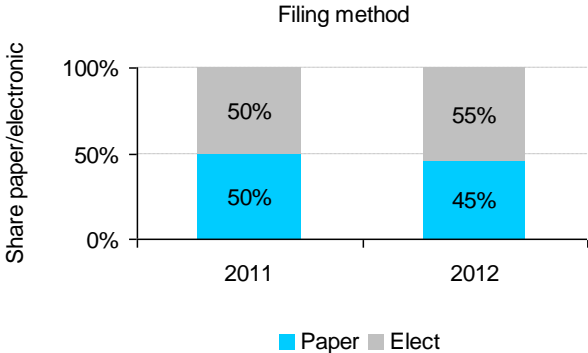
Number of designations



Decisions

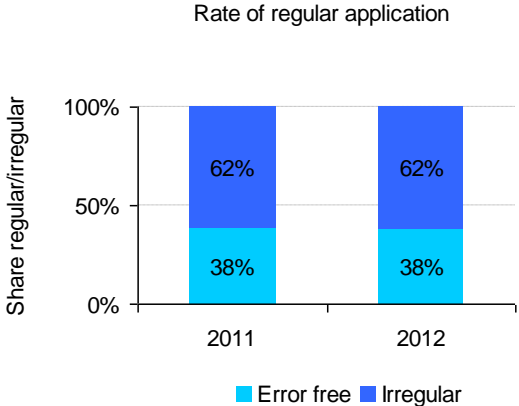


Filing Method



Rate of regular applications

11. The number of irregular applications has an upward effect on the examination workload and the duration of the procedure.

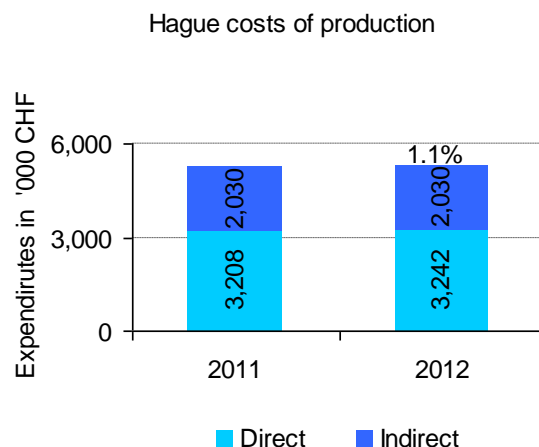


Workload analysis

12. As illustrated by the indicators above, the workload in the Hague system is affected by several parameters in addition to the number of applications and renewals. The latter represent 60 per cent of the number of incoming requests only. This is expected to decrease sharply in the forthcoming years due to the accession of Contracting Parties whose Offices will systematically issue decisions to either grant or refuse protection. Consequently, the costs indicators and the estimation of required resources take all the above workload parameters into account.

Resources

13. The production costs have been divided into direct and indirect costs. The direct costs correspond to the expenditures of the organizational units of the Hague system (the Administration of the Hague system and programs). The indirect costs include the expenditures of the organizational units that support the Hague system (e.g. premises, IT). These expenditures have been estimated pro-rata to reflect costs attributable to the Hague system only.

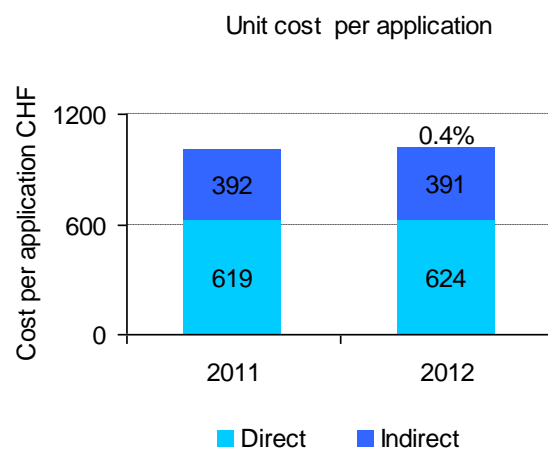


Unit cost indicators

14. Unit cost is the average total cost of producing one unit of output. It can be disaggregated into:

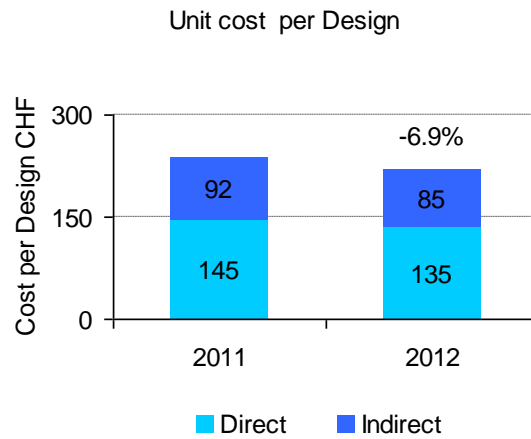
- Unit cost per application, an application being a registration or a renewal; it represents the costs of processing “acquisition of rights” related applications. These represent around 94 per cent of the Hague fee income.
- Unit cost per design; as up to 100 designs can be contained in a single registration, it represents the costs of processing “acquisition of rights” related applications on an individual design basis.
- Unit cost per recording, which encompasses all recordings made in the International Register; it therefore shows the costs of maintaining the register and includes the entire workload.

Unit cost per application

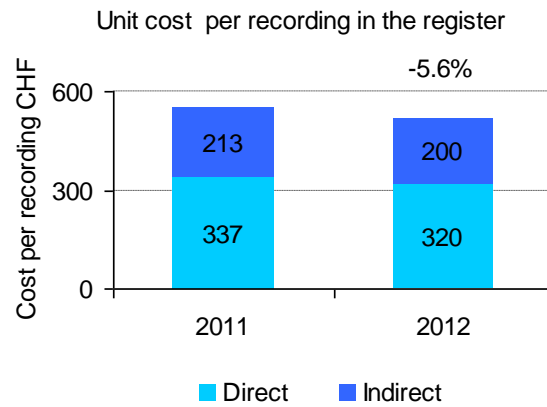


Proposed Program and Budget for 2014/15

Unit cost per design



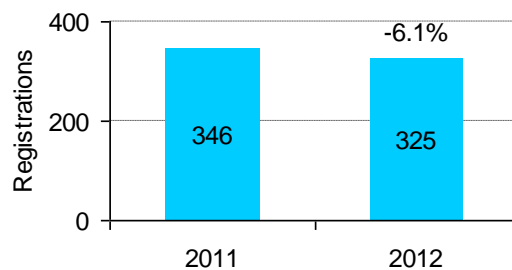
Unit cost per recording



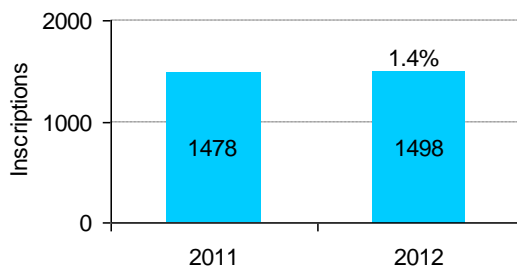
Productivity

15. Productivity is calculated as the number of units of output, i.e. applications, designs and recordings, as defined in the unit cost indicators, divided by the headcount at the end of each year.

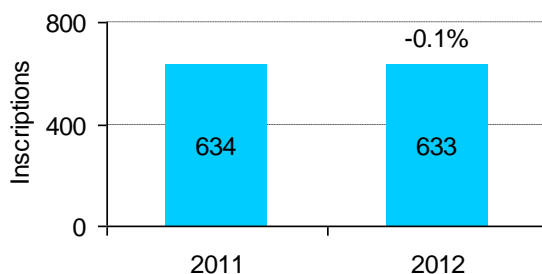
Acquisition of rights - Applications per staff



Acquisition of rights - Designs per staff



Registry - Recordings per staff

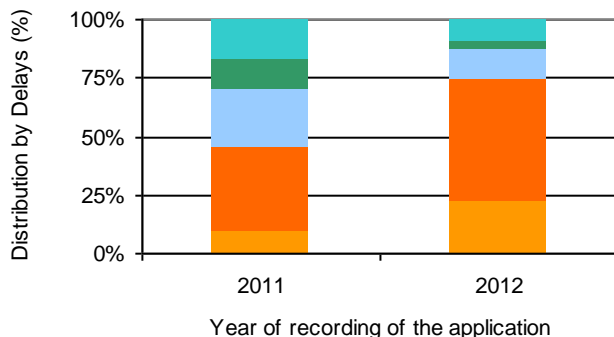


Timelines for a regular application in the Hague System

16. This indicator reflects timelines for the processing of international applications for registration. It represents the time required by the IB to record a regular international application in the register. It includes the following processes: scanning, data entry, formal examination, fees control and translation. Processing time is calculated from the receipt of the document until its recording in the International Register.

Time lines for processing a regular application (Hague)

■ < 1 w eek
 ■ < 2 w eeks
 ■ < 3 w eeks
 ■ < 4 w eeks
 ■ > 4 w eeks



ANNEX VIII FUNDS IN TRUST RESOURCES POTENTIALLY AVAILABLE FOR PROGRAMMING

Table 20. Funds in Trust Potentially Available for Programming in 2014/15 (by donor)
(in thousands of Swiss francs)¹

| <i>Fund-in-Trust (FIT)</i> | <i>Projected Balance End 2013</i> | <i>Estimated Contributions 2014/15²</i> | <i>Estimated Available for Programming in 2014/15</i> |
|--|---------------------------------------|--|---|
| Australia ⁴ | 1,141 | - | 1,141 |
| <i>Brazil</i> | | | |
| Brazil/IP and Innovation | 180 | 950 | 1,130 |
| Brazil/South-South Cooperation | 200 | 400 | 600 |
| <i>Sub-Total, Brazil</i> | <i>380</i> | <i>1,350</i> | <i>1,730</i> |
| Mexico ³ | - | 251 | 251 |
| Ibero-American Program for Industrial Property ³ | 30 | 52 | 82 |
| <i>Finland</i> | | | |
| Finland/Copyright I ⁵ | - | - | - |
| Finland/Copyright II ⁵ | - | - | - |
| Finland/Copyright III ⁵ | 200 | - | 200 |
| <i>Sub-Total, Finland</i> | <i>200</i> | <i>-</i> | <i>200</i> |
| <i>France</i> | | | |
| France/IP | 727 | 600 | 1,327 |
| <i>Sub-Total, France</i> | <i>727</i> | <i>600</i> | <i>1,327</i> |
| Italy ⁷ | 300 | 600 | 900 |
| <i>Japan</i> | | | |
| Japan/Copyright ³ | 283 | 938 | 1,221 |
| Japan/IP/Africa | 507 | 2,200 | 2,707 |
| Japan/IP ³ | 1,884 | 6,160 | 8,044 |
| <i>Sub-Total, Japan</i> | <i>2,674</i> | <i>9,298</i> | <i>11,972</i> |
| Portugal | 98 | 100 | 198 |
| <i>Republic of Korea</i> | | | |
| Republic of Korea (IP) ³ | 1,118 | 1,347 | 2,465 |
| Republic of Korea (Copyright) ³ | 533 | 660 | 1,193 |
| Republic of Korea (Education) | 150 | 400 | 550 |
| <i>Sub-Total, Korea</i> | <i>1,801</i> | <i>2,407</i> | <i>4,208</i> |
| Spain | 64 | 400 | 464 |
| US Copyright ³ | 115 | 500 | 615 |
| EU/Pakistan ⁶ | 521 | - | 521 |
| TOTAL | 8,051 | 15,558 | 23,609 |

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 Initial contribution to FIT Australia covers the period of 2012-2015. FIT Australia is managed by Program 21 and implemented by several specialized Programs.

⁵ Possible future contributions for 2014/15 to be confirmed with donors.

⁶ FIT EU/Pakistan is expected to be completed in 2014.

⁷ FIT Italy is managed by Program 9 and includes activities related to PATENTSCOPE (Program 13).

Table 21. Funds-in-Trust Resources Potentially Available for Programming in 2014/15 (by program)
(in thousands of Swiss francs)

| Program | Donor | Projected Balance end 2013 | Estimated Contributions 2014/15 | Estimated Available for Programming in 2014/15 |
|-----------------------------------|---|----------------------------|---------------------------------|--|
| Program 3 | Finland/Copyright I ⁵ | - | - | - |
| | Finland/Copyright II ⁵ | - | - | - |
| | Finland/Copyright III ⁵ | 200 | - | 200 |
| | Japan/Copyright ³ | 283 | 938 | 1,221 |
| | Republic of Korea (Copyright) ³ | 533 | 660 | 1,193 |
| | US Copyright ³ | 115 | 500 | 615 |
| Total Program 3 | | 1,131 | 2,098 | 3,229 |
| Program 9 | | | | |
| <i>Africa</i> | France/IP | 727 | 600 | 1,327 |
| | Italy ⁷ | 300 | 600 | 900 |
| | Japan/IP/Africa | 507 | 2,200 | 2,707 |
| | Portugal | 98 | 100 | 198 |
| <i>Sub-total Africa</i> | | <i>1,632</i> | <i>3,500</i> | <i>5,132</i> |
| <i>Asia and Pacific</i> | Japan/IP ³ | 1,884 | 6,160 | 8,044 |
| | Republic of Korea (IP) ³ | 1,118 | 1,347 | 2,465 |
| | EU/Pakistan ⁶ | 521 | - | 521 |
| <i>Sub-total Asia and Pacific</i> | | <i>3,523</i> | <i>7,507</i> | <i>11,030</i> |
| <i>Latin America</i> | | | | |
| | Spain | 64 | 400 | 464 |
| | Mexico ³ | - | 251 | 251 |
| | Ibero-American Program for Industrial Property ³ | 30 | 52 | 82 |
| <i>Sub-total Latin America</i> | | <i>94</i> | <i>703</i> | <i>797</i> |
| Total Program 9 | | 5,249 | 11,710 | 16,959 |
| Program 11 | Republic of Korea (Education) | 150 | 400 | 550 |
| Program 20 | Brazil/IP and Innovation | 180 | 950 | 1,130 |
| | Brazil/South-South Cooperation | 200 | 400 | 600 |
| Total Program 20 | | 380 | 1,350 | 1,730 |
| Program 21 | Australia ⁴ | 1,141 | - | 1,141 |
| TOTAL | | 8,051 | 15,558 | 23,609 |

Please refer to the footnotes in Table 20.

ANNEX IX ANNUAL BUDGET TABLES FOR IPSAS REPORTING

1. At the forty-third session of the Assemblies from September 24 to October 3, 2007, the Member States agreed in principle to the adoption by WIPO of IPSAS by 2010 (reference document A/43/5). This agreement formed part of a United Nations system-wide initiative endorsed by the General Assembly (A/RES/60/283(IV)) to replace the existing United Nations Systems Accounting Standards (UNSAS) with IPSAS, which are internationally recognized. Accordingly, WIPO's financial statements from the year 2010 are prepared in accordance with IPSAS.

2. WIPO's budget continues to be adopted by the Assemblies on a biennial basis. In compliance with IPSAS, the Organization must present financial statements on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure.

3. It is recalled that, within the context of the approval of the 2010/11 Program and Budget, the Member States approved the methodology for the annual presentation for WIPO's biennial approved budget. The table below provides the estimated annual income amounts in accordance with this methodology for the 2014/15 Program and Budget.

Table 22. Annual Income 2004-2015
(in millions of Swiss francs)

| | 2004 Actuals | 2005 Actuals | 2006 Actuals | 2007 Actuals | 2008 Actuals | 2009 Actuals | 2010 Actuals | 2011 Actuals | 2012 Actuals | 2013 Estimated | 2014 Estimated | 2015 Estimated |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|
| Assessed Contributions | 17.2 | 17.2 | 17.3 | 17.4 | 17.4 | 17.4 | 17.4 | 17.4 | 17.5 | 17.6 | 17.6 | 17.6 |
| Fee Income | | | | | | | | | | | | |
| PCT System | 194.0 | 206.7 | 222.5 | 228.6 | 229.4 | 214.2 | 213.6 | 221.2 | 262.0 | 262.6 | 268.8 | 276.8 |
| Madrid System | 27.2 | 33.6 | 43.0 | 47.3 | 49.4 | 45.4 | 48.4 | 51.2 | 52.8 | 53.1 | 56.4 | 58.2 |
| Hague System | 2.6 | 2.4 | 2.4 | 2.6 | 2.8 | 2.6 | 3.0 | 3.0 | 3.1 | 3.1 | 3.9 | 4.7 |
| Lisbon System | 0.0 | 0.0 | 0.0 | 0.0 | 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 | 262.1 | 265.0 | 275.3 | 317.9 | 318.8 | 329.1 | 339.7 |
| Arbitration | 1.0 | 1.4 | 1.6 | 1.6 | 1.6 | 1.7 | 1.8 | 1.5 | 1.6 | 1.4 | 1.4 | 1.4 |
| Publications | 2.2 | 2.2 | 1.5 | 1.2 | 0.6 | 0.6 | 0.5 | 0.7 | 0.6 | 0.5 | 0.6 | 0.6 |
| Other | | | | | | | | | | | | |
| Bank Interest | 4.3 | 4.7 | 6.4 | 9.4 | 10.1 | 7.8 | 5.1 | 4.3 | 1.3 | 1.4 | 0.8 | 0.8 |
| Miscellaneous | 2.1 | 3.9 | 2.5 | 3.9 | 2.6 | 3.9 | 2.7 | 1.2 | 2.1 | 2.1 | 1.9 | 1.9 |
| Sub-total, Other | 6.3 | 8.6 | 9.0 | 13.3 | 12.6 | 11.7 | 7.8 | 5.5 | 3.4 | 3.5 | 2.7 | 2.7 |
| TOTAL INCOME | 250.6 | 272.2 | 297.3 | 312.0 | 313.9 | 293.5 | 292.5 | 300.3 | 341.1 | 341.7 | 351.3 | 362.0 |

4. In respect of WIPO's 2014/15 expenditure budget, a 50/50 split has been applied to the biennial budget figures in order to establish the annual budget view. This is in line with the annual split of the 2012/13 budget and in view of the fact that the personnel budget has been prepared on the basis of the single biennial standard costs. The table below provides the annual expenditure amounts accordingly.

Table 23. Annual Expenditure 2004-2015
(in millions of Swiss francs)

| | 2004 Actuals | 2005 Actuals | 2006 Actuals | 2007 Actuals | 2008 Actuals | 2009 Actuals | 2010 Actuals | 2011 Actuals | 2012 Actuals | 2013 Budget (2012/13 Budget after transfers less 2012 Actuals) | 2014 Estimated | 2015 Estimated |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|-------------------|-------------------|
| Personnel Resources | | | | | | | | | | | | |
| Posts | 142.9 | 157.9 | 153.6 | 159.6 | 165.3 | 171.8 | 171.7 | 170.0 | 174.4 | 189.2 | 199.6 | 199.6 |
| Temporary staff | 33.8 | 29.6 | 29.3 | 28.2 | 26.3 | 28.5 | 26.2 | 27.6 | 23.6 | 21.2 | 22.7 | 22.7 |
| Short-term Professional | | | | | | | | | | | | |
| Short-term General Service | | | | | | | | | | | | |
| [Consultants] | 8.2 | 6.0 | 5.6 | 5.0 | 3.9 | 5.7 | 5.8 | 7.1 | | | | |
| [Short-term Employees] | 25.6 | 23.6 | 23.8 | 23.2 | 22.5 | 22.8 | 20.4 | 20.5 | | | | |
| Other staff costs | - | - | - | - | - | - | - | - | - | 2.4 | 1.2 | 1.2 |
| Sub-total | 176.7 | 187.5 | 182.9 | 187.8 | 191.6 | 200.3 | 197.8 | 197.6 | 198.0 | 212.7 | 223.5 | 223.5 |
| Non-personnel Resources | | | | | | | | | | | | |
| Interns and Fellowships | | | | | 0.3 | 0.2 | 0.4 | 0.7 | 1.6 | 2.3 | 3.0 | 3.0 |
| Travel and Course Fellowships | 7.2 | 12.7 | 13.4 | 21.5 | 18.0 | 16.1 | 15.7 | 17.6 | 13.7 | 23.9 | 16.0 | 16.0 |
| Contractual Services* | 23.4 | 21.6 | 22.6 | 33.5 | 34.8 | 40.9 | 37.1 | 46.1 | 49.6 | 92.7 | 66.0 | 66.0 |
| Operating Expenses | 39.1 | 34.2 | 31.9 | 31.8 | 30.4 | 32.0 | 34.8 | 33.1 | 24.1 | 22.0 | 24.5 | 24.5 |
| Equipment and Supplies | 3.3 | 5.6 | 2.0 | 5.1 | 6.6 | 5.6 | 3.6 | 4.4 | 3.1 | 4.6 | 4.0 | 4.0 |
| Sub-total | 73.0 | 74.0 | 69.9 | 91.9 | 90.1 | 94.7 | 91.5 | 101.9 | 92.1 | 145.6 | 113.5 | 113.5 |
| TOTAL EXPENDITURE | 249.7 | 261.5 | 252.9 | 279.8 | 281.7 | 295.1 | 289.4 | 299.5 | 290.1 | 358.3 | 337.0 | 337.0 |

*Contractual Services have been restated for years 2004-2009 to include SSAs due to the change introduced in April 2010

ANNEX X 2014/15 BUDGET BY EXPECTED RESULT AND PROGRAM

| Expected Result No. and Description | Budget by Expected Result and Program (in thousands of Swiss francs) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Total by Expected Result | | | |
|-------------------------------------|---|--------|--------|--------|--------|---------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------|---------|---------|--------|
| | Prg. 1 | Prg. 2 | Prg. 3 | Prg. 4 | Prg. 5 | Prg. 6 | Prg. 7 | Prg. 8 | Prg. 9 | Prg. 10 | Prg. 11 | Prg. 12 | Prg. 13 | Prg. 14 | Prg. 15 | Prg. 16 | Prg. 17 | Prg. 18 | Prg. 19 | Prg. 20 | Prg. 21 | Prg. 22 | Prg. 23 | Prg. 24 | Prg. 25 | Prg. 26 | Prg. 27 | Prg. 28 | Prg. 29 | Prg. 30 | | Prg. 31 | UA | |
| I.1 | Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 2,285 | 3,808 | 3,916 | 5,725 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 15,734 |
| I.2 | Tailored and balanced IP legislative, regulatory and policy frameworks | 2,665 | 1,429 | 1,841 | - | - | - | - | 1,079 | 755 | - | - | - | - | - | - | 130 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 7,899 |
| I.3 | Increased protection of State emblems and names and emblems of International Intergovernmental Organizations | - | 439 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 439 | |
| II.1 | Increased use of the PCT route for filing international patent applications | - | - | - | - | 22,011 | - | - | - | 1,157 | - | - | - | - | - | - | - | - | - | - | 1,159 | - | - | - | - | - | - | - | - | - | - | - | 24,327 | |
| II.2 | Improvement of the PCT system | - | - | - | - | 3,106 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 3,106 | |
| II.3 | Improved productivity and service quality of PCT operations | - | - | - | - | 172,856 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 172,856 | |
| II.4 | Wider and better use of the Hague system, including by developing countries and LDCs | - | - | - | - | - | - | - | - | 231 | - | - | - | - | - | - | - | - | - | - | 486 | - | - | - | - | - | - | - | - | - | - | 5,236 | 5,963 | |
| II.5 | Improved productivity and service quality of Madrid & Lisbon operations | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,351 | 2,351 | | |
| II.6 | Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | - | - | - | - | - | 14,313 | - | - | 231 | - | - | - | - | - | - | - | - | - | - | 1,334 | - | - | - | - | - | - | - | - | - | - | - | 15,878 | |
| II.7 | Improved productivity and service quality of Madrid & Lisbon operations | - | - | - | - | - | 40,932 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 40,932 | |
| II.8 | International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | - | - | - | - | - | - | 3,296 | - | 149 | - | - | - | - | - | - | - | - | - | - | 122 | - | - | - | - | - | - | - | - | - | - | - | 3,657 | |
| II.9 | Effective intellectual property protection in the gTLDs and the ccTLDs | - | - | - | - | - | - | 7,889 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 7,889 | |
| III.1 | National innovation and IP strategies and plans consistent with national development objectives | - | - | - | - | - | - | - | - | 10,782 | 2,584 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 250 | - | 13,016 | |
| III.2 | Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | - | - | 4,188 | 2,139 | - | - | - | - | 12,084 | 1,455 | 11,883 | - | - | - | - | 2,307 | 506 | - | 1,647 | - | - | - | - | - | - | - | - | - | - | 1,163 | - | 37,372 | |
| III.3 | Mainstreaming of the DA recommendations in the work of WIPO | - | - | - | - | - | - | - | 3,832 | 367 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,199 | |
| III.4 | Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | - | 487 | - | - | - | - | - | 4,655 | 256 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 5,398 | |
| III.5 | Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders | - | - | - | - | - | - | - | 509 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 509 | |
| III.6 | Increased capacity of SMEs to successfully use IP to support innovation | - | - | - | - | - | - | - | - | 578 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 3,841 | - | 4,419 | |
| IV.1 | Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world | - | - | - | - | - | - | - | - | - | - | 7,317 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 7,317 | |
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | - | - | 2,536 | - | - | - | - | 965 | 666 | - | - | 1,882 | 7,539 | - | - | - | 303 | - | 774 | 1,939 | - | - | - | - | - | - | - | - | - | 1,442 | - | 18,046 | |
| IV.3 | Broad geographical coverage of the content and use of WIPO Global IP Databases | - | - | - | - | - | - | - | - | - | - | - | 2,810 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,810 | |

Proposed Program and Budget for 2014/15

| Expected Result No. and Description | Budget by Expected Result and Program (In thousands of Swiss francs) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Total by Expected Result | | | |
|-------------------------------------|--|--------------|--------------|---------------|--------------|----------------|---------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|------------|--------------|--------------------------|--------------|----------------|--------|
| | Prg. 1 | Prg. 2 | Prg. 3 | Prg. 4 | Prg. 5 | Prg. 6 | Prg. 7 | Prg. 8 | Prg. 9 | Prg. 10 | Prg. 11 | Prg. 12 | Prg. 13 | Prg. 14 | Prg. 15 | Prg. 16 | Prg. 17 | Prg. 18 | Prg. 19 | Prg. 20 | Prg. 21 | Prg. 22 | Prg. 23 | Prg. 24 | Prg. 25 | Prg. 26 | Prg. 27 | Prg. 28 | Prg. 29 | Prg. 30 | Prg. 31 | | UA | | |
| IV.4 | Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | - | - | 2,883 | - | - | - | - | 2,393 | 380 | - | - | - | - | 11,628 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 17,284 |
| V.1 | Wider and better use of WIPO IP statistical information | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,141 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,141 |
| V.2 | Wider and better use of WIPO economic analysis in policy formulation | - | - | 1,065 | - | - | - | - | - | - | - | - | - | - | - | 3,195 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,261 |
| VII.1 | Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 429 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 429 |
| VII.2 | Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,124 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,124 |
| VII.2 | IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,097 | - | 304 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,401 |
| VII.3 | Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,032 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,032 |
| VIII.1 | More effective communication to a broad public about intellectual property and WIPO's role | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 12,034 | 848 | - | - | - | - | - | - | - | - | - | - | - | - | - | 12,882 |
| VIII.2 | Improved service orientation and responsiveness to inquiries | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 5,223 | 313 | - | - | - | - | - | - | - | - | - | - | - | - | - | 5,536 |
| VIII.3 | Effective engagement with Member States | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 6,747 | - | - | - | - | - | - | - | - | - | - | - | - | 6,747 |
| VIII.4 | Open, transparent and responsive interaction with non-governmental stakeholders | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,771 | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,771 |
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,578 | 266 | - | - | 1,105 | - | - | - | - | - | - | - | - | - | - | 5,949 |
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 8,212 | 12,276 | 44,878 | 43,549 | - | 41,117 | - | 765 | - | - | - | 160,797 | |
| IX.2 | An agile smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 8,946 | 16,372 | 11,285 | - | - | - | - | - | - | - | - | - | 36,603 | |
| IX.3 | An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,048 | 1,923 | - | - | - | - | - | - | - | - | - | - | - | 2,971 |
| IX.4 | An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,417 | 1,720 | - | - | 10,786 | 69 | - | - | - | 13,992 | |
| IX.8 | Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,524 | - | - | - | 5,116 | - | - | - | - | - | - | 6,641 | |
| UA | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 3,827 | 3,827 | |
| Total by Program | | 4,950 | 6,162 | 16,430 | 7,864 | 197,073 | 56,245 | 11,175 | 4,341 | 32,325 | 8,443 | 11,883 | 7,317 | 4,892 | 7,539 | 11,628 | 5,336 | 3,989 | 6,938 | 17,257 | 13,335 | 18,945 | 28,032 | 23,561 | 47,400 | 45,289 | 5,116 | 41,117 | 10,786 | 834 | 6,896 | 7,587 | 3,827 | 673,993 | |

ANNEX XI 2014/15 BUDGET BY EXPECTED RESULT
(in thousand s of Swiss francs)

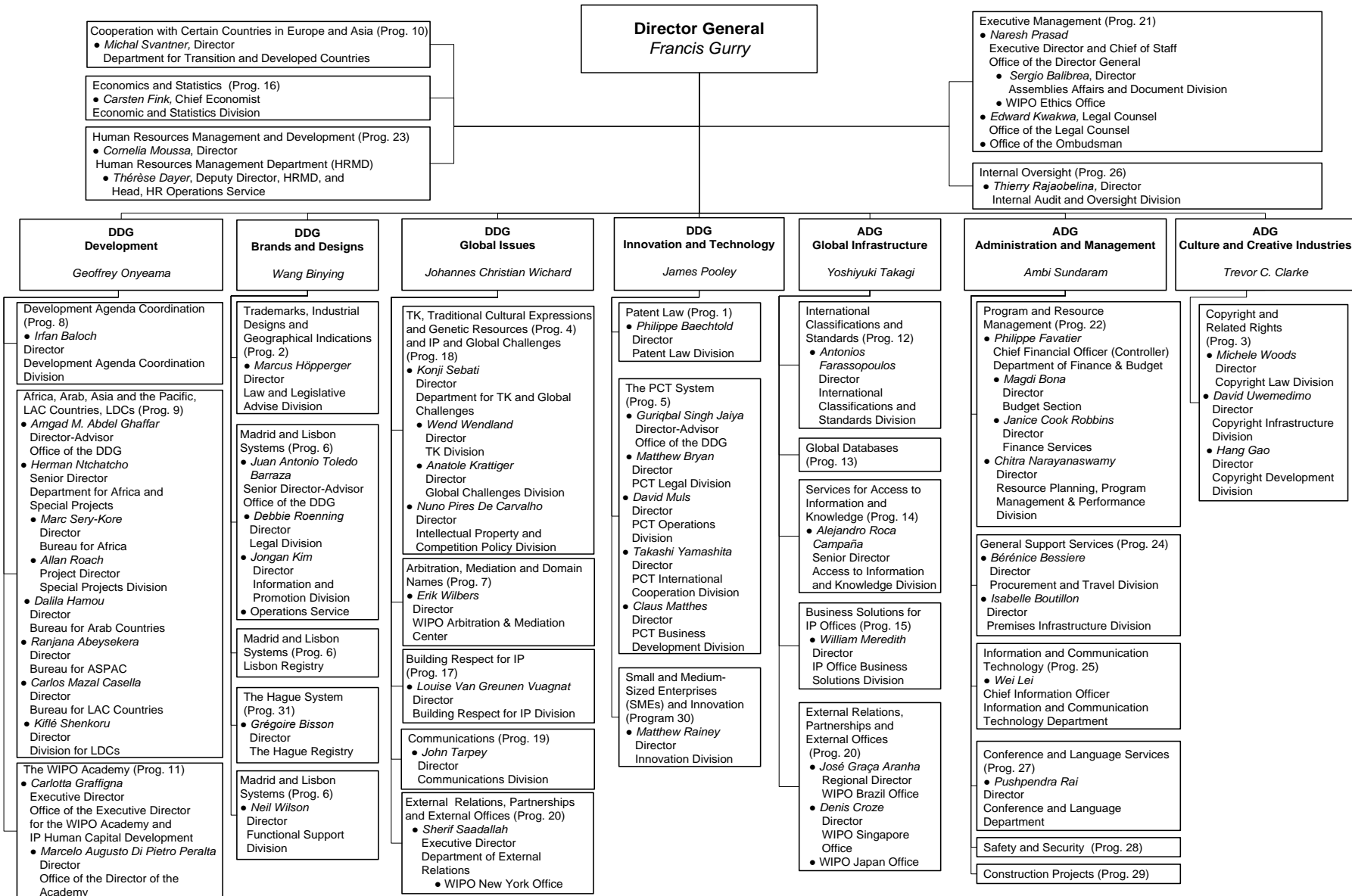
| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|---|--|---|--|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed | 15,256 | 15,594 | 15,734 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 10,080 | 10,292 | 7,899 |
| I.3 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations | 556 | 718 | 439 |
| II.1 Increased use of the PCT route for filing international patent applications | 23,938 | 22,848 | 24,327 |
| II.2 Improvement of the PCT system | 3,225 | 3,263 | 3,106 |
| II.3 Improved productivity and service quality of PCT operations | 152,098 | 150,933 | 172,856 |
| II.4 Wider and better use of the Hague system, including by developing countries and LDCs | 4,338 | 4,394 | 5,953 |
| II.5 Improved productivity and service quality of the Hague operations | 2,633 | 2,512 | 2,351 |
| II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs | 9,387 | 9,057 | 15,878 |
| II.7 Improved productivity and service quality of Madrid & Lisbon operations | 43,445 | 42,183 | 40,932 |
| II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | 3,175 | 3,260 | 3,557 |
| II.9 Effective intellectual property protection in the gTLDs and the ccTLDs | 7,409 | 6,715 | 7,889 |
| III.1 National innovation and IP strategies and plans consistent with national development objectives | 10,570 | 11,792 | 13,616 |
| III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition | 41,182 | 41,612 | 37,372 |

Proposed Program and Budget for 2014/15

| <i>Expected Result No. and Description</i> | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|--------------------------------|---------------------------------------|--------------------------------|
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | 5,420 | 3,406 | 4,199 |
| III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs | 1,517 | 1,018 | 5,398 |
| III.5 Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders | 1,523 | 960 | 509 |
| III.6 Increased capacity of SMEs to successfully use IP to support innovation | 5,253 | 4,547 | 4,419 |
| IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world | 6,932 | 6,976 | 7,317 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 17,353 | 18,387 | 18,046 |
| IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases | 3,369 | 2,072 | 2,810 |
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders | 16,697 | 15,474 | 17,284 |
| V.1 Wider and better use of WIPO IP statistical information | 1,569 | 1,875 | 2,141 |
| V.2 Wider and better use of WIPO economic analysis in policy formulation | 5,464 | 5,400 | 4,261 |
| VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda | 635 | 468 | 429 |
| VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP | 785 | 798 | 1,124 |
| VII.2 IP-based platforms and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | 5,913 | 6,367 | 4,401 |
| VII.3 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy | 1,381 | 1,395 | 2,032 |

| <i>Expected Result No. and Description</i> | | <i>2012/13 Approved Budget</i> | <i>2012/13 Budget after transfers</i> | <i>2014/15 Proposed Budget</i> |
|--|---|--|---|--|
| VIII.1 | More effective communication to a broad public about intellectual property and WIPO's role | 13,664 | 13,571 | 12,882 |
| VIII.2 | Improved service orientation and responsiveness to inquiries | 2,935 | 2,698 | 5,536 |
| VIII.3 | Effective engagement with Member States | 5,311 | 4,400 | 6,747 |
| VIII.4 | Open, transparent and responsive interaction with non-governmental stakeholders | 1,194 | 1,177 | 1,771 |
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 5,422 | 4,900 | 5,949 |
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 144,435 | 137,071 | 150,797 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 44,006 | 43,893 | 36,603 |
| IX.3 | An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | 1,038 | 988 | 2,971 |
| IX.4 | An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 15,770 | 14,241 | 13,992 |
| IX.8 | Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | 5,050 | 4,837 | 6,641 |
| UA | Unallocated | 7,503 | 26,319 | 3,827 |
| Total | | 647,430 | 648,411 | 673,993 |

ANNEX XII WIPO ORGANIGRAM



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. A detailed organigram showing organizational units may also be consulted on the WIPO website. Please note that this organigram will be updated regularly.

May 2013

V. APPENDICES

Appendix A Member States' Contributions

Appendix B Definition of Budget Headings

Appendix C Standard Cost for Personnel

Appendix D Flexibility Formulas

Appendix E Acronyms and Abbreviations Used in the Present Document

APPENDIX A
MEMBER STATES' CONTRIBUTIONS
(in Swiss francs)

| States Members of One or More Contribution-Financed Unions | CONTRIBUTION Class | Contribution Units 2014/15 | Contribution ¹ 2014 | Contribution ¹ 2015 | Contributions 2014/15 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| Afghanistan ² | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |
| Albania | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Algeria | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| 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 | 5,698 |
| 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 Congo | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |
| 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 | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| El Salvador | <i>Sbis</i> | 0.0625 | 2,849 | 2,849 | 5,698 |
| Equatorial Guinea | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |

| States Members of One or More Contribution-Financed Unions | CONTRIBUTION Class | Contribution Units 2014/15 | Contribution ¹ 2014 | Contribution ¹ 2015 | Contributions 2014/15 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| 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 | S | 0.125 | 5,697 | 5,697 | 11,394 |
| 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>VIbis</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 | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Ireland | IV | 10 | 455,790 | 455,790 | 911,580 |
| Israel | <i>VIbis</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 | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Kazakhstan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Kenya | <i>Sbis</i> | 0.0625 | 2,849 | 2,849 | 5,698 |
| Kiribati | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |
| 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 |
| Libya | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| 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 |
| 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>Sbis</i> | 0.0625 | 2,849 | 2,849 | 5,698 |
| 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 |

Proposed Program and Budget for 2014/15

| States Members of One or More Contribution-Financed Unions | CONTRIBUTION Class | Contribution Units 2014/15 | Contribution ¹ 2014 | Contribution ¹ 2015 | Contributions 2014/15 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| 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 | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| 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 | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Philippines | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Poland | VI | 3 | 136,737 | 136,737 | 273,474 |
| Portugal | <i>IVbis</i> | 7.5 | 341,842 | 341,842 | 683,684 |
| Qatar | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Republic of Korea | <i>IVbis</i> | 7.5 | 341,842 | 341,842 | 683,684 |
| 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 |
| 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 | IV | 10 | 455,790 | 455,790 | 911,580 |
| Sri Lanka | S | 0.125 | 5,697 | 5,697 | 11,394 |
| 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 | III | 15 | 683,685 | 683,685 | 1,367,370 |
| Switzerland | III | 15 | 683,685 | 683,685 | 1,367,370 |
| Syrian Arab Republic | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Tajikistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Thailand | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| The former Yugoslav Republic of Macedonia | VIII | 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 | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Tunisia | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Turkey | <i>VIbis</i> | 2 | 91,158 | 91,158 | 182,316 |
| Turkmenistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Uganda | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |
| Ukraine | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| United Arab Emirates | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| United Kingdom | 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 |

| States Members of One or More Contribution-Financed Unions | CONTRIBUTION Class | Contribution Units 2014/15 | Contribution ¹ 2014 | Contribution ¹ 2015 | Contributions 2014/15 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| United States of America | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| Uruguay | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Uzbekistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Vanuatu | <i>Ster</i> | 0.03125 | 1,424 | 1,424 | 2,848 |
| Venezuela (Bolivarian Republic of) | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Viet Nam | S | 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 | | | 17,583,514 | 17,583,514 | 35,167,028 |

¹ The value of one unit remains unchanged for 2014 and 2015 at 45,579 Swiss francs as compared to 2012 and 2013.

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.

Arbitration: Fees for the arbitration of domain names, registration fees for the meetings of the WIPO Arbitration and Mediation Center

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.

Miscellaneous income: 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.

Temporary Staff: remuneration and allowances paid to professional and general service employees on short-term contracts.

Other Staff Costs: provision for professional accident insurance, closed pension funds and litigation costs.

NON-PERSONNEL RESOURCES

Internships and WIPO Fellowships

- **Internships:** remuneration and allowances paid to interns.
- **WIPO Fellowships:** expenses related to a training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

Travel and Course Fellowships

- **Staff missions:** travel expenses and daily subsistence allowances for all staff on official travel.
- **Third party travel:** travel expenses and daily subsistence allowances for all third parties, including the travel costs of Government officials, participants and lecturers attending WIPO-sponsored meetings.
- **Course Fellowships:** travel expenses, daily subsistence allowances and training and other fees in connection with trainees attending courses, seminars, fellowships.

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.
- **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.
- **Individual Contractual Services:** remuneration paid in respect of individual contractual services.
- **Other Contractual Services:** includes all other contractual services with both commercial and non-commercial service providers.

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:** communication expenses such as telephone, internet, facsimile and mail, postage and carriage of documents.
- **Representation:** official hospitality expenses.
- **Admin and bank charges:** bank charges; currency adjustments; WIPO contribution to Staff Association.
- **UN Joint Services:** medical assistance, contributions to joint administrative activities within the United Nations system, United Nations cost shared activities, Administrative Tribunal.

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 STANDARD COST FOR PERSONNEL

The methodology used to estimate and budget for the personnel resources of the Organization is based on standard costs. Standard costs remain the most commonly used method of costing personnel resources within the UN system. This provides a basis for comparison with other UN organizations, thus ensuring that revisions and updates to these can be done routinely and regularly.

The formulation and review of standard costs is a dynamic process requiring regular review, with the aim of aligning budgeted costs with expenditure. Standard costs are built on the latest available UN salary and pensionable remuneration scales, historical data, applicable policies and applicable entitlements. The standard costs applied for WIPO's Program and budget incorporate numerous cost elements to derive standard cost for each post grade, which is then used to provide an overall costing for personnel resources. The cost elements included in the standard cost and the underlying assumptions are summarized below.

Standard Cost Elements and Underlying Assumptions

| | Post <i>(Professional and General Service)</i> | Temporary Position <i>(Professional and General Service)</i> |
|---|--|--|
| Salary | The salary component is calculated using a combination of single and dependent rate scales (ICSC) at an average step for each grade level. The calculated USD amount is then converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for professionals). The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount. | The salary component is calculated using a combination of single and dependent rate scales (ICSC) at an average step for each grade level. The calculated USD amount is then converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for professionals). The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount. |
| Common Staff Costs (CSC) | The CSC includes all benefits and entitlements other than salary, which are provided in accordance with the Staff Regulations and Rules (such as dependency allowance, home leave, education grant etc). A multiplier is applied to the salary to reflect this, on the basis of a historic pattern of expenditures and projections made. | The CSC includes all benefits and entitlements other than salary, which are provided in accordance with the Staff Regulations and Rules (such as dependency allowance, home leave, education grant etc). A multiplier is applied to the salary to reflect this, on the basis of a historic pattern of expenditures and projections made. |
| Adjustment | The standard cost is adjusted downward to take into account the expected vacancy rate. The adjustment applied for 2014/15 is 6% on the vacancy rate. An additional 1% downward adjustment is made to take into account those on part time work arrangements. | The standard cost is adjusted downward to take into account the expected vacancy rate. The adjustment applied for 2014/15 is 1% on the vacancy rate. An additional 1% downward adjustment is made to take into account those on part time work arrangements. |
| Provision for Separation and other related Costs | A 6% provision is applied is to the average cost to cover for the separation related costs and various after service benefits. | A 6% provision is applied is to the average cost to cover for the separation related costs and various after service benefits. |

APPENDIX D 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 E
ACRONYMS AND ABBREVIATIONS USED IN THE PRESENT DOCUMENT**

| | |
|------------------------|--|
| ACE | Advisory Committee on Enforcement |
| ADR | Alternative Dispute Resolution |
| AGICOA | Association of International Collective Management of Audiovisual Works |
| AIPMS | Arab IP Management System |
| aRD_i | Access to Research for Development and Innovation |
| ASEAN | Association of South East Asian Nations |
| ASHI | After-Service Health Insurance |
| ASPI | Access to Specialized Patent Information |
| | |
| CASE | Centralized Access to Search and Examination Results |
| ccTLDs | country code Top-Level Domain |
| CDIP | Conference on Development and Intellectual Property |
| CIS | Commonwealth of Independent States |
| CLIR | Cross Lingual Information Retrieval |
| CMG | Crisis Management Group |
| CMOs | collective management organizations |
| | |
| DA | Development Agenda |
| DAS | Digital Access Service for Priority Documents |
| DNS | Domain Name System |
| | |
| ECDL (test) | European Computer Driving Licence (global computer literacy certification) |
| ECLA | patent classification assigned by the European Patent office |
| ECM | Enterprise Content management |
| EDMS | Electronic Document Management System |
| EEC | Eurasian Economic Commission |
| EGEDA | <i>Entidad de Gestión de Derechos de los Productores Audiovisuales</i> |
| EPO | European Patent Office |
| ERP | enterprise resource planning |
| EU | European Union |
| | |
| FAO | Food and Agricultural Organization |
| FI | patent classification assigned by the Japanese Patent office |
| FIT | Fund-in-Trust |
| | |
| GNIPA | Global Network of IP Academies |
| GR | genetic resources |
| gTLDs | generic Top-Level Domains |
| | |
| HLS | High Level Segment (of the Assemblies) |
| HR | Human Resources |
| HRMD | Human Resources Management Department |
| | |
| IAOC | Independent Advisory and Oversight Committee |

| | |
|----------------|--|
| IAOD | Internal Audit and Oversight Division |
| ICANN | Internet Corporation for Assigned Names and Numbers |
| ICE | International Cooperation on Examination |
| 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 |
| IGC | Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore |
| IGOs | inter-governmental organizations |
| IIA | Institute of Internal Auditors |
| IMR | International Music Registry |
| IP | Intellectual Property |
| IPAS | IP Office Administration System |
| IPACIS | Assembly of the CIS Member States |
| IPC | International Patent Classification |
| IPO | Intellectual Property Office |
| IPoA | Istanbul Programme for Action |
| IPRs | Intellectual Property Rights |
| IPSAS | International Public Sector Accounting Standards |
| IT | Information Technology |
| ITIL | Information Technology Infrastructure Library |
| ITU | International Telecommunications Union |
| | |
| LDCs | Least Developed Countries |
| | |
| MDGs | Millenium Development Goals |
| MGS | Madrid Goods and Services Manager |
| MTSP | Medium Term Strategic Plan |
| | |
| NGOs | non-governmental organizations |
| | |
| OAPI | <i>l'Organisation Africaine de la Propriété Intellectuelle</i> (African Intellectual Property Organization) |
| OHIM | Office for Harmonization in the Internal Market (Community Trademarks) |
| OPD | One Portal Dossier system |
| | |
| PCD | Procurement Services Division |
| PCT | Patent Cooperation Treaty |
| PLR | Patent Landscape Reports |
| PLT | Patent Law Treaty |
| PMSDS | Performance Management and Staff Development System |
| PPR | Program Performance Report |
| | |
| RBM | Results-based Management |
| R&D | research and development |
| RFPs | Requests for Proposals |
| RO | Receiving Office |
| | |
| SCCR | Standing Committee on Copyright and Related Rights |

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|-----------|--|
| SCP | Standing Committee on the Law of Patents |
| SCT | Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications |
| SLC | Special Labor Contract |
| SMEs | small and medium sized enterprises |
| SSA | Special Service Agreements |
| SRP | Strategic Realignment Program |
| | |
| TA | Travel Authorization |
| TCEs | Traditional Cultural Expressions/Folklore |
| TIGAR | Trusted Intermediary Global Accessible Resources |
| TISCs | Technology Innovation Support Centers |
| TK | Traditional Knowledge |
| TTO | Technology Transfer Office |
| | |
| UDRP | Uniform Domain Name Dispute Resolution Policy |
| UN | United Nations |
| UNCTAD | United Nations Conference on Trade and Development |
| UN CEB | United Nations Chief Executives Board |
| UN-DESA | United Nations Department of Social and Economic Affairs |
| UNEP | United Nations Environmental Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFCCC | Framework Convention on Climate Change |
| UN-H-MOSS | UN Headquarters Minimum Operating Security Standards |
| UNICC | UN International Computing Centre |
| UNIDO | United Nations Industrial Development Organization |
| UNSAS | United Nations System Accounting Standards |
| UPOV | International Union for the Protection of New Varieties of Plants |
| USCLA | US Classifications |
| USPTO | United States Patent and Trademark Office |
| | |
| VIP | Visually Impaired Persons and other persons with print disabilities |
| | |
| WCO | World Customs Organization |
| WCT | WIPO Copyright Treaty |
| WHO | World Health Organization |
| WIPOCOS | software for collective management of copyright and neighboring rights |
| WPPT | WIPO Performances and Phonograms Treaty |
| WSIS | World Summit on the Information Society |
| WSO | WIPO Singapore Office |
| WTO | World Trade Organization |

[End of document]