

Program and Budget Committee

Twentieth Session
Geneva, July 8 to 12, 2013

DRAFT PROPOSED PROGRAM AND BUDGET FOR THE 2014/15 BIENNIUM

Document prepared by the Secretariat

1. The attached Draft Proposed Program and Budget for the 2014/15 Biennium is submitted to the present session of the Program and Budget Committee (PBC) in accordance with Financial Regulation 2.6 for “discussion, comments and recommendations, including possible amendments” and pursuant to the Mechanism to further involve Member States in the preparation and follow up of the program and budget of the Organization (see documents WO/PBC/13/7 and A/46/12).
2. The Draft Proposed Program and Budget for the 2014/15 Biennium has been prepared taking into consideration the revised strategic framework with the nine strategic goals approved in 2008/09 and the Medium Term Strategic Plan 2010-15 developed in 2010. The present draft document also reflects the feedback and comments received from Member States in their responses to the Questionnaire on the Draft Program and Budget 2014/15.
3. In accordance with the Mechanism, following the present review, a PBC session will be convened in September 2013, for final discussion and recommendation to the fifty-first session of the Assemblies (September 23 to October 2, 2013).

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

DRAFT 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 (2.8 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 36.

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 renamed the WIPO Training Center and 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. A further example of focus and consolidation is the mainstreaming of our program for small and medium enterprises (SMEs). Each regional bureau will have a focal point for SMEs and programs and activities for SMEs will form part of the mainstream services provided by the bureaux. We believe that this will eliminate duplication and ensure greater coordination and coherence in our overall capacity-building program.

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 Training Centre 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 treaty that will be negotiated at the Marrakesh Diplomatic Conference in June;
- (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 Training Center.

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 greater consensus 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. To ensure that specificities of small and medium-sized enterprises (SMEs) are addressed in line with national IP Strategies and Plans, Regional Bureaus and the Cooperation with Certain Countries in Europe and Asia Program will be strengthened with an SME dedicated focal point. 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 towards becoming the WIPO Training Center 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 ("the WIPO Training Center") 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, 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 2.8 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 sectors 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 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.

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.)

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

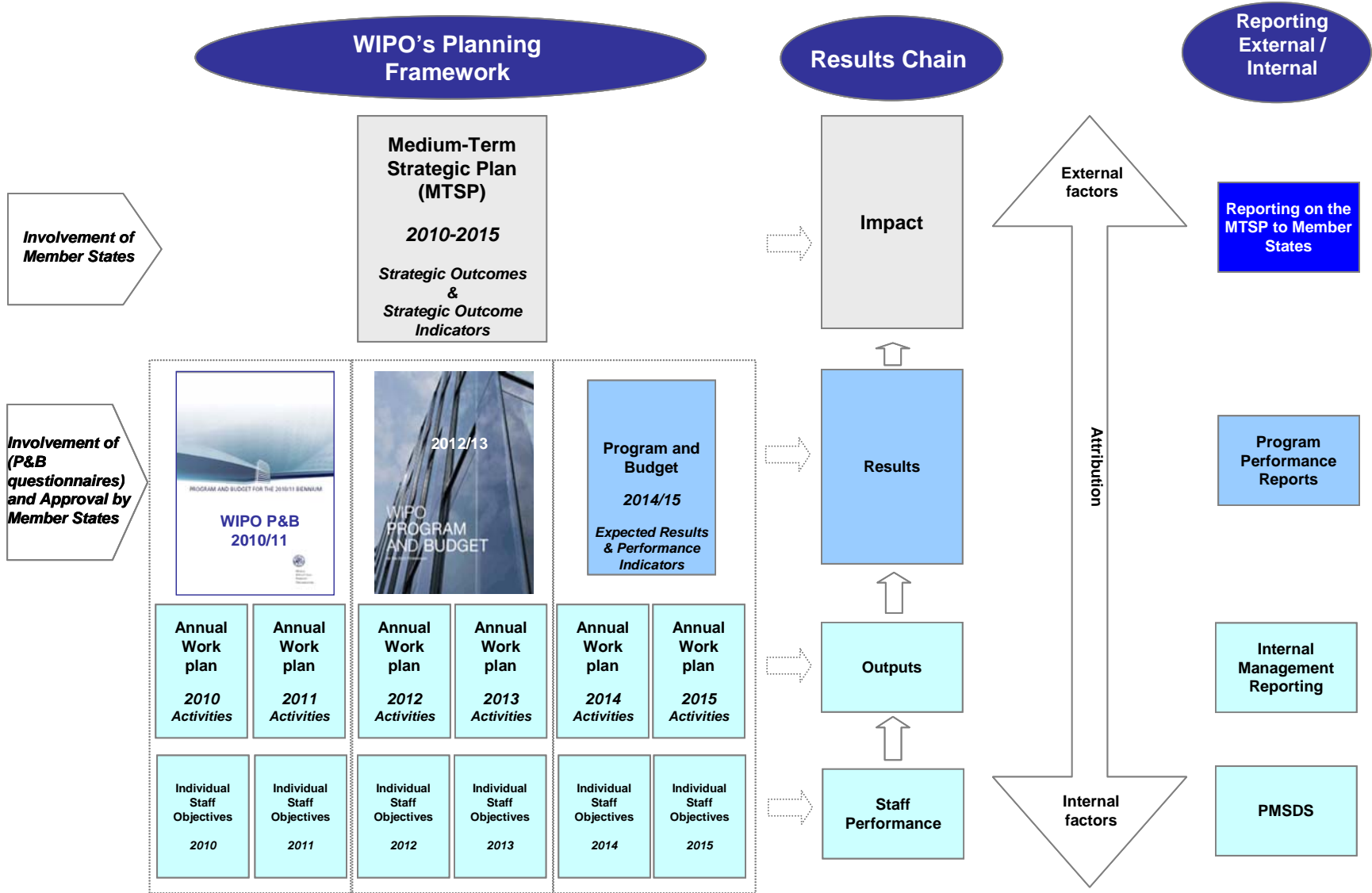
7. Organizational expected results have undergone further refinement and consolidation compared to 2012/13. The results framework for 2014/15 now sets out 36 organizational expected results at a consistent level providing a clearer mandate and enhanced focus to Programs contributing to these results. 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 V.

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: 13,150</i> <i>Development share: 5,090</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: 6,883</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: 5,956</i> <i>Development share: 2,778</i>		<i>Total proposed budget SG VIII: 33,296</i> <i>Total development share SG VIII: 9,892</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 consensus 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: 26,420</i> <i>Development share: 6,006</i>	III.1. National innovation and IP strategies and plans consistent with national development objectives <i>Proposed Budget 14/15: 13,530</i> <i>Development share: 13,530</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. Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective <i>Proposed Budget 14/15: 5,527</i> <i>Development share: 3,878</i>	
I.2. Tailored and balanced IP legislative, regulatory and policy frameworks <i>Proposed Budget 14/15: 7,900</i> <i>Development share: 7,900</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: 37,904</i> <i>Development share: 37,537</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: 15,212</i> <i>Development share: 12,187</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 and effective 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 DA Recommendations in the work of WIPO <i>Proposed Budget 14/15: 4,709</i> <i>Development share: 4,709</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: 5,480</i> <i>Development share: 5,480</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: 19,572</i> <i>Development share: 16,877</i>				
	II.5. Improved productivity and service quality of the Hague operations <i>Proposed Budget 14/15: 2,351</i> <i>Development share: -</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>						
	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: 24,073</i> <i>Total development share SG I: 16,672</i>	<i>Total proposed budget SG II: 278,942</i> <i>Total development share SG II: 14,361</i>	<i>Total proposed budget SG III: 61,623</i> <i>Total development share SG III: 61,256</i>	<i>Total proposed budget SG IV: 44,911</i> <i>Total development share SG IV: 30,947</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: 7,559</i> <i>Total development share SG VII: 5,910</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: 150,104</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: 36,809</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: 210,517</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: 4,327

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: 673,200
Total development share: 143,391

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)	(20.3)
INCOME after IPSAS adjustment	693.0
EXPENDITURE - BUDGET 14/15	673.2
Estimated IPSAS adjustment to expenditure (depreciation, employee liability)	17.0
TOTAL EXPENDITURE	690.2
Operating Result	
Surplus/(Deficit)	2.8
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 reserves. To ensure full transparency and to provide a complete picture of the Organization's resource

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needs over the coming biennia, these proposed expenditures will be presented in a separate document entitled Capital Master Plan.

15. The proposed budget for the 2014/15 biennium is presented at 673.2 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 3 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	35,484		507,101		114,441		14,610		1,564		673,200	
Estimated IPSAS adjustment to expenditure	896		12,806		2,890		369		39		17,000	
Total Expenditure after IPSAS adjustment	36,380		519,906		117,331		14,979		1,604		690,200	
Operating Result	(181)		10,127		(450)		(5,790)		(910)		2,796	
RWCF, Target	17,742	50.0	76,065	15.0	28,610	25.0	2,191	15.0	-	n/a	124,609	18.5

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

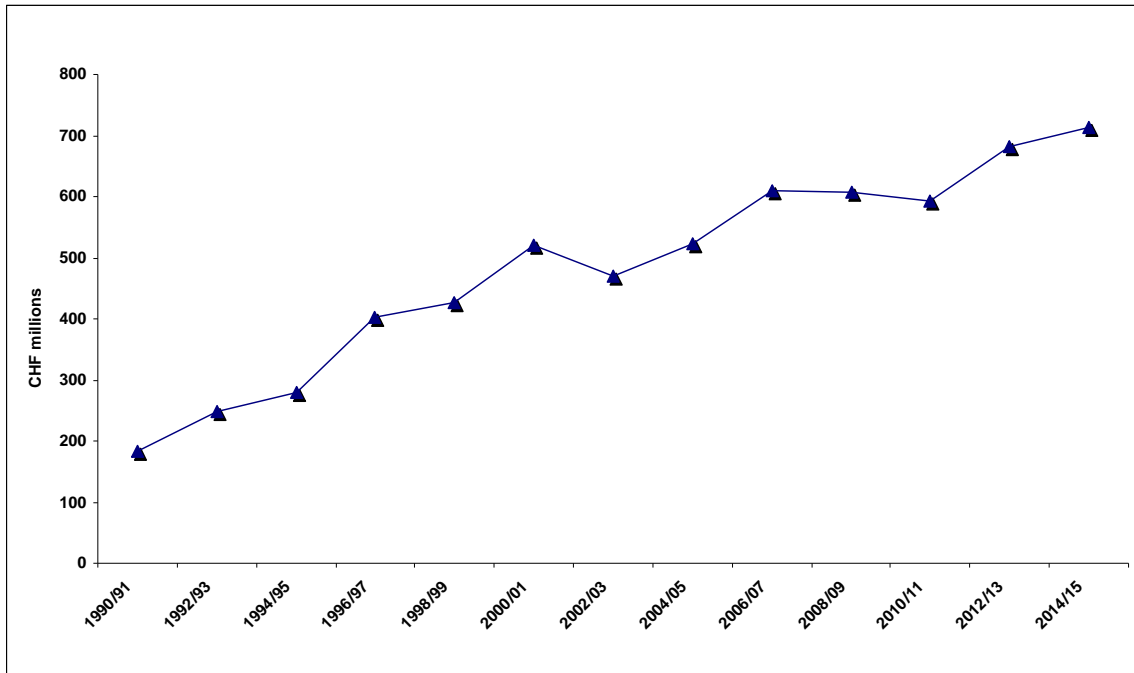
INCOME

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 Current Estimate	2014/15 Estimate	Difference 2014/15 vs. 2012/13	
							Amount	%
	Actual							
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*

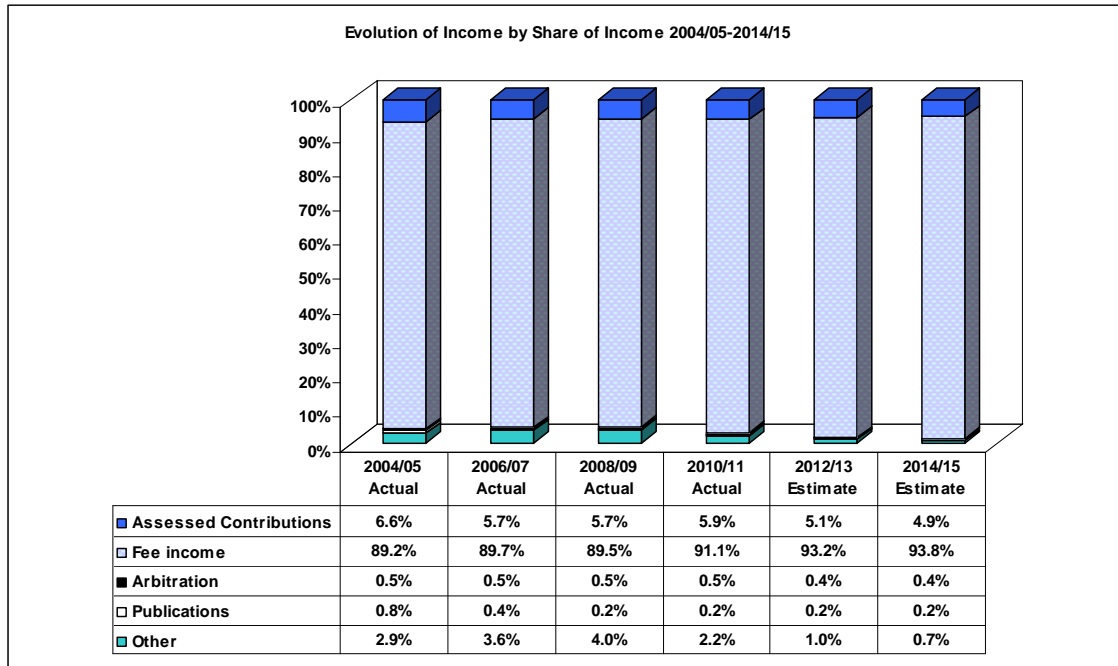


*Figures for 2012/13 and 2014/15 are forecasts

Income from the international registration systems

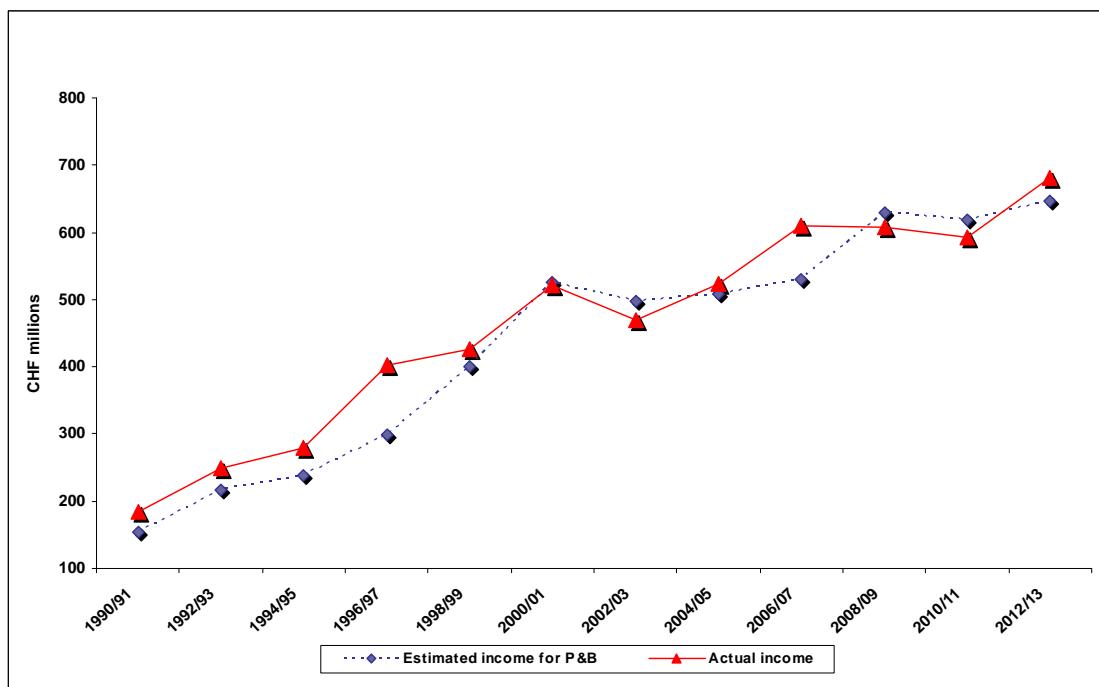
18. The main source of income for the Organization remains fees from services provided under the PCT, Madrid and Hague systems. Overall income levels have continued to increase steadily over the past decade, and the share of fee income has continued to grow within these. Fee income continues to represent 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.

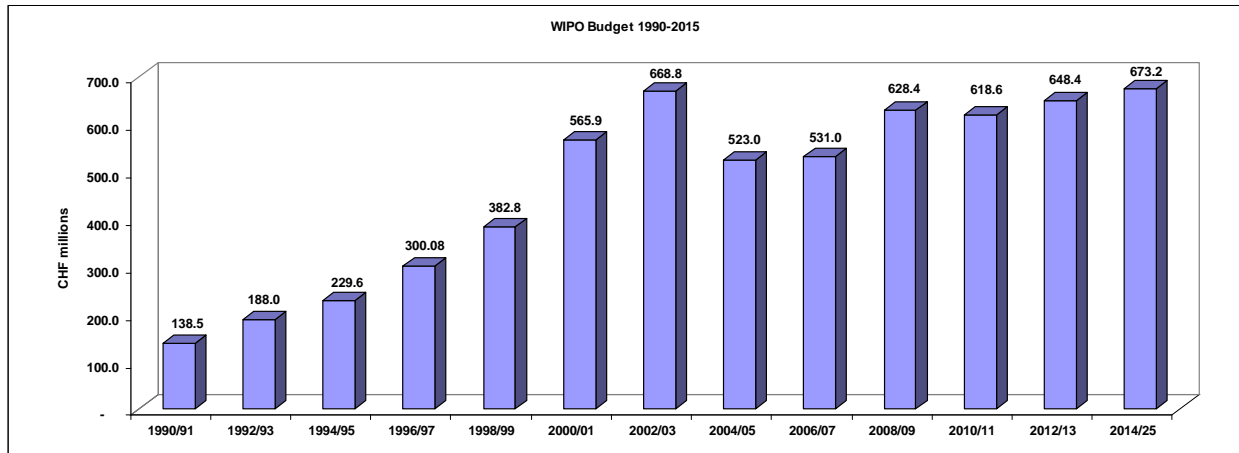
EXPENDITURE

OVERALL EXPENDITURE

27. The total proposed expenditure for the 2014/15 biennium is 673.2 million Swiss francs, representing an increase of 24.8 million Swiss francs or 3.8 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 11.5 million Swiss francs or 4.8 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.

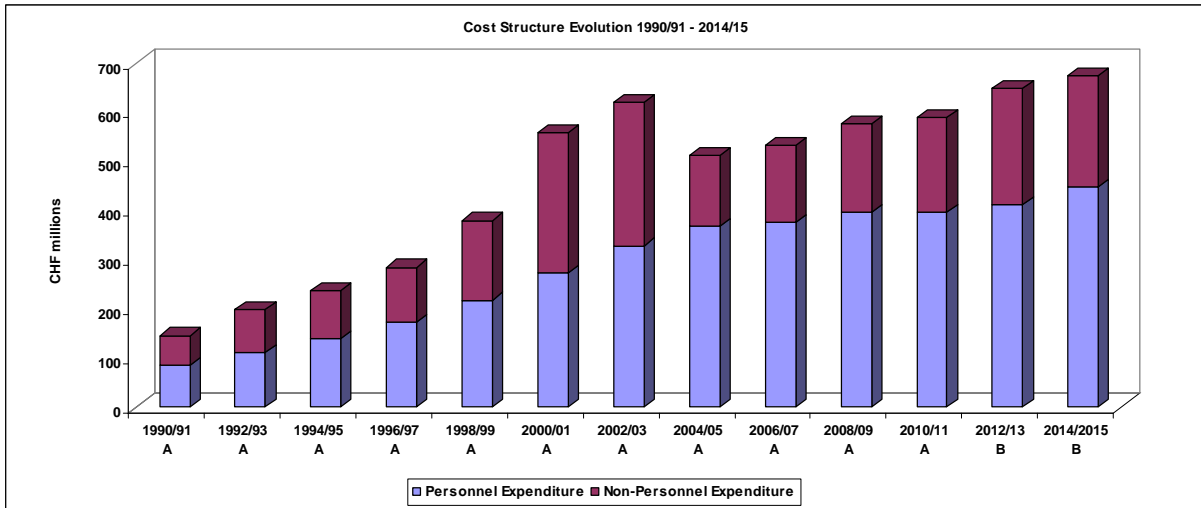
Chart 4. Evolution of WIPO's Expenditure Budget 1990/91 to 2014/15



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 66.4 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

Draft Program and Budget for 2014/15

31. 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 5. Budget for 2014/15 – 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	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	12,407	(3,008)	-19.5%
Third-party Travel	21,333	19,092	15,926	(3,166)	-16.6%
Course Fellowships	3,482	3,073	3,315	242	7.9%
<i>Sub-total</i>	40,536	37,580	31,648	(5,932)	-15.8%
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	25,062	(5,969)	-19.2%
Other Contractual Services	86,024	101,906	97,259	(4,647)	-4.6%
<i>Sub-total</i>	127,732	142,364	131,579	(10,784)	-7.6%
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	1,651	(2,118)	-56.2%
Supplies & Materials	5,324	4,008	6,245	2,237	55.8%
<i>Sub-total</i>	9,999	7,778	7,897	119	1.5%
Total, B	238,820	237,708	226,200	(11,509)	-4.8%
TOTAL	647,430	648,411	673,200	24,788	3.8%
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 40.

32. 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.

33. 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.

PERSONNEL EXPENDITURE

34. 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.

35. **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.

36. **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.

37. **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

38. **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.

39. **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.

40. 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

41. Non-personnel resources are proposed to decrease by 11.5 million Swiss francs, representing a decrease of 4.8 per cent, to 226.2 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.

42. 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

- (a) on the adoption of a design law treaty, in the amount of approximately 0.8 million Swiss francs (Program 2);
- (b) in the area of the Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources, in the amount of approximately 0.8 million Swiss francs (Program 4); and
- (c) for the adoption of a Revised Lisbon Agreement subject to decision by the Lisbon Assembly (Program 6), in the amount of approximately 130 thousand Swiss francs.

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

44. 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.

45. 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).

46. 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.

47. Resources for Staff Missions and Third Party Travel are projected to decrease by a combined 20 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.

48. 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.

49. Expenditures under the Premises and Maintenance category are foreseen to increase by 1.7 million Swiss francs, to a total of 39.1 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.

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50. 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.

51. 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.

DEVELOPMENT ACTIVITIES AND DEVELOPMENT AGENDA RESOURCES

52. 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	Development Agenda Projects	Total w/Development Agenda Projects	Budget after transfers	Development Agenda Projects	Total w/Development Agenda Projects	Proposed Budget	Development Agenda Projects	Total w/Development Agenda 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	5,621	-	5,621
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	34,536	-	34,536
10 Cooperation with Certain Countries in Europe and Asia	6,439	-	6,439	6,348	-	6,348	7,518	-	7,518
11 The WIPO Training Center	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	7,393	-	7,393
15 Business Solutions for IP Offices	5,221	-	5,221	6,451	50	6,501	9,967	-	9,967
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	5,649	-	5,649
19 Communications	7,376	-	7,376	7,648	-	7,648	6,609	-	6,609
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 SMEs and Innovation	9,609	1,652	11,261	7,670	2,147	9,816	-	-	-
TOTAL	137,932	6,415	144,347	135,656	7,203	142,859	141,820	1,571	143,391
Development Expenditure as % of total budget	21.3%			20.9%			21.1%		

53. 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.

54. 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.

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

- National Start up Academies in Program 11 (The WIPO Training Center). 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 Training Center

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 consensus 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
	SCT considers a report on the protection of well-known marks and well-known mark registers and identification of possible areas for future work	Program 2
	SCT considers a report on design protection mechanisms other than formal industrial design registration or design patents and identification of possible areas for future work	Program 2
	SCT considers a concise report on existing options for the legal protection of geographical indications, including costs and benefits of the various approaches	Program 2
	Number of ratifications/accessions to the Singapore Treaty	Program 2
	Progress towards agreement on current issues on the SCCR agenda	Program 3
	Progress in the IGC's negotiations towards development of an international legal instrument(s)	Program 4

Expected Results	Performance Indicators	Responsible Program(s)
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	Number 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
	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
	Progress on building consensus on the establishment of an expert working group 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
I.3 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of countries that have adopted or amended relevant frameworks (or are in the process of doing so) further to WIPO assistance	Program 17
	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;
- 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;
- Organize, upon request, information meetings for Member State representatives, to provide information on topics related to patent policy, law and practices;

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- Continue to provide, upon request, legislative advice to Member States relating to patents, utility models, trade secrets, and layout designs of integrated circuits;
- 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;
- 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; 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 Training Center), 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
Failure to reach agreement in the Standing Committee on the Law of Patents will reduce the relevance of the committee 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
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and consensus 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

Expected Results	Performance Indicators	Baselines	Targets
	% 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%
	Progress on building consensus on the establishment of an expert working group on the revision of the Patent Model Law for developing countries and LDCs	To be determined	two meetings

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.

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 consensus 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 Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective	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.

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 consider concise thematic reports in the area of trademarks (the protection of well-known marks and well-known marks registers; protection of country names), industrial designs (design protection schemes alternative to formal industrial design registration or design patents) and geographical indications (options for the legal protection of 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 considering the thematic reports referred to above and of identifying 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.

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).

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 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
Consensus building at the multilateral level remains a highly challenging endeavor 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 consensus 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
	SCT considers a report on the protection of well-known marks and well-known mark registers and identification of possible areas for future work	No existing report on well-known marks protection and well-known mark registers	Consideration, by the SCT, of a report on the protection of well-known marks and well-known mark registers
	SCT considers a report on design protection mechanisms other than formal industrial design registration or design patents and identification of possible areas for future work	No existing report on design protection mechanisms other than formal industrial design registration or design patents	Consideration, by the SCT, of a report on design protection mechanisms other than formal industrial design registration or design patents and identification of possible areas for future work
	SCT considers a concise report on existing options for the legal protection of geographical indications, including costs and benefits of the various approaches	No existing concise report on existing options for the legal protection of geographical indications, including the costs and benefits of the various approaches; documents SCT/8/4 and 8/5	Consideration, by the SCT, of a concise report on existing options for the legal protection of geographical indications, including costs and benefits of the various approaches
	No. of ratifications/accessions to the Singapore Treaty	29 Contracting Parties (end 2012)	Eight new ratifications/accessions

Draft Program and Budget for 2014/15

Expected Results	Performance Indicators	Baselines	Targets
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 and positive feedback received from at least 25%
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 No. of signs published in Article 6ter database	70 requests for communication under Article 6ter dealt with in 2012 75 signs published in Article 6ter database in 2012	140 requests for communication under Article 6ter dealt with 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.

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 consensus 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.

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:

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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 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 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 infrastructure

3.5. In order for developing countries to realize the economic potential of their culture, effective use of the copyright 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 and the proposed Marrakesh Treaty, 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 of copyright norms related to other exceptions and limitations 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 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 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 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 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. A permanent structure to deliver copyright-protected material in accessible formats across borders will be developed. In parallel with the normative work on a VIP treaty, work is progressing on 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 Foundation, subject to Member State approval.

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
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and consensus on specific topics on which international instruments are agreed	Progress towards agreement on current issues on the SCCR agenda	One Treaty 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
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries that have ratified the Beijing Treaty	None	30 countries
	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
	No. of countries that have ratified the Marrakesh Treaty on the VIP	None	10 countries

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 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 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	24 TIs and 46 RHs (cumulative)
	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
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 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
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)

Expected Results	Performance Indicators	Baselines	Targets
	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

3.14. 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.

3.15. 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 proposed Marrakesh Treaty.

3.16. 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.

3.17. 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.

3.18. 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.

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 consensus 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.

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	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:

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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".

Draft 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 consensus among Member States. Despite high expectations for concrete outcomes, divergent views remain on the precise objectives of international legal instruments(s) in these areas, as well as on core policy 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;

- 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
Member States unable to reach sufficient consensus on 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 consensus on specific topics on which international instruments are agreed	Progress in the IGC's negotiations towards development of an international legal instrument(s)	Negotiations underway under IGC mandate for 2012-2013 and workprogram for 2013	Adoption of an international legal instrument(s)
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).

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 consensus 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.

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	2,719	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
	Number of PCT applicants 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 applicants 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

Expected Results	Performance Indicators	Responsible Program(s)
II.5 Improved productivity and service quality of the Hague operations	No. of contracting parties to the Hague in the Asia Pacific Region	Program 20
	Membership of the Geneva (1999) Act	Program 31
	Share of Offices concerned providing information on the Hague system	Program 31
	Hague filings and renewals	Program 31
	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
II.6 Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs	No. of automated processes	Program 31
	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 applicants 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

Expected Results	Performance Indicators	Responsible Program(s)
II.7 Improved productivity and service quality of Madrid & Lisbon operations	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
	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
	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
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
<p>Prolonged Breakdown of PCT Operations</p> <p>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</p>	<p>Implementation and regular testing of Business Continuity Management (BCM) plan</p> <p>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</p>
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
	Timeliness of report translation	Timeliness in 2013	Improvement

Expected Results	Performance Indicators	Baselines	Targets
	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 10.4 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 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 exchange 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.

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	23,277	21,697	24,105
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	200,067

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.

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	106,365	107,003	122,455	15,452	14.4%
Temporary Staff	12,339	10,524	8,963	(1,561)	-14.8%
Other Staff Costs	--	--	--	--	n/a
Total, A	118,705	117,527	131,419	13,891	11.8%
B. Non-personnel Resources					
Interns and WIPO Fellowships					
Interns	--	--	--	--	n/a
WIPO Fellowships	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 Fellowships	--	--	--	--	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	200,067	24,174	13.7%
POSTS	345	365	368	3	0.8%

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 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>

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)
II.7 Improved productivity and service quality of Madrid & Lisbon operations	Decrease in the number of irregularities (Madrid)	Irregular applications 34% (in 2012).	Decrease in the number of irregularities by 10%
	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; 85,00 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.

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.

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.

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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.

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.

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	4,795	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 Training Center), 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

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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.

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.

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
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
	% 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 IP rights 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
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
	Implementation of the coordination mechanism as approved by Member States	Program 8

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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

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.

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
All completed DA projects have undergone independent evaluation; failure to follow up systematically on the recommendations and implement 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 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
	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

RESOURCES FOR PROGRAM 8

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

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.3 Mainstreaming of the DA recommendations in the work of WIPO	4,788	4,132	4,341
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.

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, including SMEs, 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
1.2 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%

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Expected Results	Performance Indicators	Baselines	Targets
	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%)
			Latin America and the Caribbean (80%)
			LDCs (80%)
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	Information not available	Africa (70%)
		Asia and Pacific (65%)	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	
III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs	% of national/regional IP experts used as resource persons in WIPO events	Africa (65%)	Africa (75%)	
		Arab (70%)	Arab (80%)	
		Data not available (unit 0033)	Asia and Pacific (55%)	
		Latin America and the Caribbean (70%)	Latin America and the Caribbean (80%)	
		LDCs (70%)	LDCs (80%)	
		Africa (3)	Africa (2)	
		Arab (2)	Arab (1)	
		Asia and Pacific (4)	Asia and Pacific (4)	
		Latin America and the Caribbean (3)	Latin America and the Caribbean (7)	
		2 LDCs included in the above regional breakdown	4 LDCs included in the above regional breakdown	
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	Appropriate Technology Projects in 3 LDCs	Additional appropriate technology in at least 4 LDCs	
		14 national TISC networks:	23 national TISC networks (cumulative):	
		Africa (6)	Africa (10 of which 8 LDCs)	
		Arab (2)	Arab (3)	
		Asia and Pacific (2)	Asia and Pacific (4 of which 2 LDCs)	
		Latin America and the Caribbean (4)	Latin America and the Caribbean (6)	
		6 LDCs included in the above regional breakdown		
		Average number of users serviced by TISCs per quarter and country	200 (min) – 630 (max)	300 (min) – 750 (max)
		No. of countries using IP Technical Assistance Database (IP-TAD), IP Roster of consultants (IP_ROC)	60 (as of 01.03.2013)	70
		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

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. This has been reflected by an internal re-deployment of resources to ensure that the regional specificities of SMEs are addressed in line with National IP Strategies and Plans and that strengthened expertise on technology transfer is available to address the specificities of LDCs.

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

9.14. The decrease in resources for Result III.3 (Mainstreaming of DA) 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).

9.15. The increase in resources for Result IV.4 (Enhanced technical and knowledge infrastructure) is primarily due to pilot projects on technology transfer and regional meetings on ICT tools and exchange of data in the Arab region.

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	1,080
III.1 National innovation and IP strategies and plans consistent with national development objectives	8,363	9,682	10,946
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	13,708
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	4,737
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	1,045	994
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	2,704
Total	35,102	33,126	34,536

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.

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	20,167	19,738	22,436	2,698	13.7%
Temporary Staff	2,345	2,525	2,778	253	10.0%
Other Staff Costs	--	--	--	--	n/a
Total, A	22,512	22,263	25,214	2,951	13.3%
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	2,427	2,721	2,141	(581)	-21.3%
Third-party Travel	5,718	4,567	3,691	(876)	-19.2%
Course Fellowships	--	35	92	57	162.9%
<i>Sub-total</i>	<i>8,144</i>	<i>7,324</i>	<i>5,924</i>	<i>(1,399)</i>	<i>-19.1%</i>
Contractual Services					
Conferences	1,226	628	719	91	14.6%
Publishing	84	35	30	(5)	-13.0%
Individual Contractual Services	2,981	2,392	2,322	(70)	-2.9%
Other Contractual Services	--	250	264	14	5.5%
<i>Sub-total</i>	<i>4,291</i>	<i>3,304</i>	<i>3,335</i>	<i>31</i>	<i>0.9%</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	9,322	(1,541)	-14.2%
TOTAL	35,102	33,126	34,536	1,410	4.3%
POSTS	49	49	53	4	8.2%

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.

10.9. 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.

10.10. 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.

10.11. 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.

10.12. 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.

10.13. 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.

10.14. 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 on the Protection of Industrial Property (ICPIP) and the Inter-parliamentary Assembly of the CIS Member States (IPACIS) will be duly taken into consideration with the aim to build synergies with these efforts. Cooperation with the regional Eurasian Patent Organization will continue to be given particular attention and will be further strengthened to promote links with the PCT system as well as to join efforts to facilitate the use of IP systems and assets for the sustainable development in the region. The 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
Countries' economic and political instability. Economic and political changes might hamper or slowdown the implementation of relevant 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
1.2 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

Expected Results	Performance Indicators	Baselines	Targets
II.1 Increased use of the PCT route for filing international patent applications	No. of PCT applicants 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 applicants 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 applicants 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 and/or SMEs	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
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
	No. of established TTOs and/or IP information centers	tbc	Six additional TTOs/IP information centers

RESOURCES FOR PROGRAM 10

10.15. 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.

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	2,033
III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs			256
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	1,047
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.

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 TRAINING CENTER

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 WIPO Training Center"). The Centre 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 Training Center 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 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. In the short term WIPO should continue its support for graduate level education on IP through joint master programs. Ultimately WIPO’s role should evolve from the one of joint provider of diplomas to a role of broker, catalyst and advisor. By the end of the five year transition period WIPO should no longer issue LLMs or other academic qualifications and the academic programs it has helped create should run without WIPO’s direct operational support.

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	Number academics from developing countries, LDCs and CETs members of ATRIP	An increase of 15% over the baseline

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.

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.

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.

Draft 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 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.

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

Expected Results	Performance Indicators	Responsible Program(s)
	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
	Average number of users serviced by TISCs per quarter and country	Program 9 Program 14
	No. of sustainable national networks of TISCs	Program 9 Program 14
	No. of countries using IP Technical Assistance Database (IP-TAD), IP Roster of consultants (IP_ROC)	Program 9
	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
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
	No. of national collections in Global Brand Database	Program 13

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 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
	No. of established TTOs and/or IP information centers	Program 10
	No. of users of IPAS for trademark in INPI-Brazil	Program 20

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.

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 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 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
Politicization of discussions in technical committees, exacerbating the differences between groups of countries and resulting in limitation of technical development of standards and classifications.	Discuss and resolve political 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 very slight 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.

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.

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

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

13.1. Increases in the total resources for 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.

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.

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	2,998	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 Training Center'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 Training Center), 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 Training Center'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%

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.

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	7,639
Total	7,038	7,634	7,639

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.

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	4,430	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	295	(86)	-22.7%
Course Fellowships	--	--	--	--	n/a
<i>Sub-total</i>	395	850	665	(185)	-21.7%
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>	952	466	374	(92)	-19.7%
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>	22	14	--	(14)	-100.0%
Equipment and Supplies					
Furniture & Equipment	20	17	--	(17)	-100.0%
Supplies & Materials	--	--	15	15	n/a
<i>Sub-total</i>	20	17	15	(2)	-11.8%
Total, B	1,388	1,347	1,054	(293)	-21.7%
TOTAL	7,038	7,634	7,639	5	0.1%
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

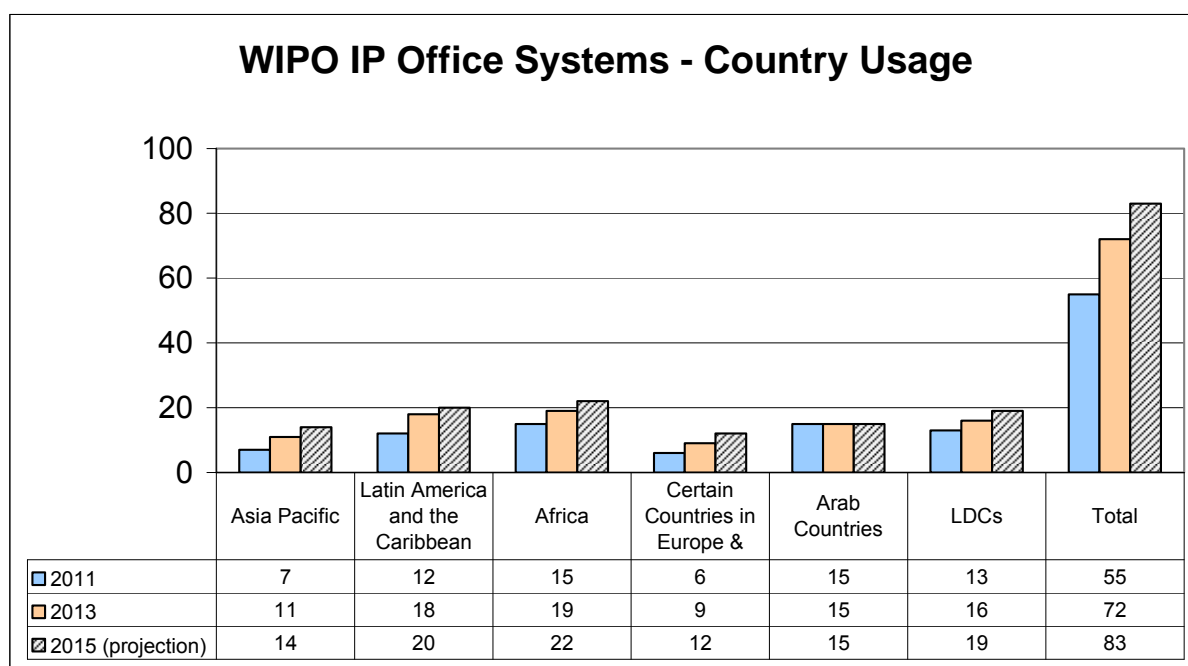
PLANNING CONTEXT

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.

15.1. 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.

15.2. 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.

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



15.4. 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.

15.5. 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.

15.6. 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

15.7. 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.

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.

As part of the Global Dossier initiative, the WIPO CASE system will be integrated with the OPD system and extended to cover more Offices in more regions, especially small and medium sized Offices. This will be done in collaboration with the Offices leading the OPD and Global Dossier initiatives. 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.

15.8. 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.

15.9. In addition, close cooperation will continue with 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

15.10. 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.

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 knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	7,813	8,104	12,386
Total	7,813	8,104	12,386

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.

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	3,893	4,427	6,432	2,005	45.3%
Temporary Staff	--	--	--	--	n/a
Other Staff Costs	--	--	--	--	n/a
Total, A	3,893	4,427	6,432	2,005	45.3%
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	844	716	655	(61)	-8.5%
Third-party Travel	--	--	--	--	n/a
Course Fellowships	--	--	--	--	n/a
<i>Sub-total</i>	<i>844</i>	<i>716</i>	<i>655</i>	<i>(61)</i>	<i>-8.5%</i>
Contractual Services					
Conferences	--	--	--	--	n/a
Publishing	--	--	--	--	n/a
Individual Contractual Services	1,253	1,141	1,128	(13)	-1.2%
Other Contractual Services	1,700	1,750	4,140	2,390	136.6%
<i>Sub-total</i>	<i>2,953</i>	<i>2,891</i>	<i>5,268</i>	<i>2,377</i>	<i>82.2%</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	5,954	2,277	61.9%
TOTAL	7,813	8,104	12,386	4,282	52.8%
POSTS	10	11	15	4	36.4%

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 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
	Number and number of downloads of studies	tbd end 2013	Eight new working papers
	Number and number 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.

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.

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
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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 and effective 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, to ensure WIPO's continued relevance in steering the deliberations towards a proper balance in the IP system. 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.

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 Training Center) 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 consensus 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 IP rights 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

Draft Program and Budget for 2014/15

Expected Results	Performance Indicators	Baselines	Targets
VI.2 Systematic and effective 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.

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 and effective 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.

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	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 Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective	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 number of agreements under WIPO Re:Search	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	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. Some of the activities undertaken in the past few years will be continued and further developed. 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)

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Expected Results	Performance Indicators	Baselines	Targets
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	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 number of agreements under WIPO Re:Search	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	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, with a small net decrease in resources for Result VII.2 (Widespread adoption of platforms enhancing cooperation in addressing global challenges) and increase in resources for Result VII.3 (Growing credibility of WIPO in analysis of issues in IP and competition policy). As a result of cost efficiencies achieved in travel as well as in other costs related to organizing and managing events, the overall increase has been contained at 206 thousand Swiss.

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>
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	5,387	5653	5,223
VII.3 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy	1,381	1395	2,032
Total	6,768	7,048	7,254

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.

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	4,316	4,348	4,461	113	2.6%
Temporary Staff	1,197	1,575	1,863	288	18.3%
Other Staff Costs	--	--	--	--	n/a
Total, A	5,513	5,923	6,324	401	6.8%
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	348	368	249	(119)	-32.2%
Third-party Travel	124	197	136	(61)	-31.1%
Course Fellowships	--	--	--	--	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	7,254	206	2.9%
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	

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Expected Results	Performance Indicators	Baselines	Targets
	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
VIII.2 Improved service orientation and responsiveness to inquiries	% 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.

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	12,302
VIII.2 Improved service orientation and responsiveness to inquiries	2,935	2,698	5,223
Total	16,599	16,269	17,525

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.

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	11,209	11,461	12,652	1,191	10.4%
Temporary Staff	2,090	1,918	2,328	410	21.4%
Other Staff Costs	--	--	--	--	n/a
Total, A	13,299	13,379	14,980	1,601	12.0%
B. Non-personnel Resources					
Interns and WIPO Fellowships					
Interns	--	--	--	--	n/a
WIPO Fellowships	--	--	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 Fellowships	--	--	--	--	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	17,525	1,256	7.7%
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.

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).

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)	75% (WBO)
n/a (WJO)		75% (WJO)	
n/a (WSO)		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)	75% (WBO)
		n/a (WJO)	75% (WJO)
	No. of contracting parties to the Hague in the Asia pacific Region	n/a (WSO)	75% (WSO)
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)	> 75% (WBO)
		65% (WSO)	> 75% (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)	

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)
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	Number of users of IPAS for trademark in INPI-Brazil	26 (2012)	200 (2014-15)
VII.2 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy	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)

Expected Results	Performance Indicators	Baselines	Targets
	Processing time of information inquiries	n/a (WBO) n/a (WJO) n/a (WSO)	Tbd (WBO) Tbd (WJO) Response prepared within 3 working days in 95% of cases (WSO)
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 IV.4 (Enhanced technical and knowledge infrastructure)) 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)).

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	-	-	222
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	135	112	552
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	-	-	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.

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	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.

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
All types of critical technical installations comply with applicable technical standards	Program 24	

Expected Results	Performance Indicators	Responsible Program(s)
	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
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
	% 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

Expected Results	Performance Indicators	Responsible Program(s)
	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
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
	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

Expected Results	Performance Indicators	Responsible Program(s)
	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 (RMB) 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%
	% of letters to the DG from Member States are responded to within 2 weeks	80%	80%

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Expected Results	Performance Indicators	Baselines	Targets
	% 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 Results IV.2 (Enhanced access to, and use of, IP information and knowledge) and V.2 (Wider and better use of WIPO economic analysis) 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.

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
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	-	1,939
V.2 Wider and better use of WIPO economic analysis in policy formulation	2,244	2,083	-
VIII.3 Effective engagement with Member States	5,311	4,400	6,883
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	100	90	273
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	9,152
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	19,294

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.

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	14,218	12,636	14,577	1,941	15.4%
Temporary Staff	2,103	2,107	2,571	464	22.0%
Other Staff Costs	--	--	--	--	n/a
Total, A	16,320	14,743	17,148	2,405	16.3%
B. Non-personnel Resources					
Interns and WIPO Fellowships					
Interns	100	100	144	44	44.0%
WIPO Fellowships	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 Fellowships	--	--	--	--	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	19,294	956	5.2%
POSTS	35	34	34	--	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 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	Monthly closure to be completed 10 working days after month end (except January where monthly close is determined by progress of annual close)	Same as baselines
		Static online reports available overnight; quarterly Observatory reports within 2 weeks of closure; monthly standard reports within 1 week of closure	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
	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
IX.2 A smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results		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
	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.

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	-	-	8,312
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	28,132

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.

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	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 Fellowships	--	--	--	--	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 Fellowships	--	--	--	--	n/a
<i>Sub-total</i>	<i>570</i>	<i>712</i>	<i>437</i>	<i>(275)</i>	<i>-38.7%</i>
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	2,162	2,064	2106.1%
<i>Sub-total</i>	<i>906</i>	<i>959</i>	<i>2,785</i>	<i>1,826</i>	<i>190.4%</i>
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>	<i>612</i>	<i>595</i>	<i>816</i>	<i>221</i>	<i>37.1%</i>
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>	<i>53</i>	<i>30</i>	<i>1,522</i>	<i>1,492</i>	<i>5005.3%</i>
Total, B	2,141	2,296	5,560	3,264	142.2%
TOTAL	18,901	19,074	28,132	9,058	47.5%
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 currently under development will address 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.

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.

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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
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.	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.
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.	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.

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

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.

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	8,790	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.

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	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 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
	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

Expected Results	Performance Indicators	Baselines	Targets
	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 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.

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>
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.

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	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).

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	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.

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	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

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.

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>

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 cost of the full implementation of the Language Policy. As noted above, efforts will be made to rigorously enforce rationalization and control measures in this respect, together with a refinement of the outsourcing strategy implemented for the sourcing of translation services. 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, and have been increased by 435 thousand Swiss francs, while the individual contractual services (previously Special Service Agreements) arrangements have been reduced by 319 thousand Swiss francs. Through this strategy, overall net increase for translation services has been contained at 117 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.

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	40,324
Total	37,240	37,691	40,324

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.

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	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	25	(1,359)	-98.2%
<i>Sub-total</i>	<i>7,070</i>	<i>7,862</i>	<i>6,620</i>	<i>(1,243)</i>	<i>-15.8%</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	10,086	(384)	-3.7%
TOTAL	37,240	37,691	40,324	2,633	7.0%
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.

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.

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>	<i>90</i>	<i>81</i>	<i>81</i>	<i>--</i>	<i>0.0%</i>
Contractual Services					
Conferences	--	--	--	--	n/a
Publishing	--	--	--	--	n/a
Individual Contractual Services	--	--	--	--	n/a
Other Contractual Services	--	--	--	--	n/a
<i>Sub-total</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>n/a</i>
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>	<i>9,347</i>	<i>8,508</i>	<i>8,328</i>	<i>(180)</i>	<i>-2.1%</i>
Equipment and Supplies					
Furniture & Equipment	--	--	--	--	n/a
Supplies & Materials	29	26	26	(0)	-0.4%
<i>Sub-total</i>	<i>29</i>	<i>26</i>	<i>26</i>	<i>(0)</i>	<i>-0.4%</i>
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

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.

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.

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 Budget after Transfers*			2014/15 Budget			Difference			
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	%
1 Patent Law	3,672	1,491	5,163	3,746	1,204	4,950	74	(286)	(213)	-4.1%
2 Trademarks, Industrial Designs and Geographical Indications	4,255	1,399	5,654	4,122	2,040	6,162	(133)	641	508	9.0%
3 Copyright and Related Rights	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	3,939	2,691	6,630	4,434	3,430	7,864	495	739	1,234	18.6%
5 The PCT System	117,527	58,365	175,893	131,419	68,648	200,067	13,891	10,283	24,174	13.7%
6 Madrid, and Lisbon Systems	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	7,142	2,833	9,975	8,065	3,109	11,175	924	276	1,200	12.0%
8 Development Agenda Coordination	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	22,263	10,863	33,126	25,214	9,322	34,536	2,951	(1,541)	1,410	4.3%
10 Cooperation with Certain Countries in Europe and Asia	4,409	1,939	6,348	6,405	2,039	8,443	1,996	100	2,096	33.0%
11 The WIPO Training Center	6,697	5,159	11,856	6,978	4,905	11,883	281	(254)	27	0.2%
12 International Classifications and Standards	5,518	1,458	6,976	5,879	1,438	7,317	361	(21)	340	4.9%
13 Global Databases	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	6,288	1,347	7,634	6,585	1,054	7,639	298	(293)	5	0.1%
15 Business Solutions for IP Offices	4,427	3,677	8,104	6,432	5,954	12,386	2,005	2,277	4,282	52.8%
16 Economics and Statistics	3,787	1,411	5,198	4,354	982	5,336	566	(428)	138	2.7%
17 Building Respect for IP	2,104	780	2,884	3,277	712	3,989	1,172	(68)	1,105	38.3%
18 IP and Global Challenges	5,923	1,125	7,048	6,324	930	7,254	401	(195)	206	2.9%
19 Communications	13,379	2,890	16,269	14,980	2,545	17,525	1,601	(345)	1,256	7.7%
20 External Relations, Partnerships and External Offices	7,150	3,198	10,349	9,209	4,126	13,335	2,059	928	2,987	28.9%
21 Executive Management	14,743	3,595	18,338	17,148	2,146	19,294	2,405	(1,449)	956	5.2%
22 Program and Resource Management	16,778	2,296	19,074	22,572	5,560	28,132	5,794	3,264	9,058	47.5%
23 Human Resources Management and Development	16,937	4,971	21,907	18,198	5,313	23,511	1,262	342	1,604	7.3%
24 General Support Services	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	19,830	28,147	47,977	14,944	30,325	45,269	(4,886)	2,178	(2,708)	-5.6%
26 Internal Oversight	4,032	805	4,837	4,396	720	5,116	364	(85)	279	5.8%
27 Conference and Language Services	27,221	10,470	37,691	30,238	10,086	40,324	3,017	(384)	2,633	7.0%
28 Safety and Security	2,199	8,615	10,814	2,351	8,435	10,786	153	(180)	(28)	-0.3%
29 New Conference Hall	349	6,795	7,144	462	372	834	113	(6,423)	(6,310)	-88.3%
30 SMEs and Innovation	6,007	3,810	9,816	-	-	-	(6,007)	(3,810)	(9,816)	-100.0%
31 The Hague System	5,468	1,437	6,906	6,242	1,346	7,587	773	(92)	682	9.9%
Unallocated	5,964	20,355	26,319	3,377	1,000	4,377	(2,587)	(19,355)	(21,943)	-83.4%
GRAND TOTAL	410,703	237,708	648,411	447,000	226,200	673,200	36,297	(11,509)	24,788	3.8%

* 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 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
1 Patent Law	-	1	5	3	9	-	1	5	3	9	-	-	-	-	-
2 Trademarks, Industrial Designs and Geographical Indications	-	1	7	1	9	-	1	7	1	9	-	-	-	-	-
3 Copyright and Related Rights	1	3	12	5	21	1	3	11	5	20	-	-	-1	-	-1
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	-	2	3	2	7	-	2	3	2	7	-	-	-	-	-
5 The PCT System	1	5	129	230	365	1	6	130	231	368	-	1	1	1	3
6 Madrid, and Lisbon Systems	1	5	45	60	111	1	5	46	61	113	-	-	1	1	2
7 WIPO Arbitration and Mediation Center	-	1	10	6	17	-	1	10	6	17	-	-	-	-	-
8 Development Agenda Coordination	-	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	8	25	15	49	1	8	29	15	53	-	-	4	-	4
10 Cooperation with Certain Countries in Europe and Asia	-	1	7	5	13	-	1	10	5	16	-	-	3	-	3
11 The WIPO Training Center	-	2	9	5	16	-	2	9	5	16	-	-	-	-	-
12 International Classifications and Standards	-	1	8	6	15	-	1	8	6	15	-	-	-	-	-
13 Global Databases	-	-	7	1	8	-	-	8	1	9	-	-	1	-	1
14 Services for Access to Information and Knowledge	1	1	7	4	13	1	1	7	4	13	-	-	-	-	-
15 Business Solutions for IP Offices	-	1	8	2	11	-	1	12	2	15	-	-	4	-	4
16 Economics and Statistics	-	1	7	2	10	-	1	7	2	10	-	-	-	-	-
17 Building Respect for IP	-	1	3	2	6	-	1	5	2	8	-	-	2	-	2
18 IP and Global Challenges	1	2	4	3	10	1	2	4	3	10	-	-	-	-	-
19 Communications	-	1	18	15	34	-	1	18	16	35	-	-	-	1	1
20 External Relations, Partnerships and External Offices	-	3	11	2	16	-	3	13	2	18	-	-	2	-	2
21 Executive Management	1	4	16	13	34	1	4	16	13	34	-	-	-	-	-
22 Program and Resource Management	-	4	17	24	45	-	4	25	24	53	-	-	8	-	8
23 Human Resources Management and Development	-	2	16	20	38	-	2	16	20	38	-	-	-	-	-
24 General Support Services	1	2	15	35	53	1	2	15	35	53	-	-	-	-	-
25 Information and Communication Technology	-	2	31	16	49	-	2	19	15	36	-	-	-12	-1	-13
26 Internal Oversight	-	1	6	-	7	-	1	6	-	7	-	-	-	-	-
27 Conference and Language Services	-	2	32	46	80	-	2	32	46	80	-	-	-	-	-
28 Safety and Security	-	-	2	4	6	-	-	2	4	6	-	-	-	-	-
29 New Conference Hall	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
30 SMEs and Innovation	-	1	9	2	12	-	-	-	-	-	-	-1	-9	-2	-12
31 The Hague System	-	1	6	7	14	-	1	6	7	14	-	-	-	-	-
Unallocated				24	24				116	116	-	-	-	92	92
Total Posts	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 Training Center), 15 (Business Solutions for IP Offices), 16 (Economics and Statistics), 17 (Building Respect for IP), 18 (IP and Global Challenges), 19 (Communications) and 20 (External Relations, Partnerships and External Offices). 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.

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

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	35,484		507,101		114,441		14,610		1,564		673,200	
Estimated IPSAS adjustment to expenditure	896		12,806		2,890		369		39		17,000	
Total Expenditure after IPSAS adjustment	36,380		519,906		117,331		14,979		1,604		690,200	
Operating Result	(181)		10,127		(450)		(5,790)		(910)		2,796	
RWCF, Target	17,742	50.0	76,065	15.0	28,610	25.0	2,191	15.0	-	n/a	124,609	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	4,495	90.8	0.9	104	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	12,873	78.4	36.3	3,335	20.3	0.7	222	1.3	0.2	-	-	-	-	-	-	16,430	100.0	2.4
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,864	100.0	22.2	-	-	-	-	-	-	-	-	-	-	-	-	7,864	100.0	1.2
5 The PCT System	-	-	-	200,067	100.0	39.5	-	-	-	-	-	-	-	-	-	200,067	100.0	29.7
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	67	1.5	0.2	4,008	92.3	0.8	266	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	533	1.5	1.5	31,883	92.3	6.3	2,119	6.1	1.9	-	-	-	-	-	-	34,536	100.0	5.1
10 Cooperation with Certain Countries in Europe and Asia	130	1.5	0.4	7,795	92.3	1.5	518	6.1	0.5	-	-	-	-	-	-	8,443	100.0	1.3
11 The WIPO Training Center	184	1.5	0.5	10,970	92.3	2.2	729	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	6,123	80.1	1.2	1,306	17.1	1.1	103	1.4	0.7	2	0.0	0.1	7,639	100.0	1.1
15 Business Solutions for IP Offices	191	1.5	0.5	11,435	92.3	2.3	760	6.1	0.7	-	-	-	-	-	-	12,386	100.0	1.8
16 Economics and Statistics	82	1.5	0.2	4,926	92.3	1.0	327	6.1	0.3	-	-	-	-	-	-	5,336	100.0	0.8
17 Building Respect for IP	62	1.5	0.2	3,683	92.3	0.7	245	6.1	0.2	-	-	-	-	-	-	3,989	100.0	0.6
18 IP and Global Challenges	112	1.5	0.3	6,697	92.3	1.3	445	6.1	0.4	-	-	-	-	-	-	7,254	100.0	1.1
19 Communications	271	1.5	0.8	16,179	92.3	3.2	1,075	6.1	0.9	-	-	-	-	-	-	17,525	100.0	2.6
20 External Relations, Partnerships and External Offices	206	1.5	0.6	12,311	92.3	2.4	818	6.1	0.7	-	-	-	-	-	-	13,335	100.0	2.0
21 Executive Management	892	4.6	2.5	14,516	75.2	2.9	3,399	17.6	3.0	432	2.2	3.0	54	0.3	3.4	19,294	100.0	2.9
22 Program and Resource Management	1,142	4.1	3.2	19,273	68.5	3.8	6,753	24.0	5.9	894	3.2	6.1	69	0.2	4.4	28,132	100.0	4.2
23 Human Resources Management and Development	1,087	4.6	3.1	17,689	75.2	3.5	4,142	17.6	3.6	527	2.2	3.6	66	0.3	4.2	23,511	100.0	3.5
24 General Support Services	2,192	4.6	6.2	35,662	75.2	7.0	8,351	17.6	7.3	1,062	2.2	7.3	132	0.3	8.5	47,400	100.0	7.0
25 Information and Communication Technology	1,972	4.4	5.6	32,083	70.9	6.3	9,782	21.6	8.5	1,272	2.8	8.7	159	0.4	10.1	45,269	100.0	6.7
26 Internal Oversight	237	4.6	0.7	3,849	75.2	0.8	901	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	1,865	4.6	5.3	30,339	75.2	6.0	7,105	17.6	6.2	903	2.2	6.2	113	0.3	7.2	40,324	100.0	6.0
28 Safety and Security	499	4.6	1.4	8,115	75.2	1.6	1,900	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
31 The Hague System	-	-	-	-	-	-	-	-	-	7,587	100.0	51.9	-	-	-	7,587	100.0	1.1
Unallocated	202	4.6	0.6	3,293	75.2	0.6	771	17.6	0.7	98	2.2	0.7	12	0.3	0.8	4,377	100.0	0.7
TOTAL	35,484	5.3	100.0	507,101	75.3	100.0	114,441	17.0	100.0	14,610	2.2	100.0	1,564	0.2	100.0	673,200	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		226,867		63,559		9,046		912		323,822	
Direct Admin	9,255		113,371		39,792		5,564		652		168,633	
Sub-total, Direct	32,692		340,237		103,351		14,610		1,564		492,455	
Indirect Union	1,920		114,786		7,629		-		-		124,335	
Indirect Admin	871		52,078		3,461		-		-		56,410	
Sub-total, Indirect	2,791		166,863		11,090		-		-		180,745	
Total, Expenditure 2014/15	35,484		507,101		114,441		14,610		1,564		673,200	
Estimated IPSAS adjustment to expenditure	896		12,806		2,890		369		39		17,000	
Total Expenditure after IPSAS adjustment	36,380		519,906		117,331		14,979		1,604		690,200	
Operating Result	(181)		10,127		(450)		(5,790)		(910)		2,796	
RWCF, Target*	17,742	50.0	76,065	15.0	28,610	25.0	2,191	15.0	-	n/a	124,609	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").

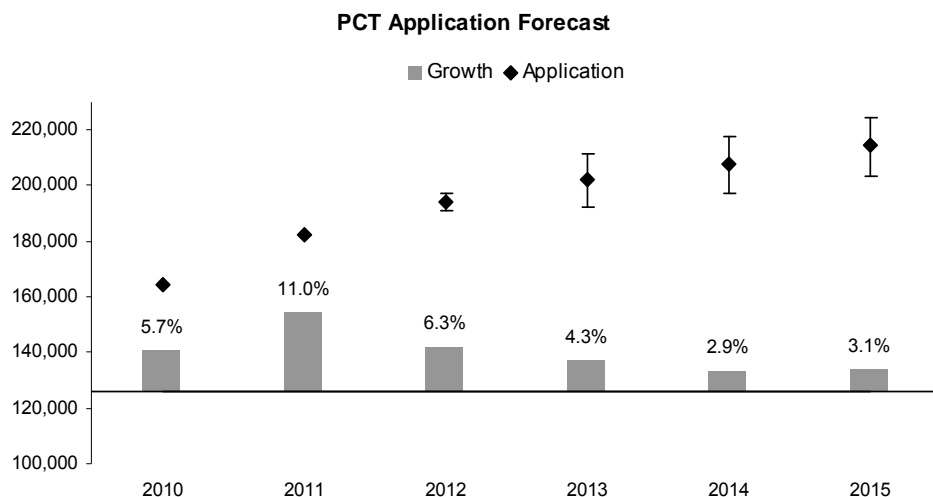
3. The following paragraphs elaborate on current forecasts as regards: the level of demand; the expected level of Chapter II demands; the expected level of electronic filings; and the expected use of IB/RO⁷.

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.

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

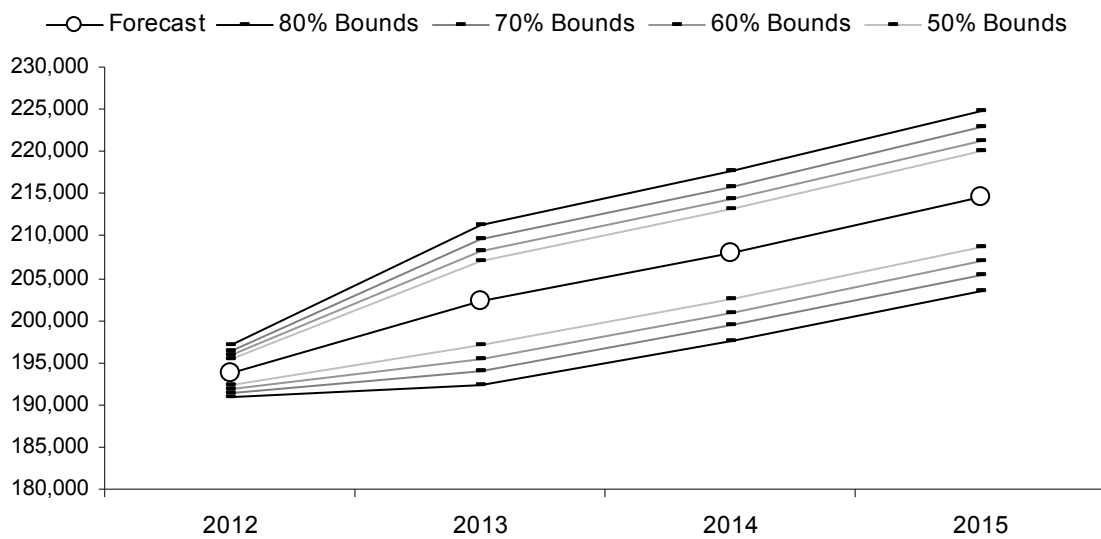
5. Chart 2 below shows the forecasted numbers of files by the country of origin.

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

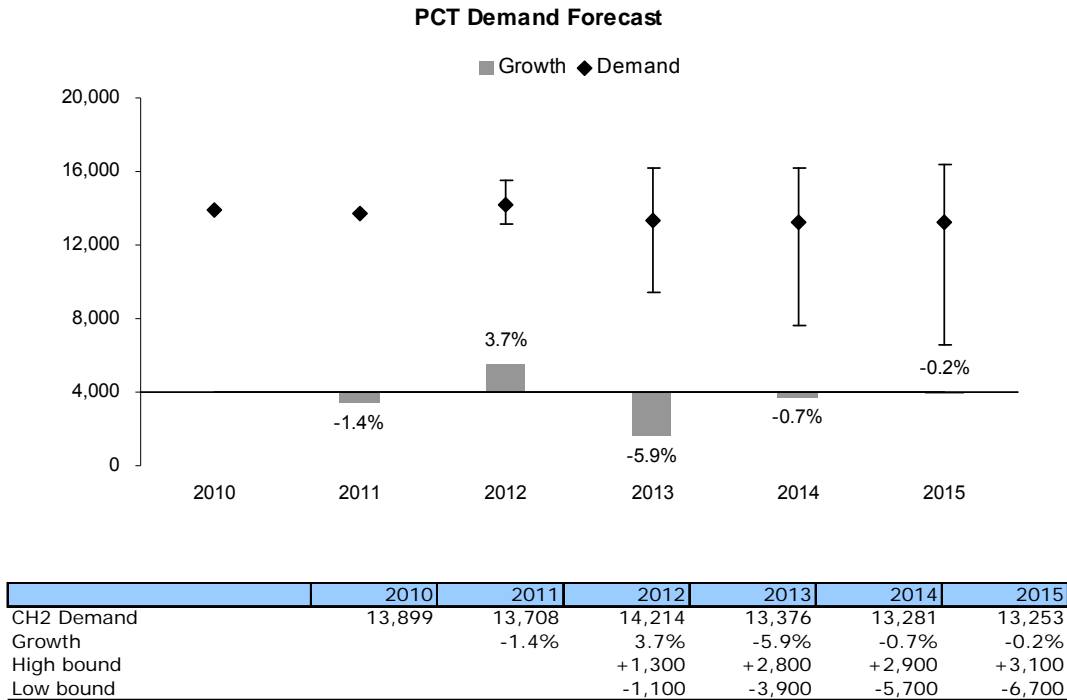


PCT Application Scenarios

	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.

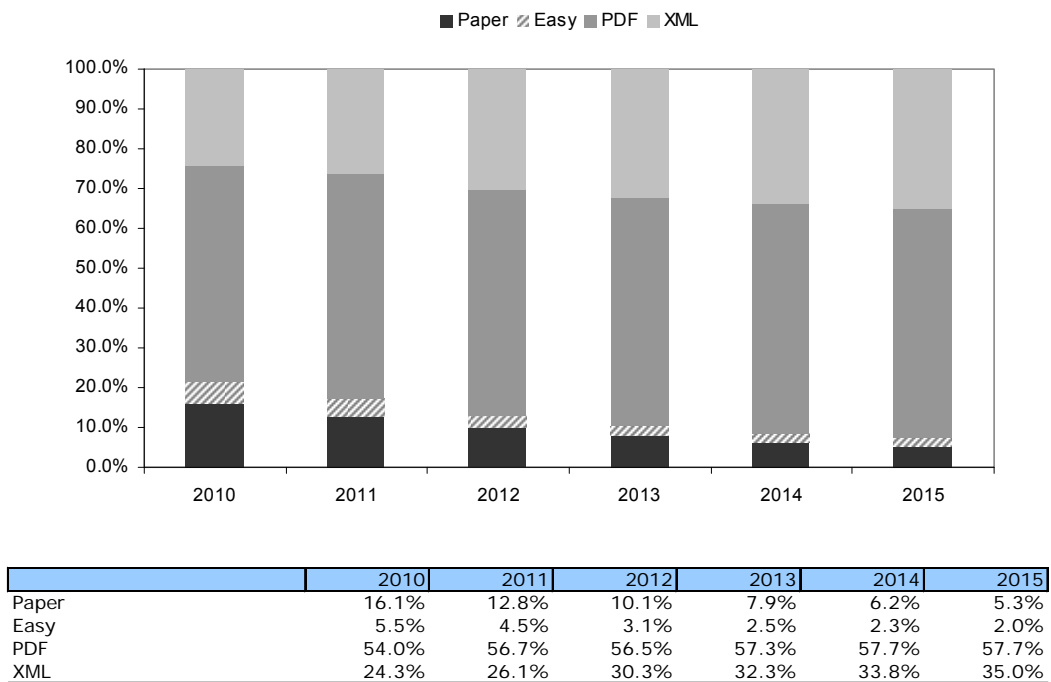
Chart 3. Chapter II Demands 2007 to 2015



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

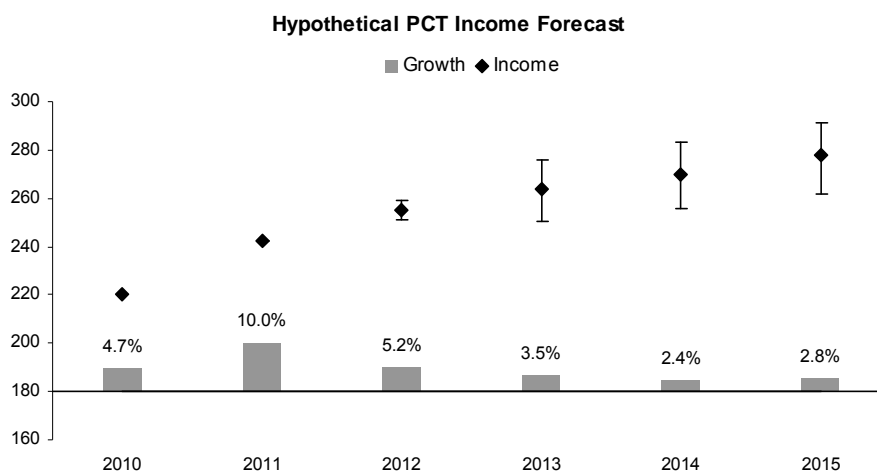
	2010	2011	2012	2013	2014	2015
RO/IB Filings	8,681	8,416	9,067	9,452	9,833	10,194
Growth		-3.1%	7.7%	4.2%	4.0%	3.7%

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

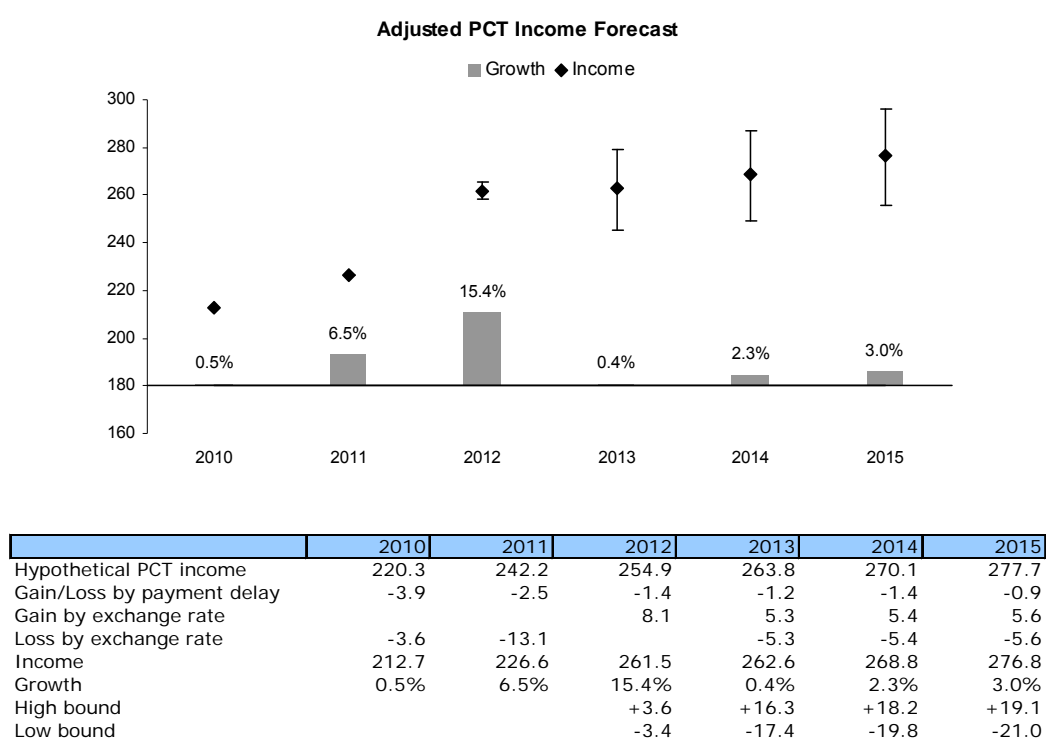


	2010	2011	2012	2013	2014	2015
Basic fee	214.8	238.5	253.4	264.2	271.6	280.0
Page fee	37.0	40.6	42.8	45.0	46.4	48.1
E-filing reduction	-30.1	-35.1	-39.6	-42.9	-45.2	-47.5
Dev Country reduction	-5.1	-5.3	-5.5	-6.1	-6.3	-6.6
Handling fee	2.8	2.7	2.8	2.7	2.7	2.7
RO/IB fees	0.8	0.8	0.9	0.9	0.9	1.0
Income	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

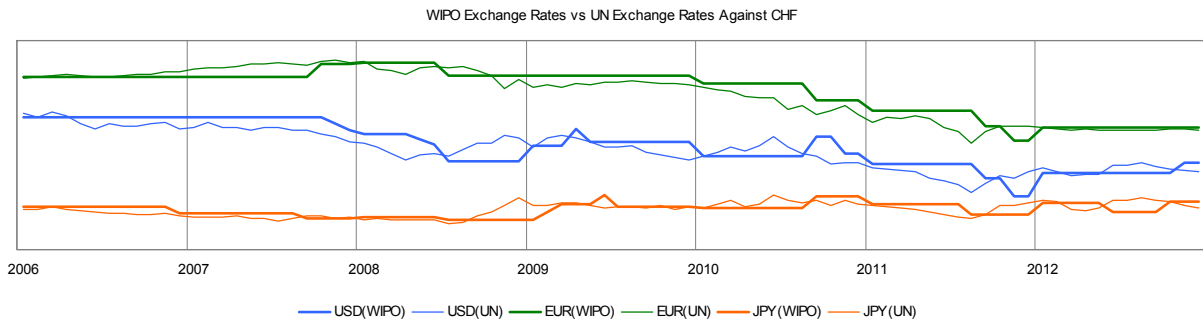


Adjustment by Currency Exchange Rates

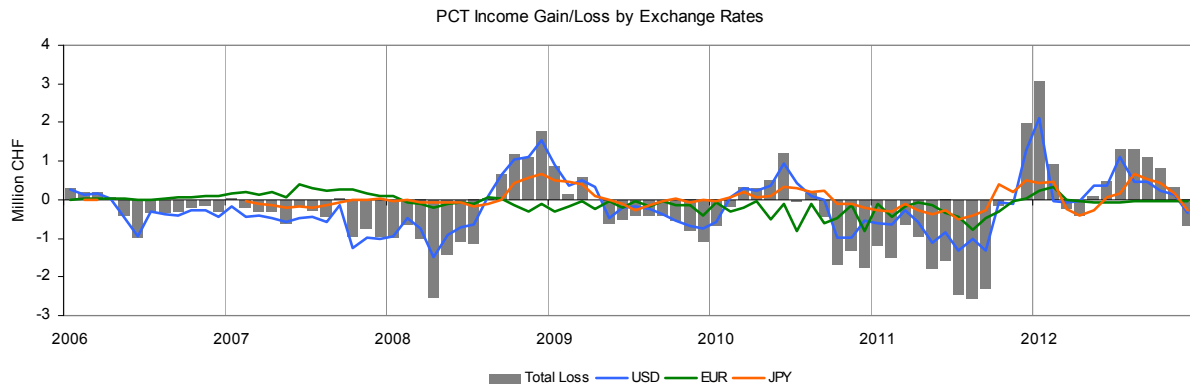
13. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals to the “equivalent amount” set by the International Bureau; whereas for “not freely convertible” ones, the receiving offices convert them into equivalent amount in Swiss franc, Euro or US 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

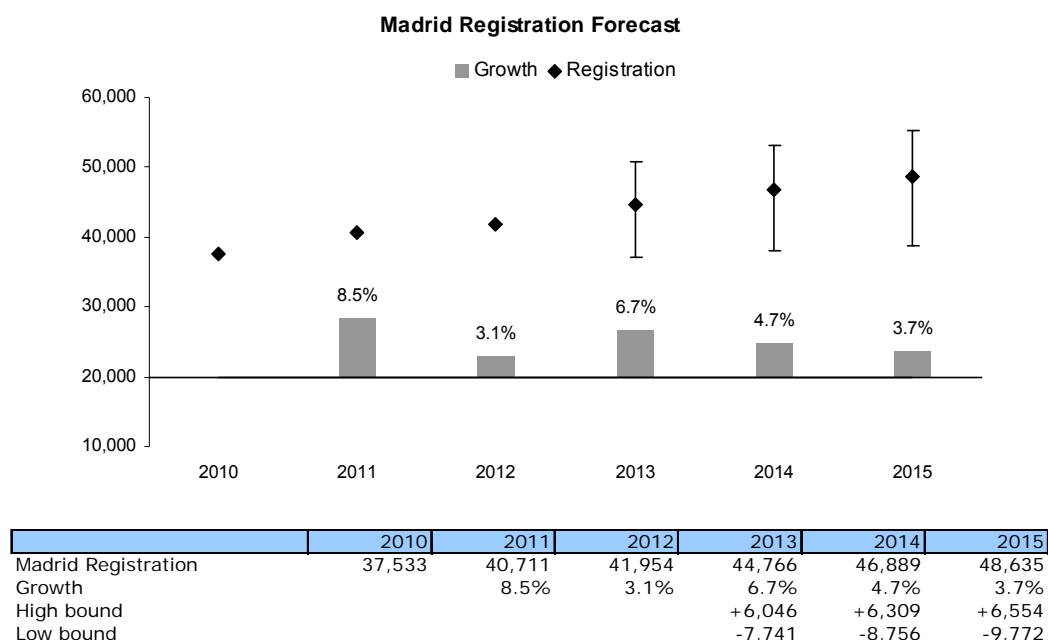
Madrid

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 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



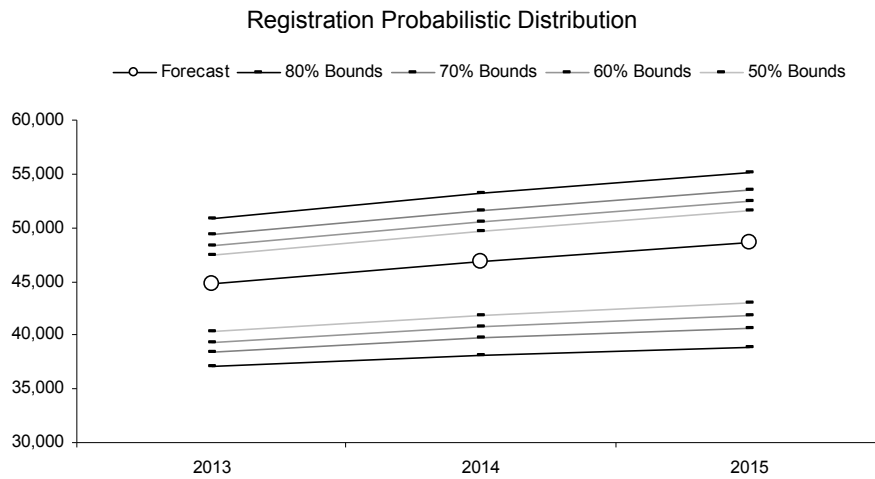
19. In light of the accession of several new member states, we used a transfer model to assess the impact of accession events on registrations. The model employs data on Paris-route “cross filings” between the existing Madrid members and the new member states. In particular, transfer rates are estimated 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.



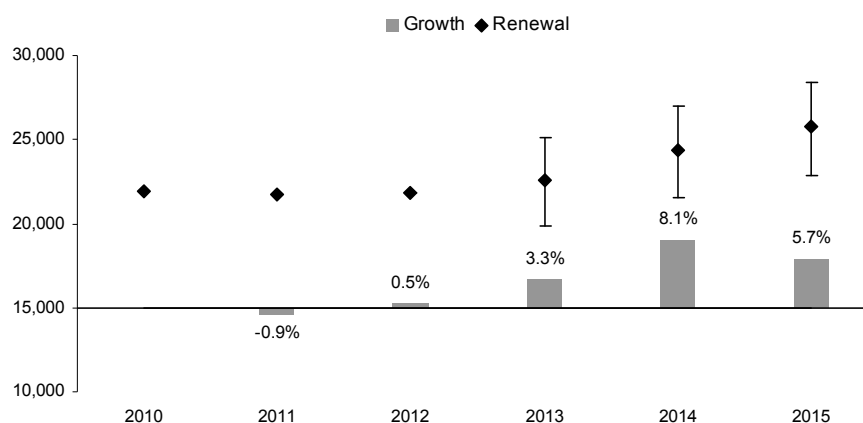
Madrid Registration Scenarios

	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

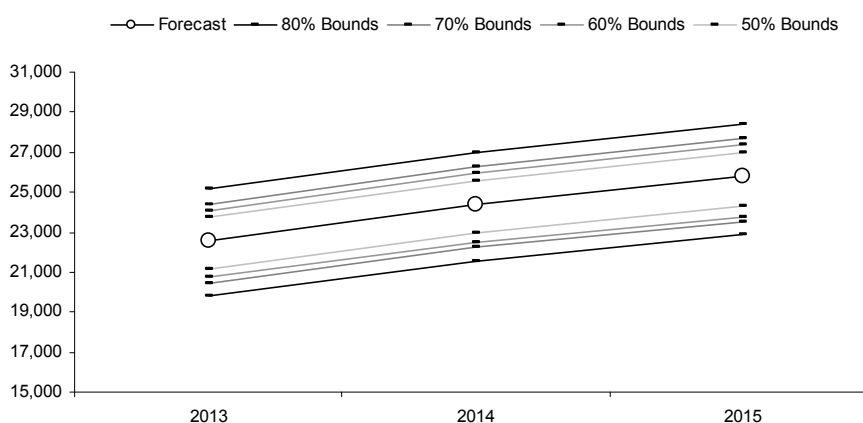
21. Chart 9 shows the actual number of renewals recorded in the period from 2010 to 2012, and the forecast for the years 2013 to 2015. Renewals are similarly forecasted based on regression models and the transfer model. In addition to the autoregressive models on the renewal time series, we also used 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.

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

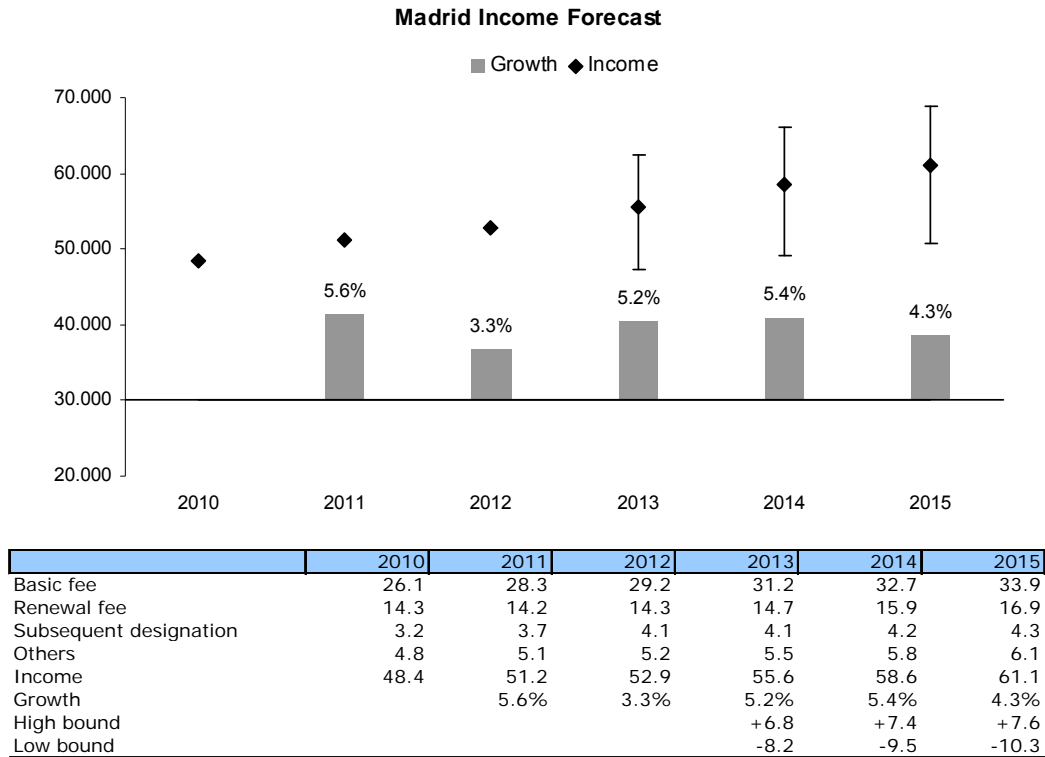
Expected Level of Madrid Fee Income

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

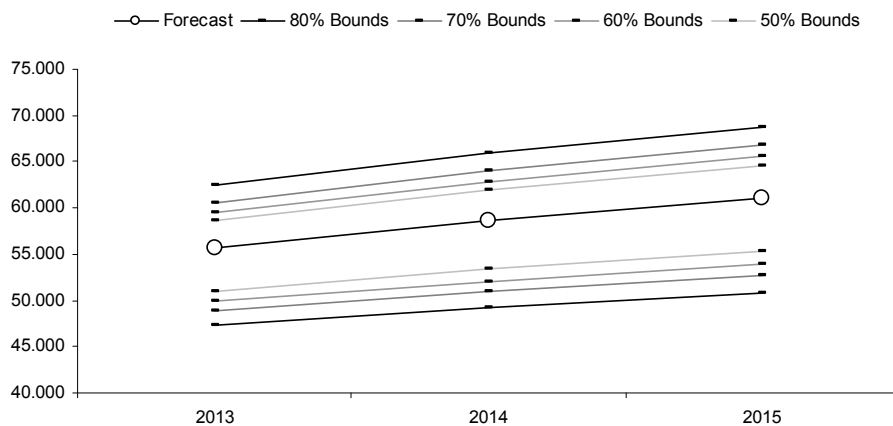
recording of subsequent designations and (d) other services, including different modifications and the issuance of extracts.

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



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

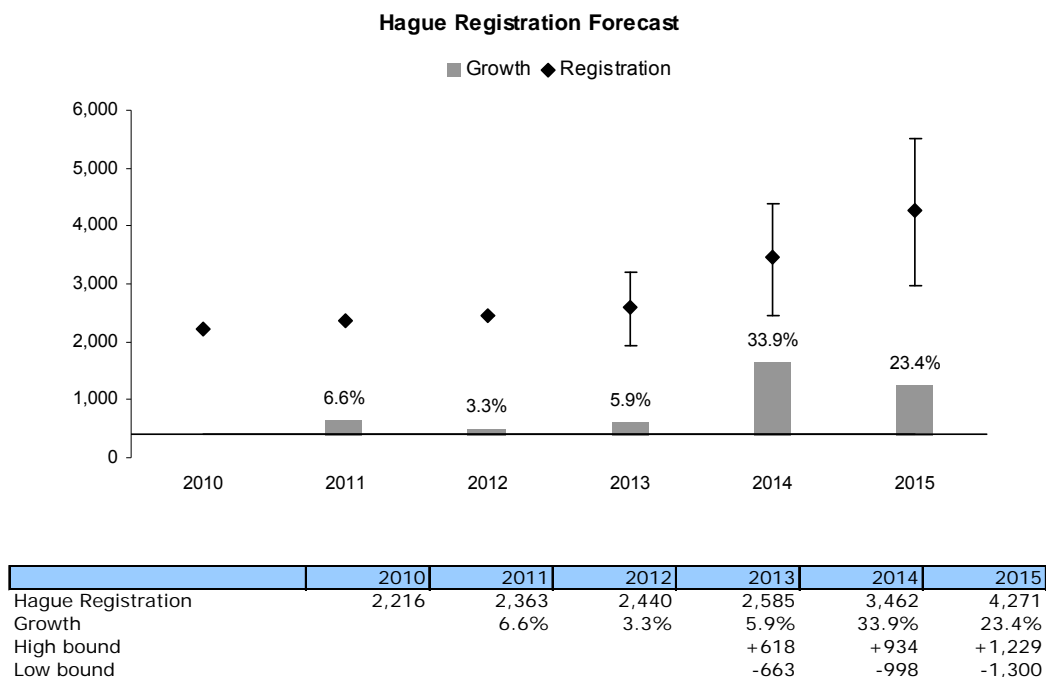
Hague

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.

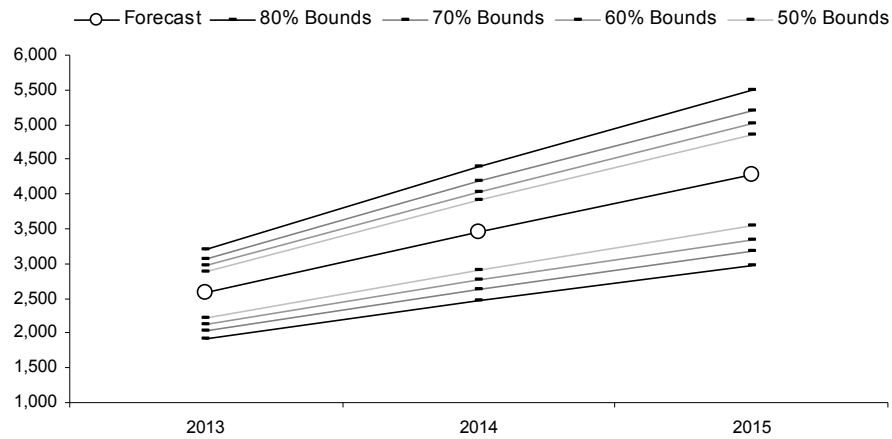
New Hague member states	
China	January 2014
Japan	January 2015
Republic of Korea	January 2015
Russian Federation	January 2014
United States	January 2014

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



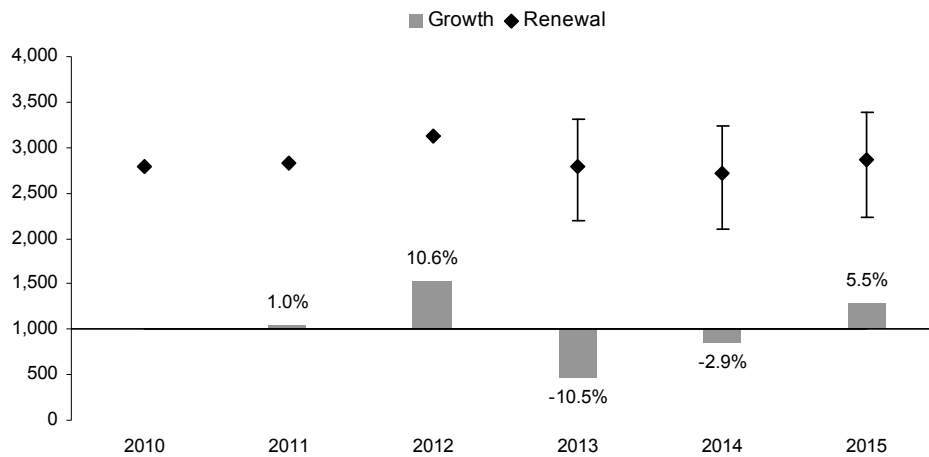
Hague Registration Scenarios

	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

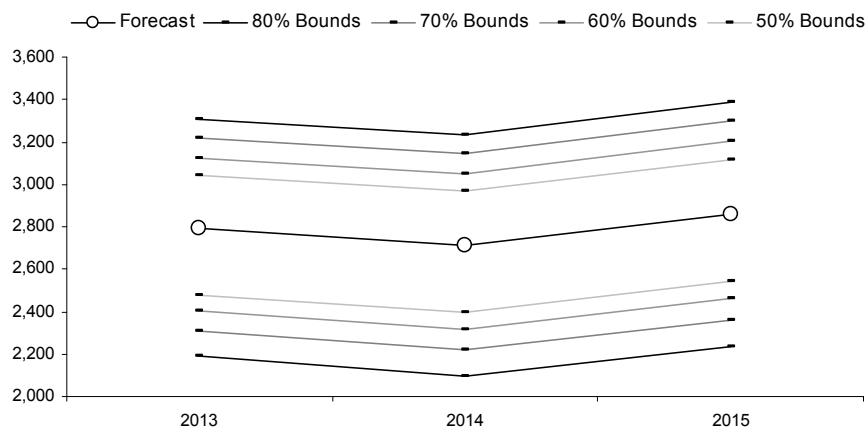
29. Different regression models are employed to forecast registration renewals. In addition to autoregressive models, use is made of the relationship between renewals and registrations with five-year lags as well as past renewals with five-year lags, since the registrations and renewals five years ago 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



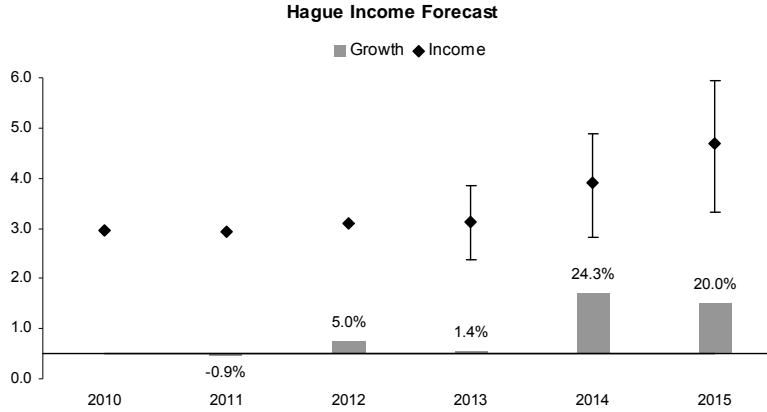
Hague Renewal Scenarios

	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

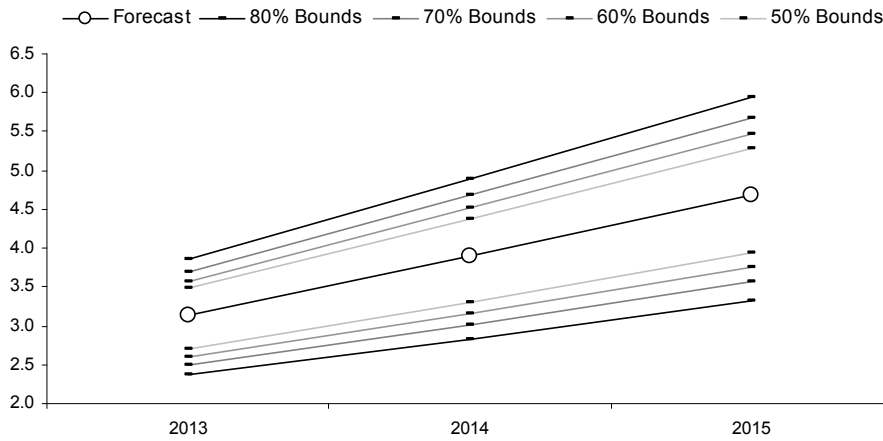
30. The income generated by the Hague System is calculated based on the current fee schedule. The main components of this schedule are the basic fee and renewal fees. These two parts cover about 90 per cent of the income. Other fees are grouped as “Others”.

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

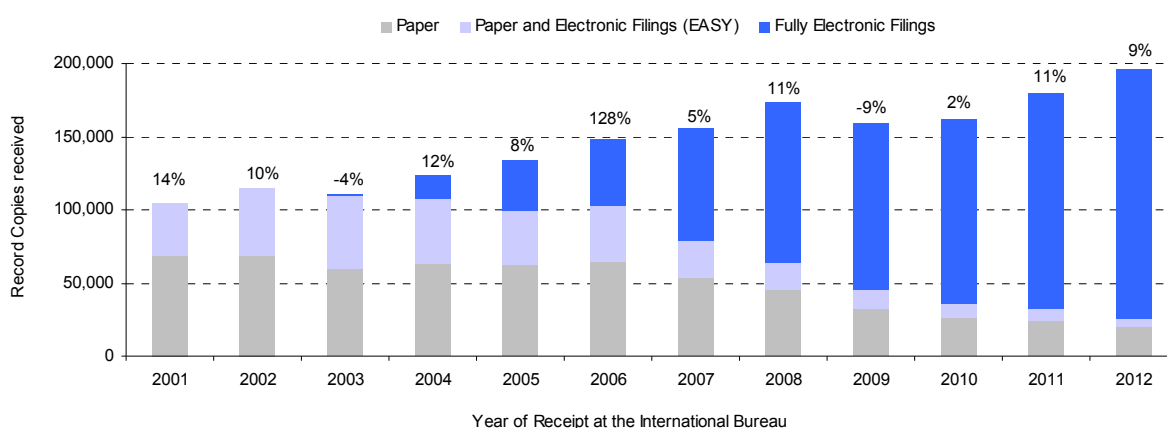
1. As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, it is useful to consider the evolution of:

- 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.

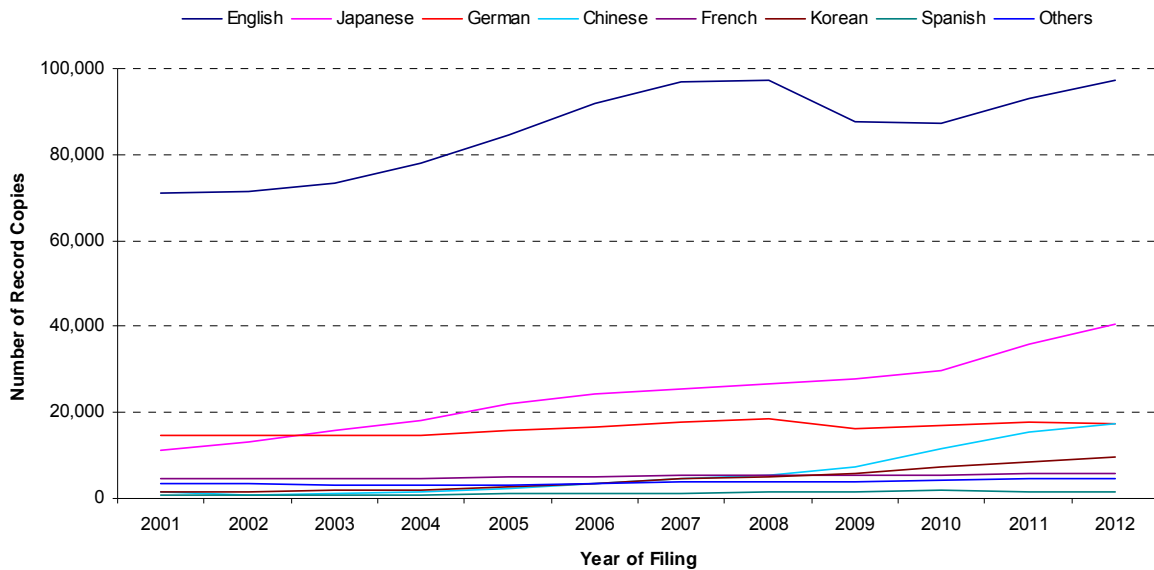
- The IB received approximately 196,200 record copies in 2012, representing an increase of 9 per cent compared to 2011.
- The share of fully electronic filing methods kept increasing in 2011 and now represents 82 per cent of total filings.

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.

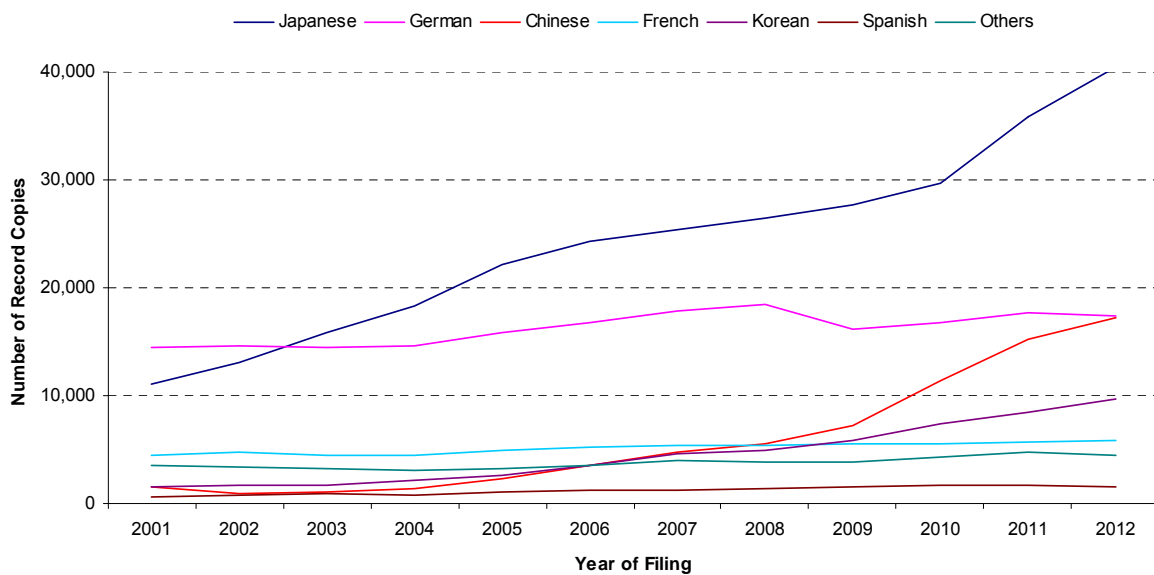
Languages of Filing



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

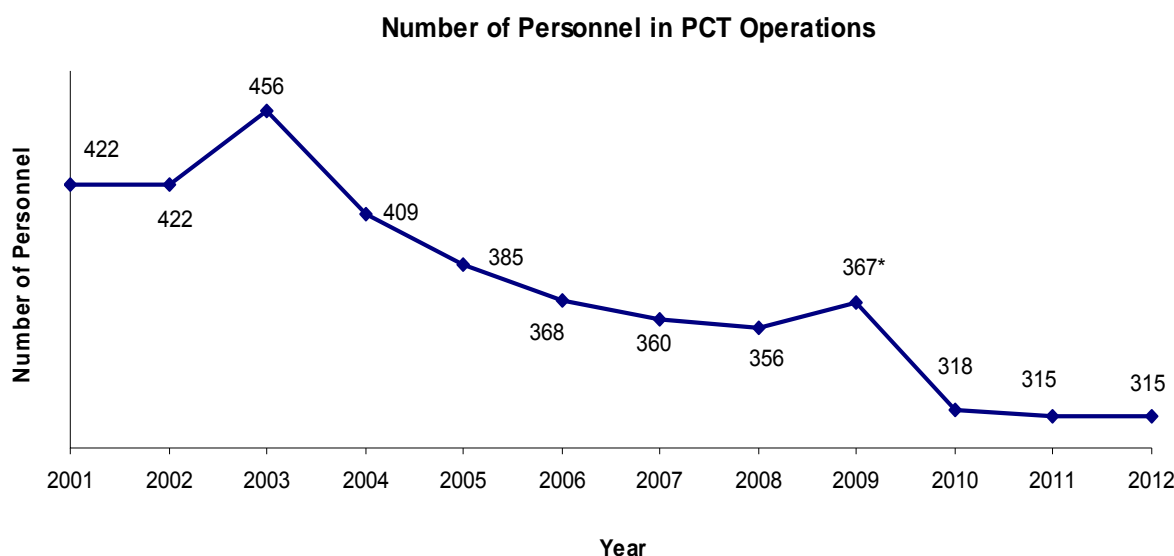


Source: WIPO Statistics Database, March 2013
 Note: 2011 data are provisional and incomplete.

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: WIPO 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 on 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.

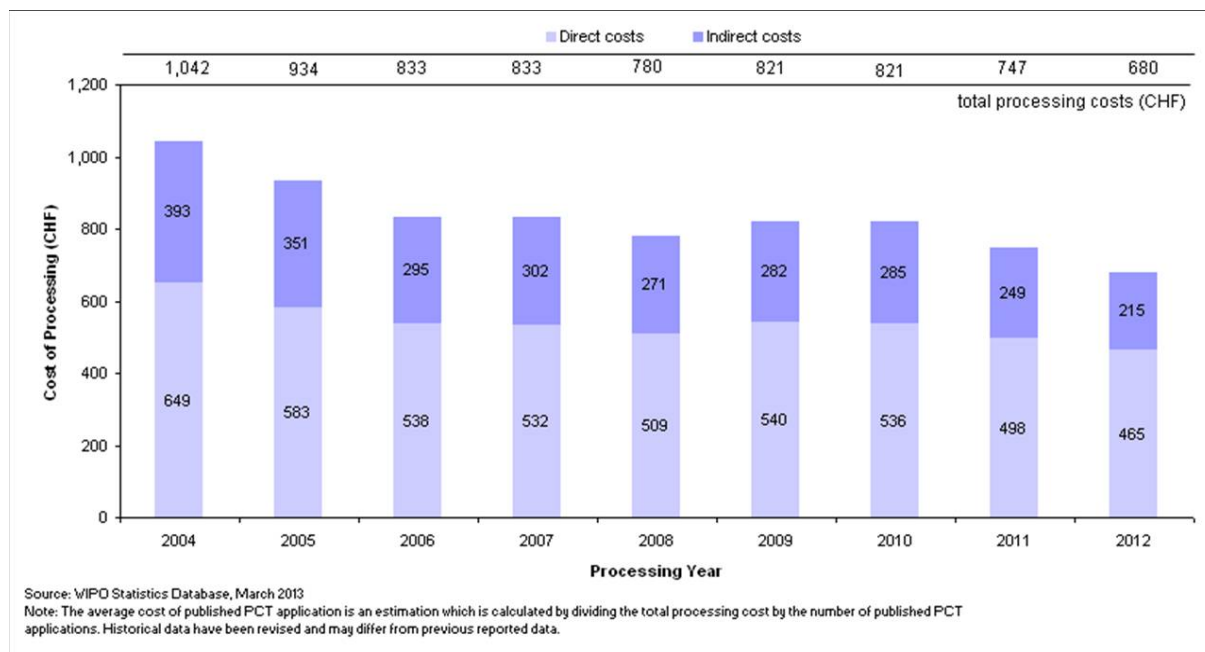
9. Formally, unit cost is defined as:

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

10. The graph below depicts the evolution of the unit cost of processing from 2004 to 2011, 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

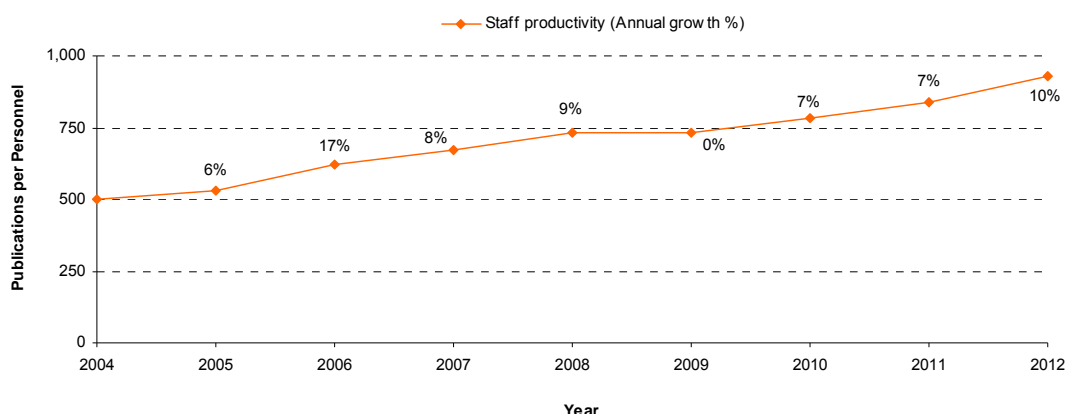
- The average cost of processing a published PCT application has decreased by 9 per cent in 2012 compared to 2011, and reached 680 Swiss Francs¹⁰. This decrease is partly explained by the fact that 8.9 per cent more PCT applications were published in 2012 than in 2011, while overall costs decreased slightly (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.

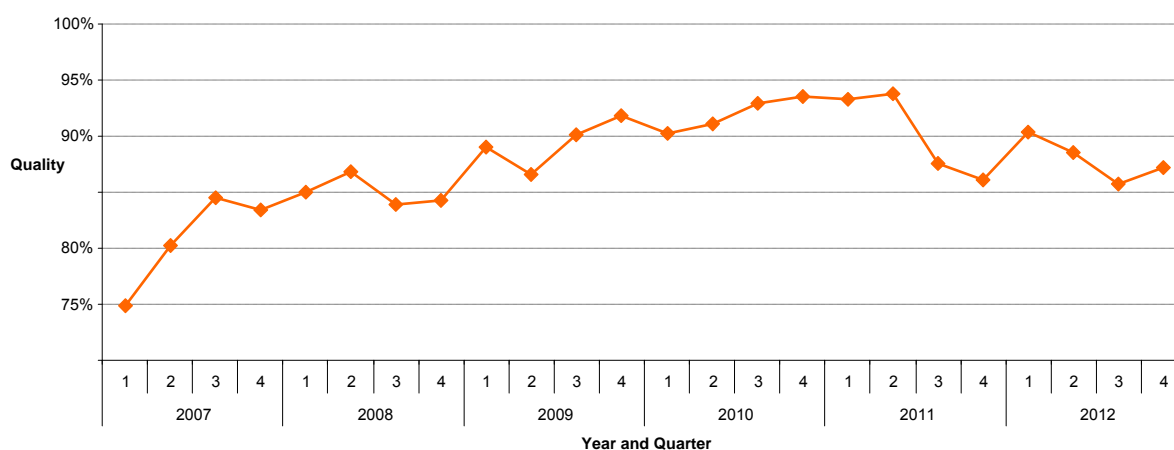
¹⁰ The unit cost figures in the graph were calculated based on the unit cost methodology in place until end 2012. Since 2013, the methodology has been further revised to ensure consistency with the union costing methodology (Annex III). Based on the revised methodology, the total unit cost in 2012 was 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



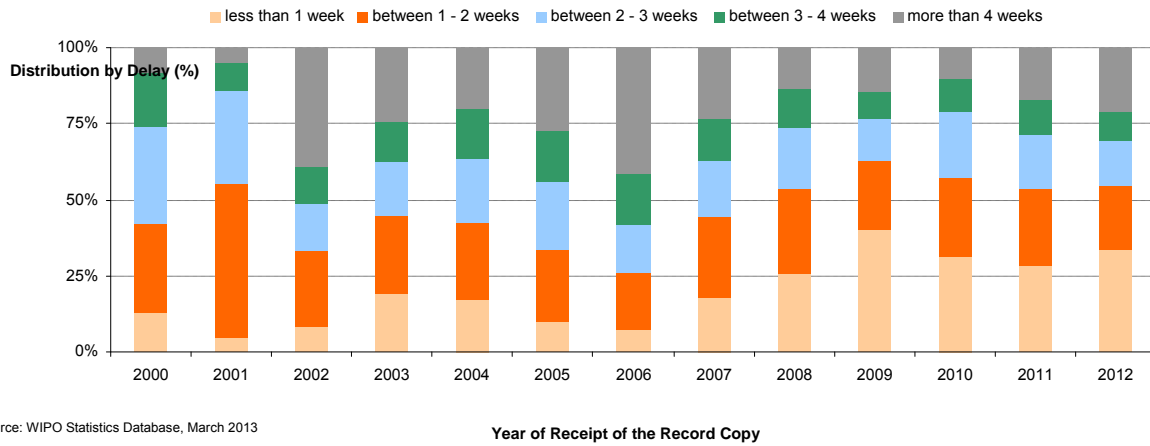
Source: WIPO Statistics Database, March 2013
Note: 2011 data are provisional and incomplete.

- 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.

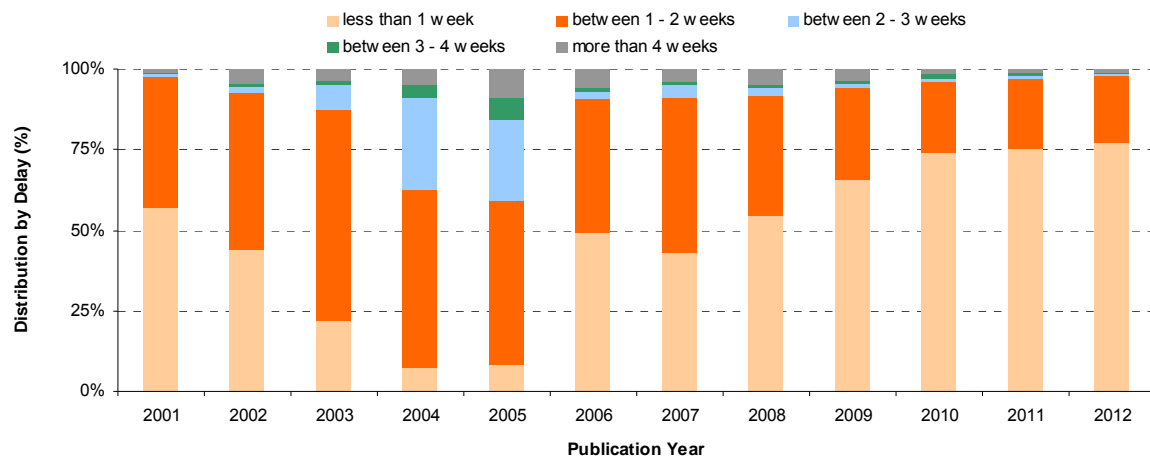
Timeliness of Formalities Examination



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."

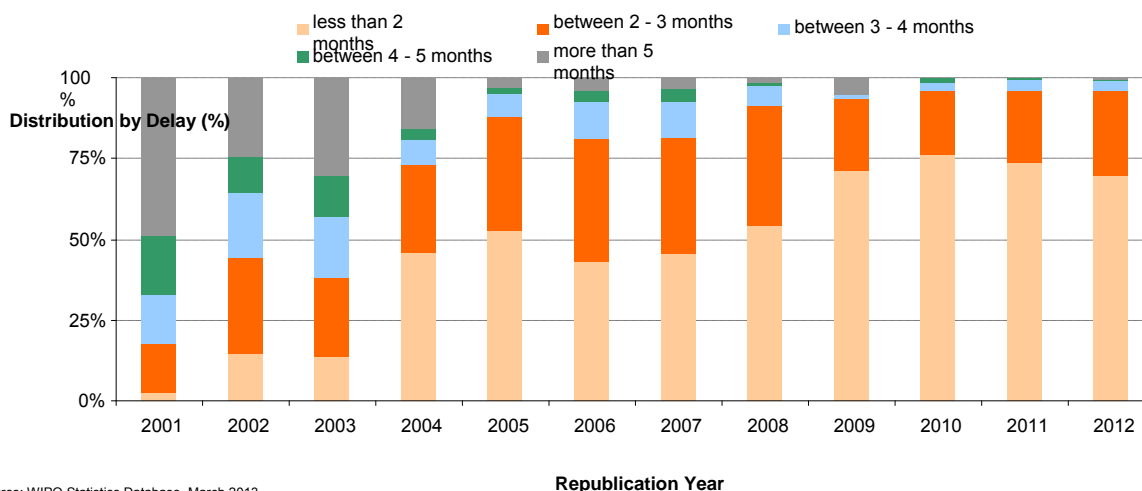
Timeliness of Publication



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.

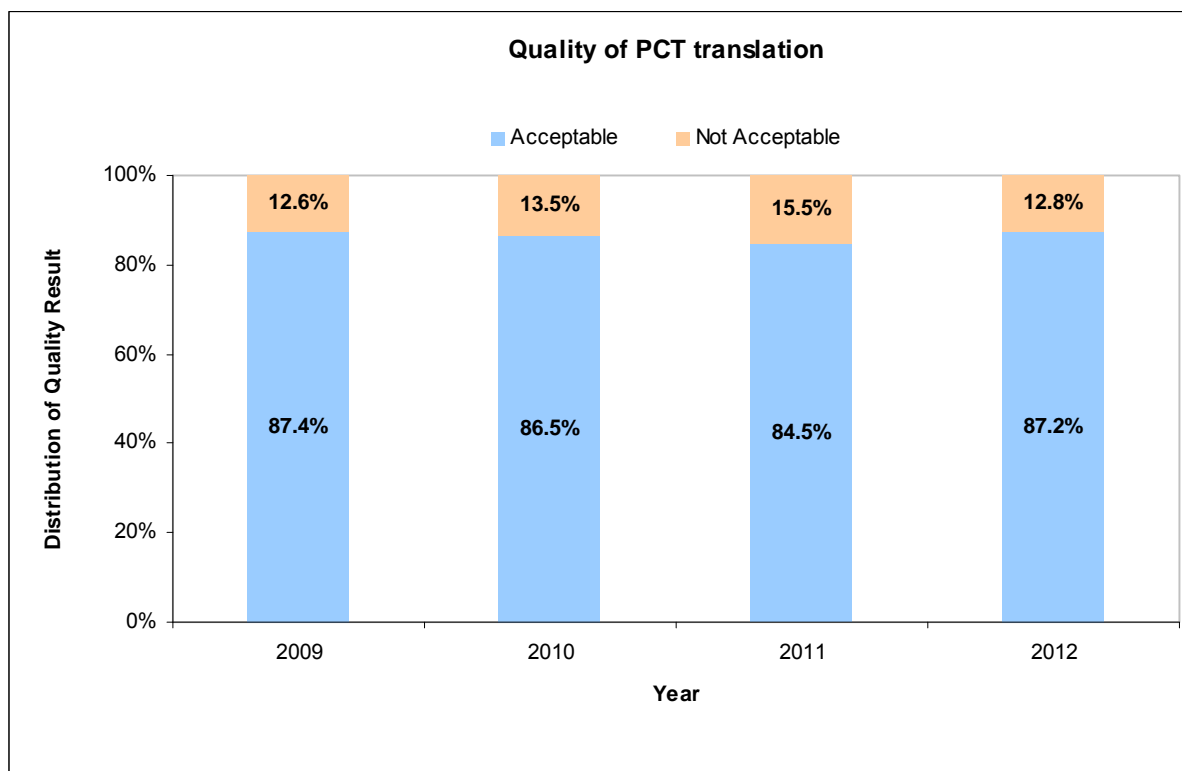
Timeliness of Republication



Translation

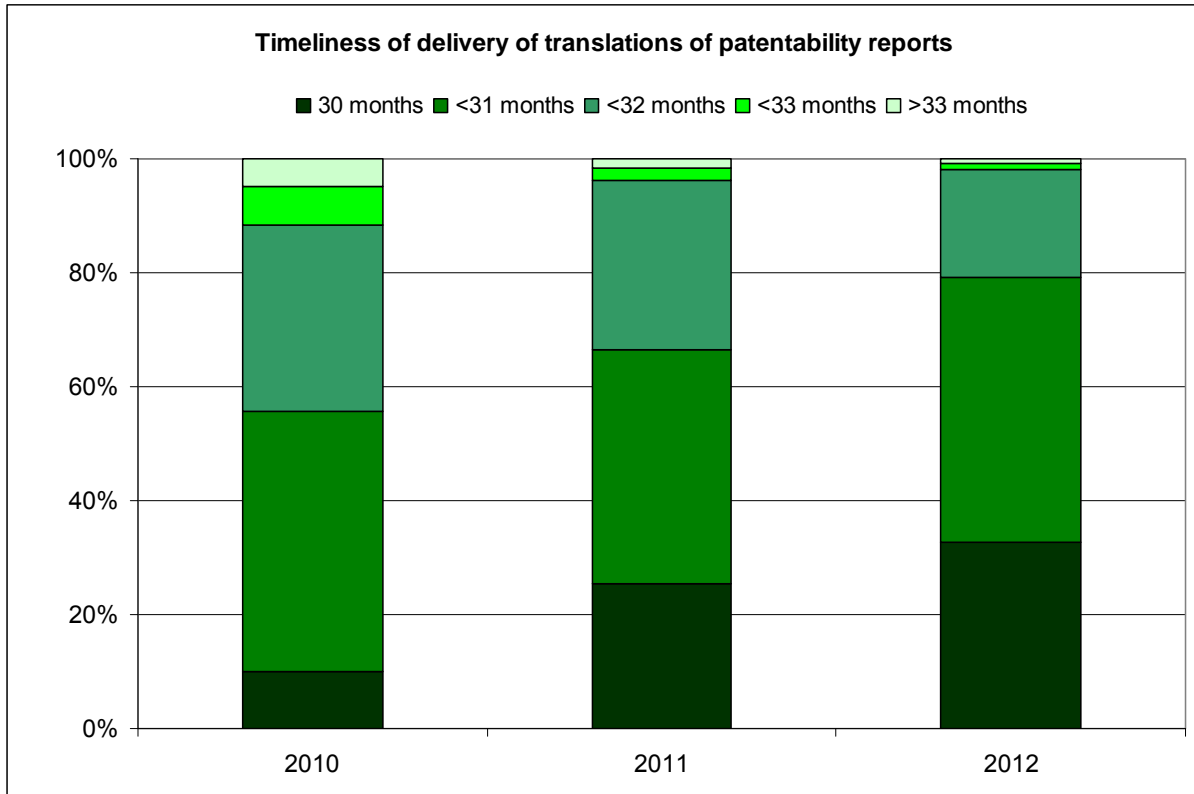
Quality of translation

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

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.

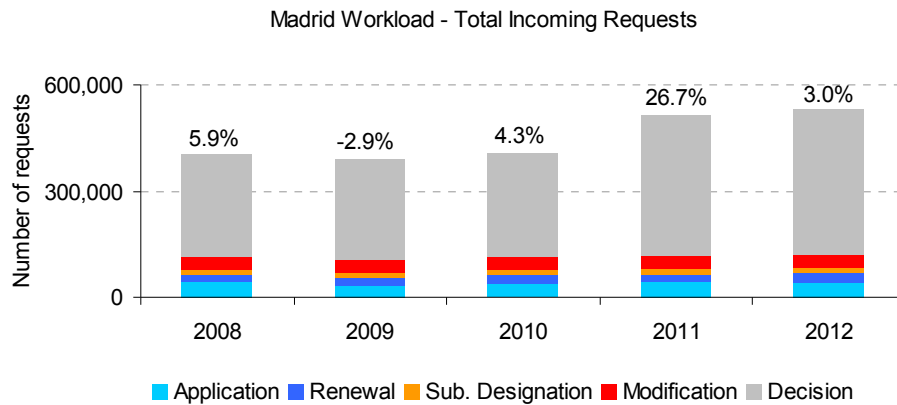
Background

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

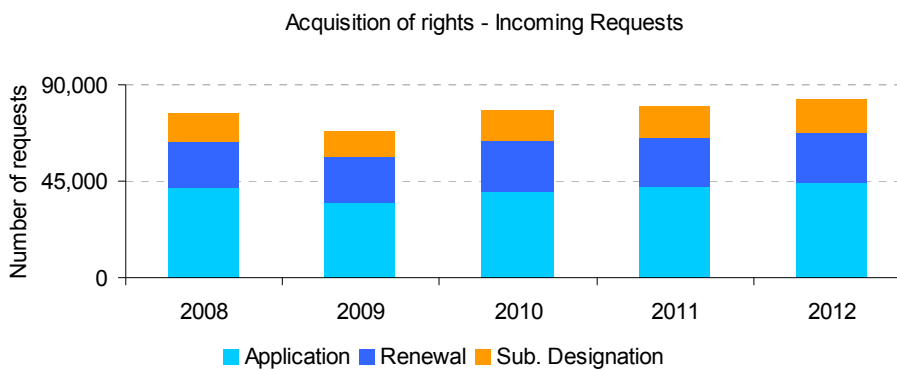
6. The workloads are tracked on the basis of the yearly number of incoming requests received by the IB in three areas, namely, acquisition and maintenance of rights, which includes new applications, requests for renewal and subsequent designation; decisions by the designated Contracting Parties (including 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.

Total number of request received by the IB



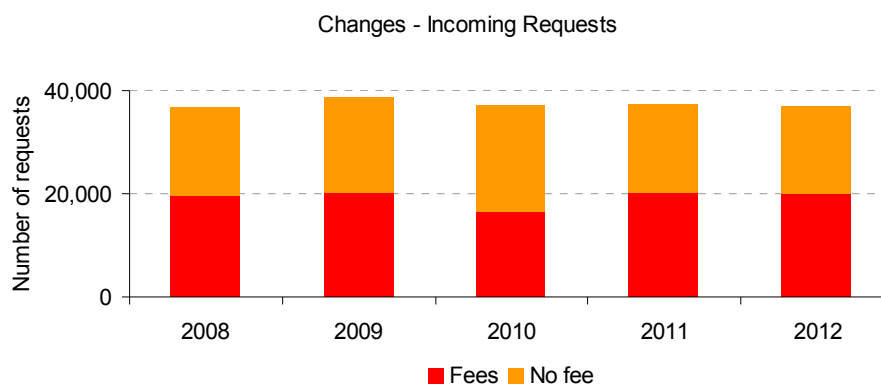
Acquisition of rights

8. Acquisition of rights include requests which create, extend or maintain a trademark in the international registry: registration, subsequent designation and renewals.



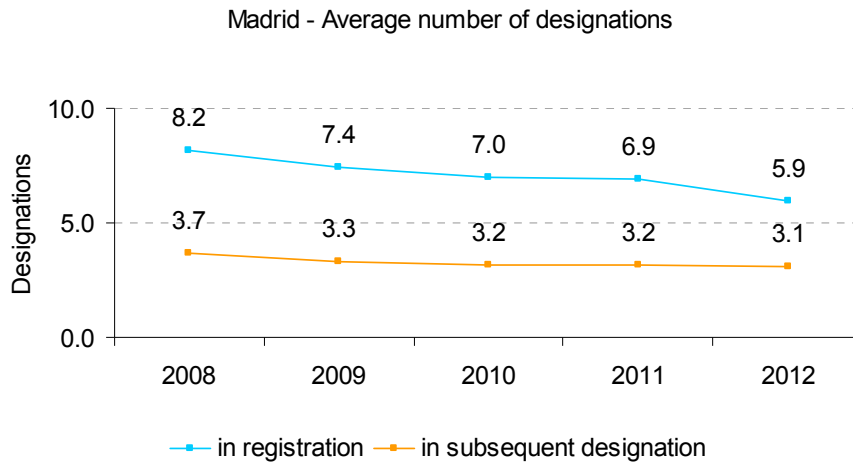
Request for changes

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.



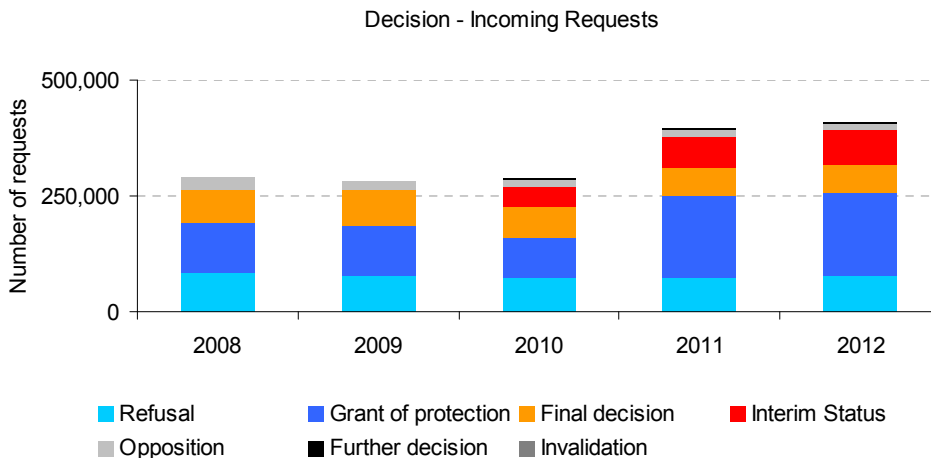
Number of designations

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 effects the future decision workload but not income.



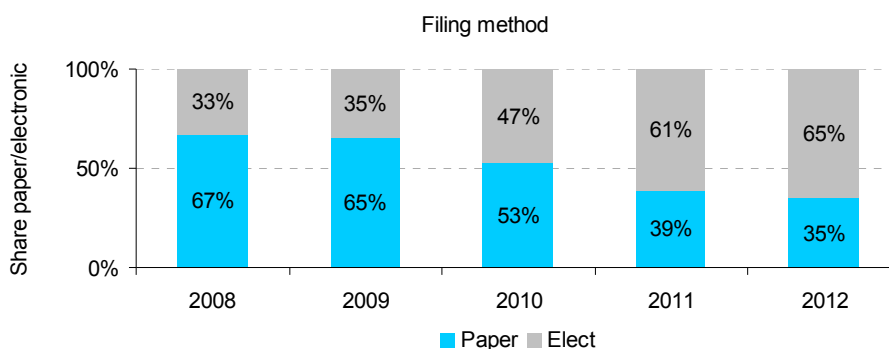
Decisions

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.



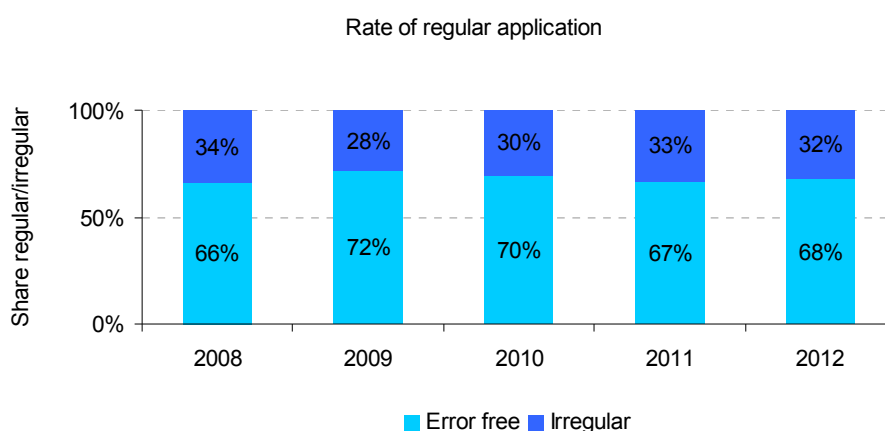
Filing Method

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)



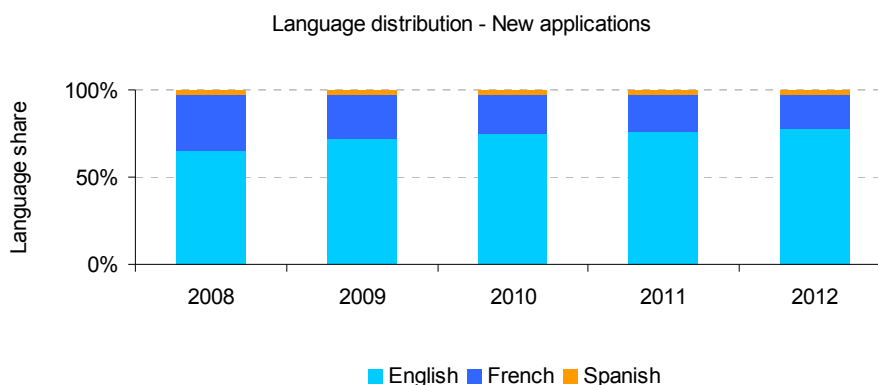
Rate of regular application

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.



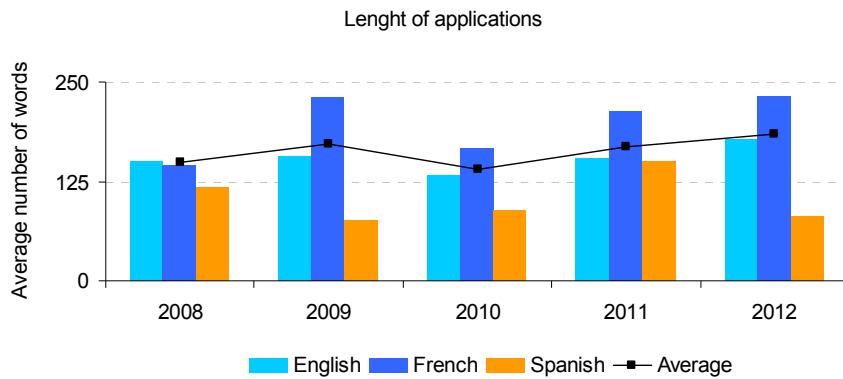
Language distribution

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.

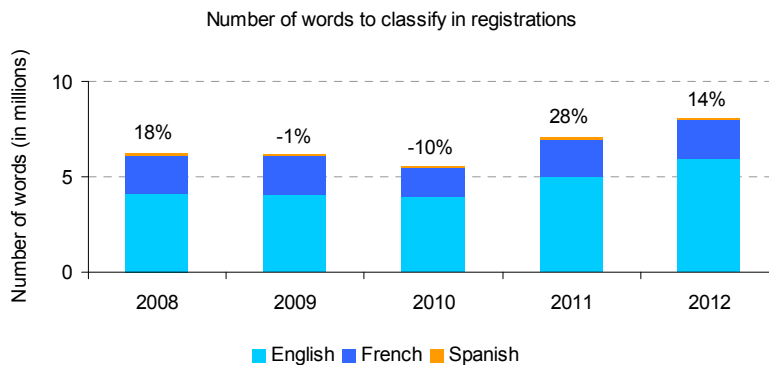


Length of applications

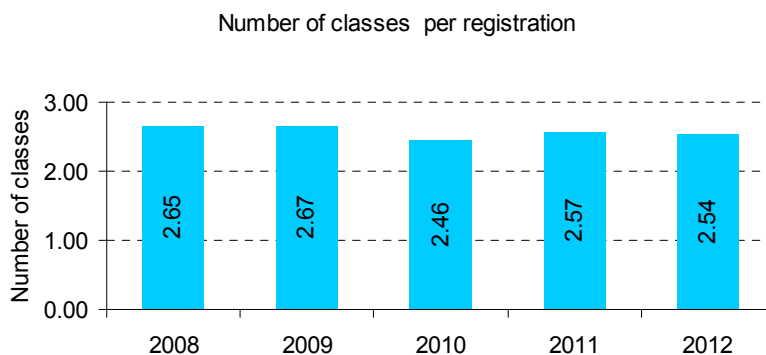
15. The length of applications impacts the complexity and duration of the classification and translation processes, and therefore the resources required for examination and translation. The latest increase in the average length of applications may therefore negatively affect the timely processing of 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.

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).

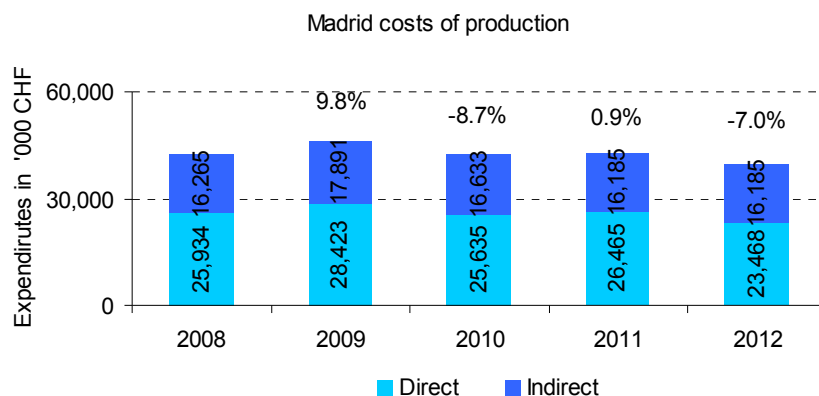
19. All of the above indicators or workload have an effect on the resources required to perform the necessary work, but very few have an impact on revenue. As an example, the increase of words per application in 2011 generated an additional 600,000 Swiss francs in translation costs, without generating 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.

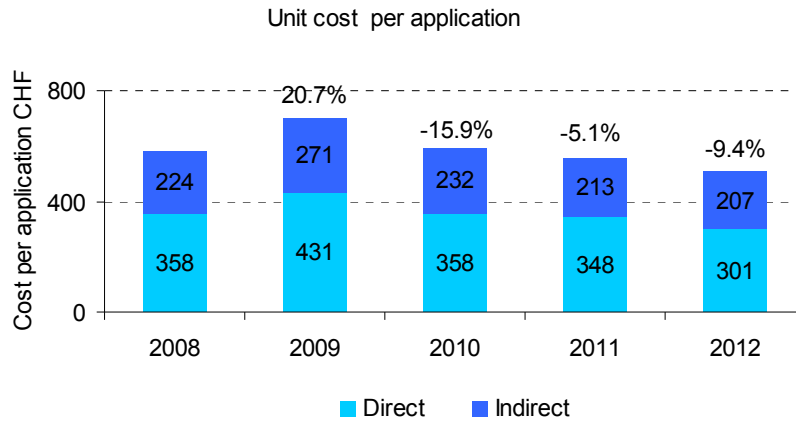


Unit cost indicator

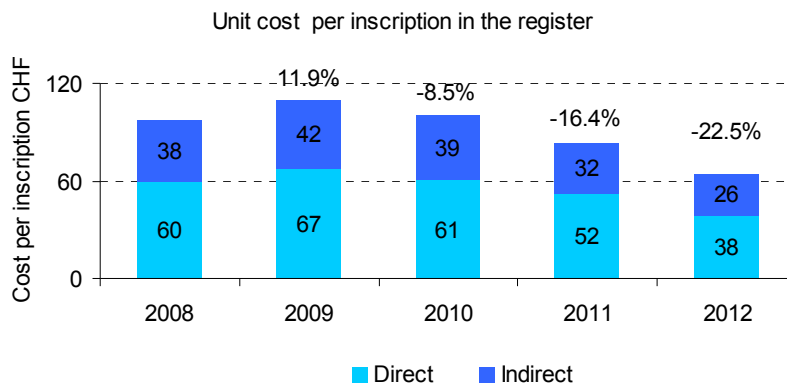
23. Unit cost is the average total cost of producing one unit of output. It can be disaggregated into two indicators:

- 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

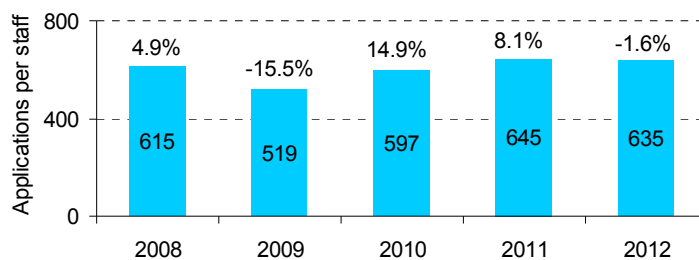


24. Both the unit cost per application and the unit cost per Inscription in the register have decreased from 2010 to 2012. This is mainly due to the automation of some procedures.

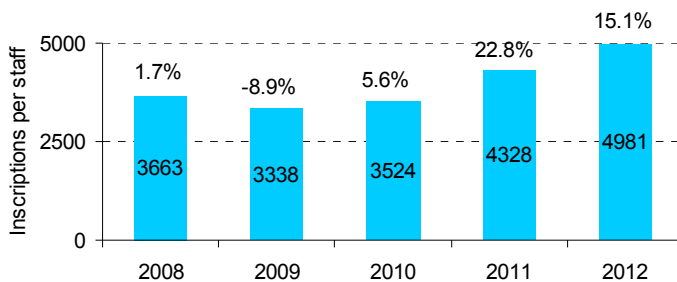
Productivity

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



Registry - Inscriptions per staff

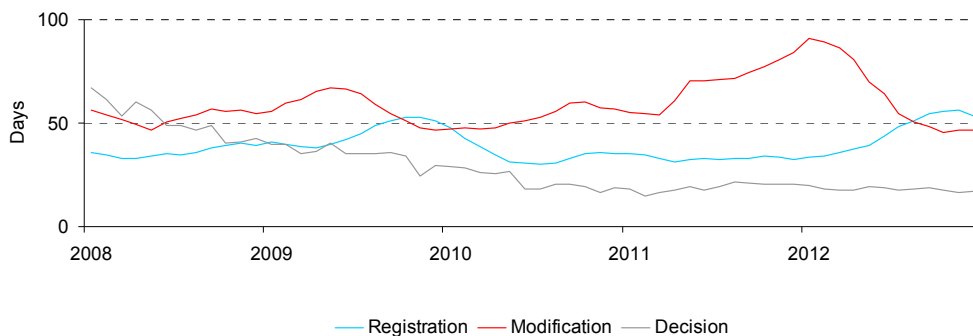


Productivity increases are primarily attributable to ongoing IT automation efforts.

Quality indicators

Average processing time of regular application

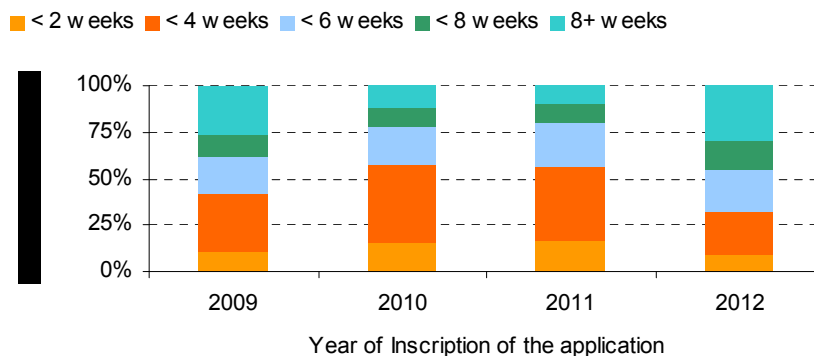
Processing time (regular)



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.

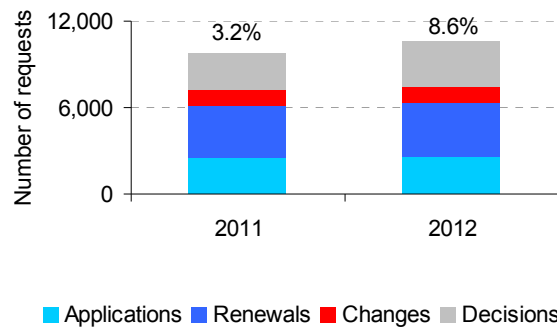
Workloads

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

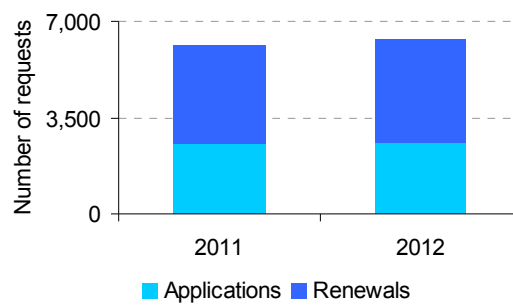
Hague Workload - Total Incoming Requests



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.

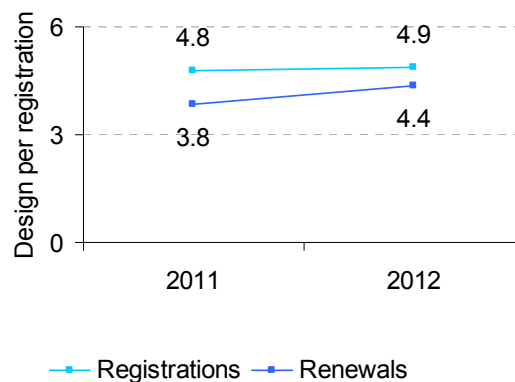
Acquisition of rights - Incoming Requests



Number of Designs

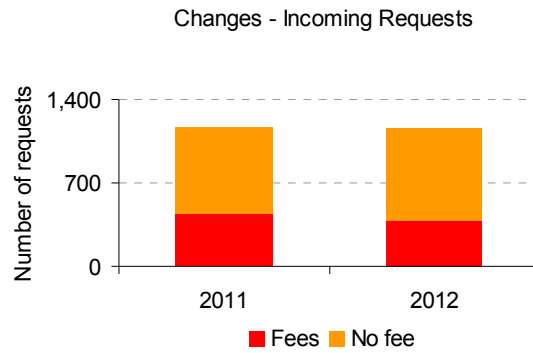
9. The average number of designs per registration is 4.9 designs.

Hague - Average number of Design

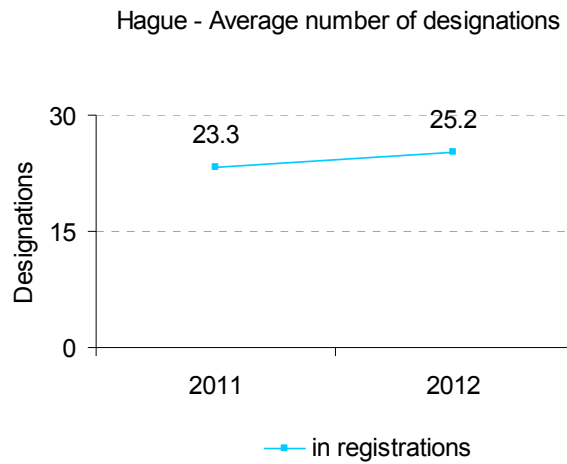


Request for changes

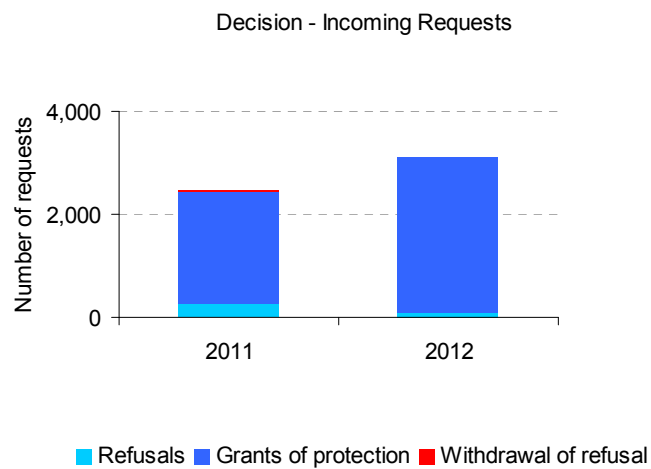
10. The evolution of the number of requests for the recording of changes in the International Register is illustrated below. Only a fraction of the changes are subject to the payment of a fee.



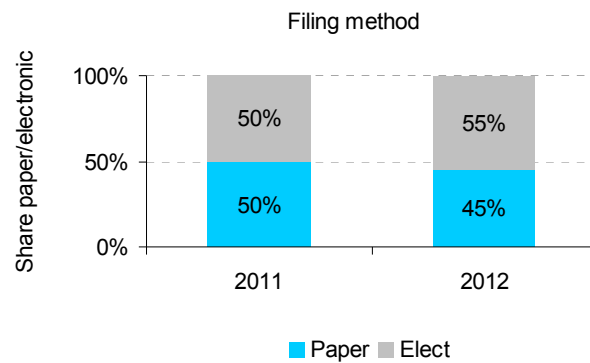
Number of designations



Decisions

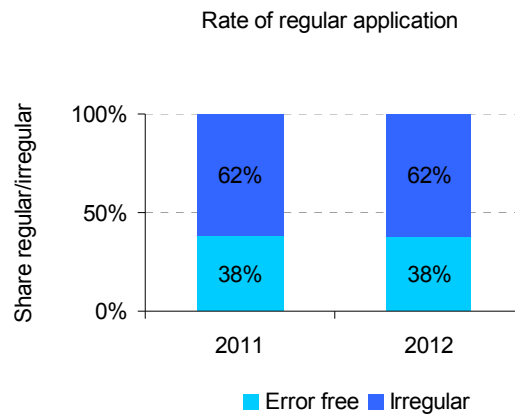


Filing Method



Rate of regular applications

11. The number of irregular applications has an upward effect on the examination workload and the duration of the procedure.



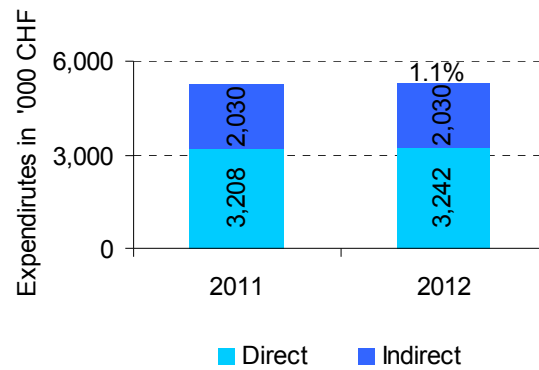
Workload analysis

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.

Hague costs of production



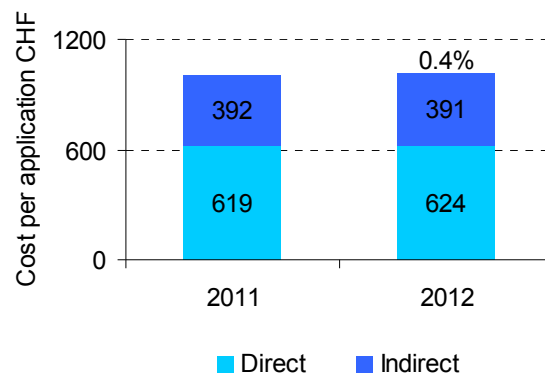
Unit cost indicators

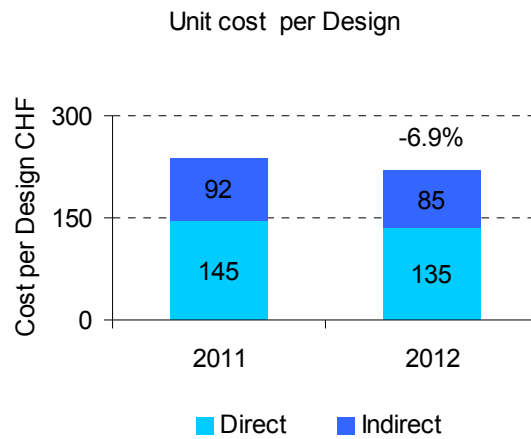
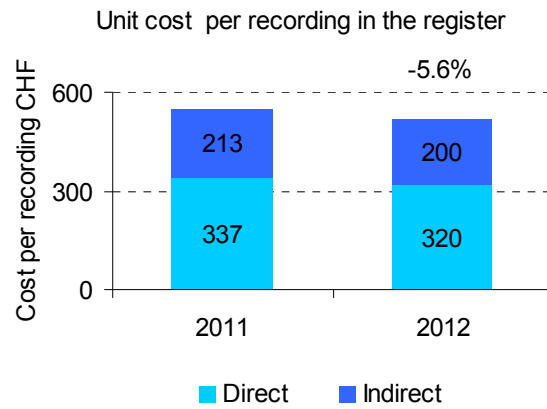
14. Unit cost is the average total cost of producing one unit of output. It can be disaggregated into:

- 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

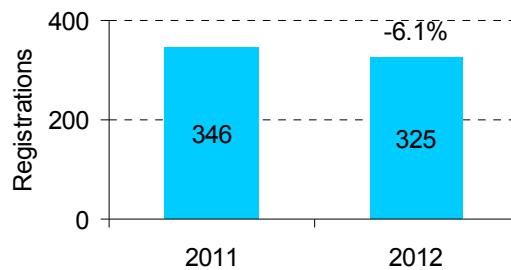
Unit cost per application



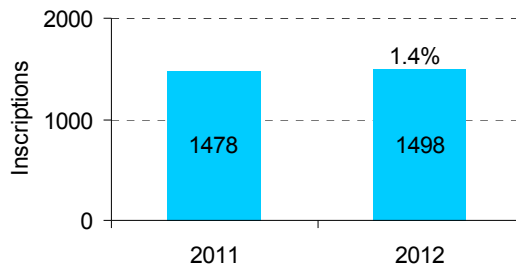
Unit cost per design*Unit cost per recording***Productivity**

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.

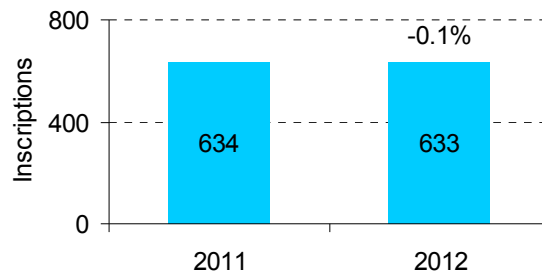
Acquisition of rights - Applications per staff



Acquisition of rights - Designs per staff



Registry - Recordings per staff

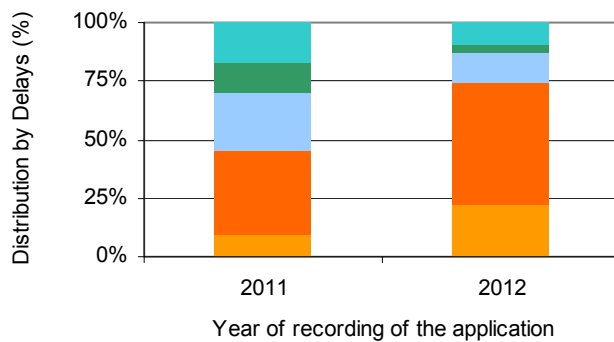


Timelines for a regular application in the Hague System

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).

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Table 21. Funds-in-Trust Resources Potentially Available for Programming in 2014/15 (by program)
(in thousands of Swiss francs)

<i>Program</i>	<i>Donor</i>	<i>Projected Balance end 2013</i>	<i>Estimated Contributions 2014/15</i>	<i>Estimated Available for Programming in 2014/15</i>
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	23	23
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	15.8	15.8
Contractual Services*	23.4	21.6	22.6	33.5	34.8	40.9	37.1	46.1	49.6	92.7	65.8	65.8
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	3.9	3.9
Sub-total	73.0	74.0	69.9	91.9	90.1	94.7	91.5	101.9	92.1	145.6	113.1	113.1
TOTAL EXPENDITURE	249.7	261.5	252.9	279.8	281.7	295.1	289.4	299.5	290.1	358.3	336.6	336.6

*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. 31	UA	
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and consensus 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	-	-	-	-	1,080	755	-	-	-	-	-	-	130	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,900	
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	-	-	-	-	24,105	-	-	-	1,157	-	-	-	-	-	-	-	-	-	-	1,159	-	-	-	-	-	-	-	-	-	26,420		
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	-	-	-	-	-	-	3,286	-	149	-	-	-	-	-	-	-	-	-	-	122	-	-	-	-	-	-	-	-	-	3,557		
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	-	-	-	-	-	-	-	10,946	2,584	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,530		
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	-	-	-	-	13,708	2,033	11,883	-	-	-	-	2,307	-	-	-	1,647	-	-	-	-	-	-	-	-	-	37,904		
III.3	Mainstreaming of the DA recommendations in the work of WIPO	-	-	-	-	-	-	-	4,341	367	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,709		
III.4	Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs	-	487	-	-	-	-	-	-	4,737	256	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,480		
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	-	-	-	-	-	994	-	-	-	1,882	7,639	-	-	-	-	-	222	1,939	-	-	-	-	-	-	-	-	15,212		
IV.3	Broad geographical coverage of the content and use of WIPO Global IP Databases	-	-	-	-	-	-	-	-	-	-	-	2,810	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,810		

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. 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	-	-	-	-	2,704	1,047	-	-	-	-	12,386	-	-	-	-	552	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,572
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	
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	429	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	429	
VI.2	Systematic and effective 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	Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,223	-	304	-	-	-	-	-	-	-	-	-	-	-	-	-	5,527	
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,302	848	-	-	-	-	-	-	-	-	-	-	-	-	13,150	
VIII.2	Improved service orientation and responsiveness to inquiries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,223	313	-	-	-	-	-	-	-	-	-	-	-	-	5,536	
VIII.3	Effective engagement with Member States	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,883	-	-	-	-	-	-	-	-	-	-	-	-	6,883	
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	273	-	-	1,105	-	-	-	-	-	-	-	-	-	5,956	
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,312	12,276	44,878	43,549	-	40,324	-	765	-	-	-	150,104		
IX.2	An agile smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,152	16,372	11,285	-	-	-	-	-	-	-	-	36,809		
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	-	-	-	13,982		
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		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,327	4,327		
Total by Program		4,950	6,182	16,430	7,884	200,067	55,245	11,175	4,341	34,536	8,443	11,883	7,317	4,692	7,639	12,386	5,336	3,989	7,254	17,525	13,335	19,294	28,132	23,561	47,400	45,269	5,116	40,324	10,786	834	7,587	4,327	673,200		

ANNEX XI 2014/15 BUDGET BY EXPECTED RESULT

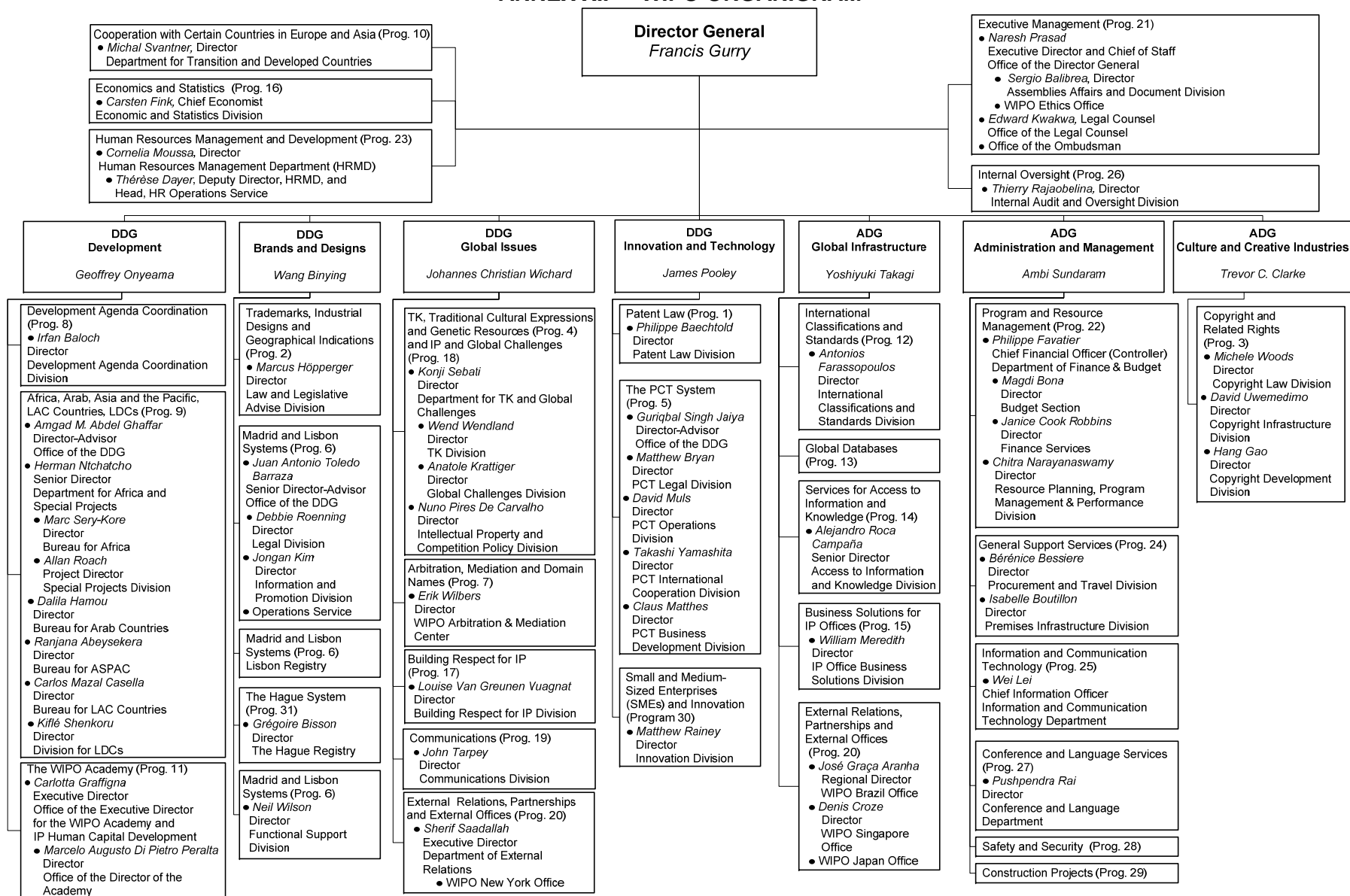
<i>Expected Result No. and Description</i>	<i>2012/13 Approved Budget</i>	<i>2012/13 Budget after transfers</i>	<i>2014/15 Proposed Budget</i>
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and consensus on specific topics on which international instruments are agreed	15,256	15,594	15,734
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10,080	10,292	7,900
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	26,420
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

<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.1 National innovation and IP strategies and plans consistent with national development objectives	10,570	11,792	13,530
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	46,436	46,159	37,904
III.3 Mainstreaming of the DA recommendations in the work of WIPO	6,943	4,366	4,709
III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs	1,517	1,018	5,480
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	14,974	16,192	15,212
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	16,832	15,586	19,572
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	7,709	7,483	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 and effective 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 Widespread adoption of platforms that enhance cooperation between developed and developing countries, particularly LDCs, in addressing specific global challenges from the IP perspective	5,913	6,367	5,527

Draft 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>
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
VIII.1 More effective communication to a broad public about intellectual property and WIPO's role	13,664	13,571	13,150
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	6,883
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	5,956
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	144,435	137,071	150,104
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	36,809
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	4,327
Total	647,430	648,411	673,200

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 2014	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

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 2014	Contributions 2014/15
Eritrea ²	Ster	0.03125	1,424	1,424	2,848
Estonia	IX	0.25	11,395	11,395	22,790
Ethiopia ²	Ster	0.03125	1,424	1,424	2,848
Fiji	Sbis	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	Ster	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	Sbis	0.0625	2,849	2,849	5,698
Greece	VI	3	136,737	136,737	273,474
Grenada	Sbis	0.0625	2,849	2,849	5,698
Guatemala	S	0.125	5,697	5,697	11,394
Guinea	Ster	0.03125	1,424	1,424	2,848
Guinea-Bissau	Ster	0.03125	1,424	1,424	2,848
Guyana	Sbis	0.0625	2,849	2,849	5,698
Haiti	Ster	0.03125	1,424	1,424	2,848
Holy See	IX	0.25	11,395	11,395	22,790
Honduras	Sbis	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	VIbis	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	VIbis	2	91,158	91,158	182,316
Italy	III	15	683,685	683,685	1,367,370
Jamaica	Sbis	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	Sbis	0.0625	2,849	2,849	5,698
Kiribati	Ster	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	Ster	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	Ster	0.03125	1,424	1,424	2,848
Liberia	Ster	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	Ster	0.03125	1,424	1,424	2,848
Malawi	Ster	0.03125	1,424	1,424	2,848
Malaysia	VIII	0.5	22,789	22,789	45,578
Maldives ²	Sbis	0.0625	2,849	2,849	5,698
Mali	Ster	0.03125	1,424	1,424	2,848
Malta	Sbis	0.0625	2,849	2,849	5,698
Mauritania	Ster	0.03125	1,424	1,424	2,848
Mauritius	Sbis	0.0625	2,849	2,849	5,698
Mexico	IVbis	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	Sbis	0.0625	2,849	2,849	5,698
Monaco	VII	1	45,579	45,579	91,158
Mongolia	Sbis	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	Ster	0.03125	1,424	1,424	2,848
Myanmar ²	Ster	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 2014	Contributions 2014/15
Namibia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Nepal	<i>Ster</i>	0.03125	1,424	1,424	2,848
Netherlands	III	15	683,685	683,685	1,367,370
New Zealand	VI	3	136,737	136,737	273,474
Nicaragua	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Niger	<i>Ster</i>	0.03125	1,424	1,424	2,848
Nigeria	S	0.125	5,697	5,697	11,394
Norway	IV	10	455,790	455,790	911,580
Oman	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

Proposed Program and Budget for 2014/15

States Members of One or More Contribution-Financed Unions	CONTRIBUTION Class	Contribution Units 2014/15	Contribution¹ 2014	Contribution¹ 2014	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-staff 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
aRDi	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

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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

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 size 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

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